



To: Board of Management

From: Robin D. Hale  
Chief Operating Officer

Subject: **ATTENDANCE AND REVENUE REPORT – MARCH 2016**

Date: 2016-04-04

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### **Summary:**

This report will update the Board of Management on the year-to-date visitor statistics and revenue results for the period ending 2016-03-31. 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.

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 results experienced through the end of the first quarter of 2016 have been encouraging versus 2015 and versus budget. Weather conditions have been less extreme to date in 2016 with an average temperature in the January to March timeframe of around -1.1°C (versus -7.4°C in 2015). This has been an enabler for visitors in taking the opportunity to visit the Zoo. The white lion cubs and their mom have been accessible for viewing on weekends and holidays throughout the entire first quarter of 2016, followed by the introduction of Juno (baby polar bear) in late February, the much anticipated introduction of the giant panda cubs in mid-March, and finally, the introduction of the Indian rhino calf. Other factors influencing attendance included Family Day activities, International Polar Bear Day, and the polar bear run in February, various March break activities, and “Spring has

Sprung” activities over the Easter weekend. Additionally, it is important to note that the Out-of-Home Marketing Association of Canada (OMAC) provided significant in-kind national advertising that specifically promoted the naming campaign for the giant panda cubs.

Attendance of 139,675 visitors through the end of March 2016 is tracking ahead of budget by 13.6% and ahead of prior year by 96.2% (For perspective, the budget numbers through the end of March represent 9.4% of the full year attendance budget). Year-to-date results in the main revenue categories are tracking ahead of the year-to-date budget by \$684.5 thousand (22.8%) and March 2015 year-to-date by \$1,669.7 thousand (84.0%), due primarily to the higher number of visitors on-site in the first quarter of 2016 (versus Q1 2015) and the corresponding impact on revenues.

From a membership perspective, a key initiative was launched in early March to increase membership, resulting in 4,818 membership sales, with 1,219 (25.3%) in redemptions to date. Zoo Members have also been quite active in visiting the Zoo year-to-date, with attendance of 50,973 accounting for 36.5% of total attendance in Q1 2016. Membership revenue results of \$920.0 thousand year-to-date is tracking ahead of budget and is ahead of 2015 year-to-date by 11.8%.

The details of the attendance, revenue results, and per cap spending through the end of March 2016 are outlined in the tables on Schedule I, Page 1 and graphically on Pages 2 and 3.

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R. D. Hale  
Chief Operating Officer

**List of Attachments:**

Schedule I - Toronto Zoo Attendance & Revenue Dashboard



**2016 ATTENDANCE & REVENUE DASHBOARD  
MARCH 2016**

	YEAR TO DATE					2015 Actual	Variance	Budget Variance %	Prior Year Variance %
	2016 Actual	%	2016 Budget	%	Variance				

**ATTENDANCE**

Admissions	85,452	61%	73,195	60%	12,257	36,069	49,383	17%	137%
School Groups	3,250	2%	3,154	3%	96	2,302	948	3%	41%
Members	50,973	36%	46,609	38%	4,364	32,835	18,138	9%	55%
<b>TOTAL ATTENDANCE</b>	<b>139,675</b>	<b>100%</b>	<b>122,958</b>	<b>100%</b>	<b>16,717</b>	<b>71,206</b>	<b>68,469</b>	<b>14%</b>	<b>96%</b>

**REVENUE**

Visitor & Group Admission	1,229,537	34%	874,947	29%	354,590	441,338	788,199	41%	179%
Parking	559,910	15%	369,714	12%	190,195	290,629	269,280	51%	93%
Retail Stores	330,825	9%	152,578	5%	178,247	102,366	228,459	117%	223%
Rides & Rentals	51,389	1%	18,472	1%	32,917	22,636	28,752	178%	127%
Membership	919,959	25%	873,163	29%	46,796	822,981	96,978	5%	12%
Food Services	566,649	15%	684,870	23%	(118,222)	308,624	258,025	-17%	84%
<b>TOTAL REVENUE</b>	<b>\$ 3,658,267</b>	<b>100%</b>	<b>\$ 2,973,745</b>	<b>100%</b>	<b>\$ 684,523</b>	<b>\$ 1,988,574</b>	<b>\$ 1,669,693</b>	<b>23%</b>	<b>84%</b>

**SPEND PER VISITOR (SPV)**

Visitor & Group Admission	8.80	45%	7.12	42%	1.69	6.20	2.60	24%	42%
Parking	4.01	20%	3.01	18%	1.00	4.08	(0.07)	33%	-2%
Zoomobile Tour	-	0%	-	0%	-	-	-	0%	0%
Retail Stores	2.37	12%	1.24	7%	1.13	1.44	0.93	91%	65%
Rides & Rentals	0.37	1%	0.15	1%	0.22	0.32	0.05	145%	16%
Food Services	4.06	21%	5.57	33%	(1.51)	4.33	(0.28)	-27%	-6%
<b>AVERAGE SPV</b>	<b>\$ 19.60</b>	<b>100%</b>	<b>\$ 17.08</b>	<b>100%</b>	<b>\$ 2.52</b>	<b>\$ 16.37</b>	<b>\$ 3.24</b>	<b>15%</b>	<b>20%</b>



