

To: Board of Management

From: Robin D. Hale  
Chief Operating Officer

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

Date: 2016-11-21

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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 2016-10-31. 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:**

Attendance results of 1,244,431 visitors through the end of October 2016 are tracking very close to budget and are 16.3% (174,185 visitors) ahead of prior year, with two (2) months remaining to year-end. At this point, it is anticipated that the Toronto Zoo will achieve the full year target of 1,315,000 visitors. Attendance of 93,145 visitors in October was the third highest ever achieved for this month in the Zoo's history, and the highest since the first Panda visit to the Toronto Zoo in 1985. The ideal fall conditions in September and October have complemented the moderate conditions from earlier in the year, favourably impacting attendance. In between, were the extremely warm and dry conditions of the summer that included 14 heat alerts and 8 extreme heat alerts issued by the City of Toronto in the June – September period, versus 8 and 4 respectively in the same timeframe of 2015. Visitor

interest in September and October has been influenced significantly by the busy schedule of fall events and programs, highlighted by the first birthday celebration for the Giant panda cubs in mid-October.

As of the end of October, the main revenue categories are tracking ahead of the year-to-date budget by \$2,299.6 thousand (7.1%) and ahead of prior year's revenues by \$6,258.2 thousand (22.1%). This is attributable to a number of factors including the higher ratio of general admission visitors (versus senior and children categories) deciding to spend a day at the Toronto Zoo and the corresponding impact on revenues. Additionally, revenues in all other visitor facing areas are ahead of budget. In fact, with the exception of Admissions, all visitor facing revenue streams have surpassed the full year budget expectations and we anticipate that the full year target for Admission revenues (at 99.95% of target through the end of October) will be achieved in early November. Parking is at 108.3%, Zoomobile is at 129.1% Retail is at 121.0%, Rides & Rentals is at 116.6%, Food Services is at \$101.7%.

From a membership perspective, a key initiative focus on increasing memberships was launched in early March to increase membership resulting in 7,072 membership sales. This has proven to be quite successful and all of these memberships have now been activated to effectively increase the current base to 31,141 member households, up 16.7% from the end of October 2015. Membership revenue of \$3,678.6 thousand through the end of October is 6.6% ahead of budget and is currently at 101.7% of the full year budget target.

It is anticipated that the financial results will continue to be strong for the remainder of the year with the planned pre-winter schedule of events and a promotional offering to further stimulate attendance and interest in visiting the Zoo. The details of the attendance, revenue results, and per cap spending through the end of October 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**  
**October 2016**

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

**ATTENDANCE**

Admissions	893,638	72%	876,715	69%	16,923	751,196	142,442	2%	19%
School Groups	113,435	9%	125,808	10%	(12,373)	96,850	16,585	-10%	17%
Members	237,358	19%	262,544	21%	(25,186)	224,530	12,828	-10%	6%
<b>TOTAL ATTENDANCE</b>	<b>1,244,431</b>	<b>100%</b>	<b>1,265,067</b>	<b>100%</b>	<b>(20,636)</b>	<b>1,072,576</b>	<b>171,855</b>	<b>-2%</b>	<b>16%</b>

**REVENUE**

Visitor & Group Admission	14,721,061	43%	14,440,517	45%	280,544	12,181,760	2,539,302	2%	21%
Parking	3,863,222	11%	3,441,935	11%	421,286	3,160,037	703,184	12%	22%
Retail Stores	3,501,648	10%	2,806,051	9%	695,596	2,422,239	1,079,408	25%	45%
Rides & Rentals	1,385,492	4%	1,105,093	3%	280,399	1,200,795	184,697	25%	15%
Membership	3,678,593	11%	3,451,231	11%	227,362	3,412,721	265,872	7%	8%
Food Services	7,450,324	22%	7,055,898	22%	394,426	5,964,562	1,485,762	6%	25%
<b>TOTAL REVENUE</b>	<b>\$ 34,600,340</b>	<b>100%</b>	<b>\$ 32,300,725</b>	<b>100%</b>	<b>\$ 2,299,615</b>	<b>\$ 28,342,114</b>	<b>\$ 6,258,226</b>	<b>7%</b>	<b>22%</b>

**SPEND PER VISITOR (SPV)**

Visitor & Group Admission	11.83	48%	11.41	50%	0.41	11.36	0.47	4%	4%
Parking	3.10	12%	2.72	12%	0.38	2.95	0.16	14%	5%
Zoomobile Tour	0.62	3%	0.47	0%	0.15	0.51	0.11	0%	0%
Retail Stores	2.81	11%	2.22	10%	0.60	2.26	0.56	27%	25%
Rides & Rentals	0.49	1%	0.40	2%	0.09	0.61	(0.12)	23%	-20%
Food Services	5.99	24%	5.58	24%	0.41	5.56	0.43	7%	8%
<b>AVERAGE SPV</b>	<b>\$ 24.85</b>	<b>100%</b>	<b>\$ 22.80</b>	<b>100%</b>	<b>\$ 2.04</b>	<b>\$ 23.24</b>	<b>\$ 1.61</b>	<b>9%</b>	<b>7%</b>



