



To: Board of Management

From: Robin D. Hale
Chief Operating Officer

Subject: **ATTENDANCE AND REVENUE REPORT – AUGUST 2017**

Date: 2017-09-18

Summary:

This report will update the Board of Management on the year-to-date visitor statistics and revenue results for the period ending 2017-08-31. 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 three-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 III (attached).

Comments/Discussions:

In reviewing the year-to-date results through the end of August 2017, it is important to understand the impact of the 34 day labour disruption in May - June. In order to do so, this report discusses the Attendance and Revenue results through the end of April 2017, the impact of the labour disruption to the results in May - June, and finally, the period of July - August to complete the year-to-date picture.

January – April:

Attendance and Revenue results through the end of April 2017 were excellent and were both tracking ahead of budget. At the time, the year-to-date attendance of 193,712 was 11.0% ahead of budget and visitor facing revenues were 12.5% ahead of budget. This was

despite weather conditions that were more extreme in 2017 with a total of 17 extreme cold weather alerts issued through the end of April, versus 11 in the prior year. The favourable budget performance through April 30 was influenced by positive results in special events planning, including Family Day activities and International Polar Bear Day that helped the Zoo to achieve its highest ever attendance for the Month of February, with 46,003 guests, surpassing the previous mark of 44,222 in 2012. Poor weather conditions experienced during March, specifically during the school break, deterred some potential guests from partaking in planned activities, but this was offset by the month of April, including a full menu of activities around the Easter weekend.

Revenues for the period of January - April were strong and the positive variance of \$0.518 million was 12.5% ahead of budget, consistent with the attendance experience for the period. The metrics for January - April are in the first table of Schedule I.

May – June:

The months of May and June were obviously impacted by the labour disruption. During the period of May 11 - June 13, the Zoo was closed and the attendance foregone amounted to 218,012 visitors (budgeted). Although the Zoo reopened on June 14, the residual impact of the labour disruption continued through the end of June as school groups and camps had been cancelled up to 2 weeks out, contributing to a further slippage of 62,125 in attendance in the remainder of June.

As would be expected, with a total of 280,137 fewer visitors (218,012 due to the labour disruption) versus budget in the May - June period, revenues were significantly impacted. The estimated revenues foregone during the 34 day labour disruption was \$6.335 million and \$6.797 million for the May - June period, a shortfall of 71.3% versus budget. However, cost-savings attributable to the closure offset the revenue results to reduce the impact on a net basis. For your information, the metrics for May - June are in the second table of Schedule I.

July - August:

In July, the Toronto Zoo, with the collective agreement settled, returned to conventional operations with 242,595 visitors passing through the gates, achieving 99.2% of budget and surpassing July 2016 by 6.2%. August attendance of 264,940 visitors achieved 94.0% of budget and was ahead of August 2016 by 12.2%. Collectively, the 507,539 visitors to the Zoo in the period of July - August 2017 achieved 96.5% of the budget for the period and surpassed attendance for the same timeframe in 2016 by 9.2%. Additionally, a very positive sign in the month of September results to date indicates that 90,986 visitors have attended the Zoo between September 1 - 17 inclusive, exceeding budget by 17.4% and the same period of 2016 by 12.5%.

Revenues for the busy July - August period were very strong, resulting in a \$0.630 million (4.2%) positive variance versus budget and 15.5% versus the same period in 2016.

Although Admissions revenues were down versus budget due to the slight shortfall in attendance, other revenue categories more than offset the impact of admissions as visitors spent more on Food, Retail, and Ride attractions. The metrics for July - August are in the table included in Schedule II.

August Year-to-Date:

On a year-to-date basis through the end of August 2017, attendance of 785,218 represents a shortfall of 279,662 visitors (26.2%) versus budget. This may be directly attributed to the May-June period when attendance was 280,137 visitors fewer than anticipated in the 2017 budget (as reported in May - June section above). Although there are many factors that need to be considered, it is reasonable to conclude that without the labour disruption, the attendance experience would be on budget in 2017.

As at the end of August, year-to-date results (Schedule III, Page 1) in the main revenue categories are tracking behind budget by \$5.649 million (20%) and August 2016 year-to-date by \$4.246 million (16%). As referenced earlier in this report, cost savings attributable to the 34 day closure offset these revenue results to reduce the overall impact on a net basis.

Please refer to the additional chart in Schedule III, Page 3 that extends the attendance numbers through to September 17. At the time of writing, the strong attendance trend continues and results in an optimistic outlook for the rest of September and Q4.

R. D. Hale
Chief Operating Officer

List of Attachments:

Schedule I - Toronto Zoo Attendance & Revenue Dashboard



**2017 ATTENDANCE & REVENUE DASHBOARD
APRIL**

	YEAR TO DATE					2016 Actual	Variance	Budget Variance %	Prior Year Variance %
	2017 Actual	%	2017 Budget	%	Variance				

ATTENDANCE

Admissions	113,979	59%	107,243	61%	6,736	129,455	(15,476)	6%	-12%
School Groups	9,076	5%	6,288	4%	2,788	9,437	(361)	44%	-4%
Members	70,657	36%	61,028	35%	9,629	72,580	(1,923)	16%	-3%
TOTAL ATTENDANCE	193,712	100%	174,559	100%	19,153	211,472	(17,760)	11%	-8%

REVENUE

Visitor & Group Admission	1,551,090	33%	1,186,349	29%	364,741	1,900,575	(349,485)	31%	-18%
Parking	672,843	14%	630,869	15%	41,974	861,026	(188,183)	7%	-22%
Retail Stores	365,824	8%	235,000	6%	130,824	503,445	(137,621)	56%	-27%
Rides & Rentals	70,126	2%	34,050	1%	36,076	85,189	(15,063)	106%	-18%
Membership	1,238,667	27%	1,096,727	26%	141,939	1,496,391	(257,724)	13%	-17%
Food Services	774,617	17%	972,294	24%	(197,676)	915,817	(141,200)	-20%	-15%
TOTAL REVENUE	\$ 4,673,167	100%	\$ 4,155,288	100%	\$ 517,879	\$ 5,762,443	\$ (1,089,276)	12%	-19%

**2017 ATTENDANCE & REVENUE DASHBOARD
MAY & JUNE**

	YEAR TO DATE					2016 Actual	Variance	Budget Variance %	Prior Year Variance %
	2017 Actual	%	2017 Budget	%	Variance				

ATTENDANCE

Admissions	53,218	27%	203,474	117%	(150,256)	175,248	(122,030)	-74%	-70%
School Groups	15,348	8%	92,053	53%	(76,705)	64,524	(49,176)	-83%	-76%
Members	15,401	8%	68,577	39%	(53,176)	47,315	(31,914)	-78%	-67%
TOTAL ATTENDANCE	83,967	100%	364,104	100%	(280,137)	287,087	(203,120)	-77%	-71%

REVENUE

Visitor & Group Admission	997,721	21%	4,134,924	100%	(3,137,204)	3,514,263	(2,516,542)	-76%	-72%
Parking	257,856	6%	892,579	21%	(634,723)	904,763	(646,907)	-71%	-72%
Retail Stores	264,652	6%	700,000	17%	(435,348)	811,175	(546,523)	-62%	-67%
Rides & Rentals	88,753	2%	287,458	7%	(198,705)	310,677	(221,924)	-69%	-71%
Membership	611,123	13%	1,365,713	33%	(754,590)	720,182	(109,059)	-55%	-15%
Food Services	514,227	11%	2,150,599	52%	(1,636,373)	1,737,598	(1,223,371)	-76%	-70%
TOTAL REVENUE	\$ 2,734,331	100%	\$ 9,531,273	100%	\$ (6,796,942)	\$ 7,998,658	\$ (5,264,327)	-71%	-66%



**2017 ATTENDANCE & REVENUE DASHBOARD
JULY & AUGUST**

	2017 Actual	%	2017 Budget	%	Variance	2016 Actual	Variance	Budget Variance %	Prior Year Variance %
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ATTENDANCE

Admissions	428,299	221%	432,029	247%	(3,730)	360,980	67,319	-1%	19%
School Groups	2,990	2%	4,620	3%	(1,630)	23,740	(20,750)	-35%	-87%
Members	76,250	39%	89,568	51%	(13,318)	65,863	10,387	-15%	16%
TOTAL ATTENDANCE	507,539	100%	526,217	100%	(18,678)	450,583	56,956	-4%	13%

REVENUE

Visitor & Group Admission	7,384,986	158%	7,767,883	187%	(382,897)	6,021,327	1,363,659	-5%	23%
Parking	1,520,712	33%	1,460,606	35%	60,106	1,245,296	275,416	4%	22%
Retail Stores	1,606,345	34%	1,547,666	37%	58,678	1,463,461	142,884	4%	10%
Rides & Rentals	800,259	17%	698,433	17%	101,826	674,787	125,472	15%	19%
Membership	861,902	18%	638,301	15%	223,601	861,471	431	35%	0%
Food Services	3,527,288	75%	2,958,879	71%	568,409	3,327,248	200,040	19%	6%
TOTAL REVENUE	\$ 15,701,492	100%	\$ 15,071,768	100%	\$ 629,724	\$ 13,593,590	\$ 2,107,902	4%	16%



**2017 ATTENDANCE & REVENUE DASHBOARD
AUGUST**

	YEAR TO DATE					2016 Actual	Variance	Budget Variance %	Prior Year Variance %
	2017 Actual	%	2017 Budget	%	Variance				

ATTENDANCE

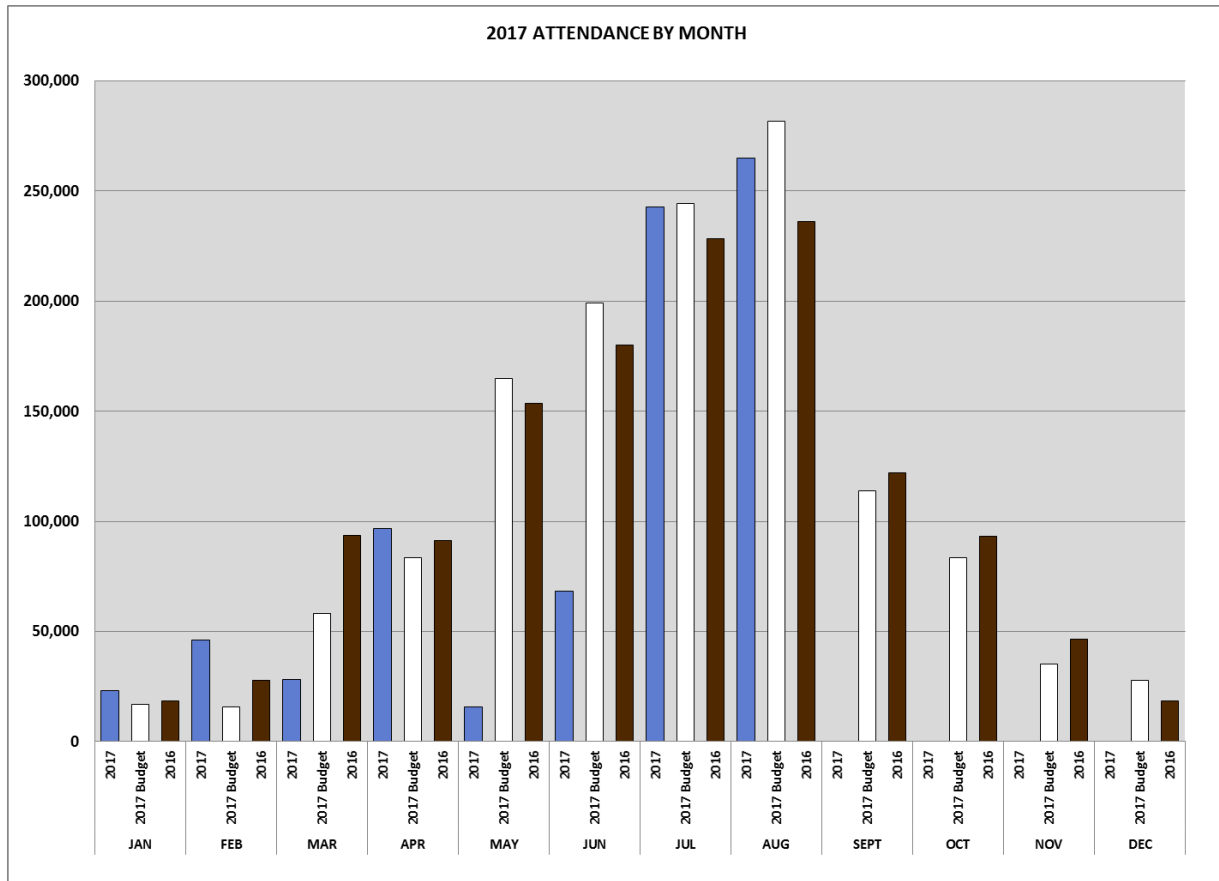
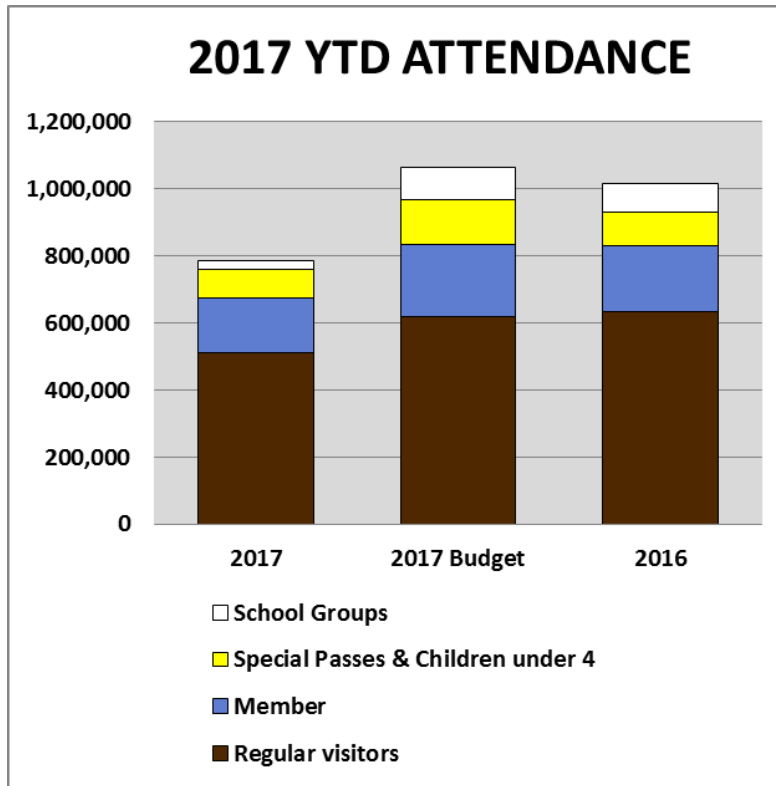
Admissions	595,496	76%	742,747	70%	(147,251)	665,683	(70,187)	-20%	-11%
School Groups	27,414	3%	102,961	10%	(75,547)	97,701	(70,287)	-73%	-72%
Members	162,308	21%	219,173	21%	(56,865)	185,758	(23,450)	-26%	-13%
TOTAL ATTENDANCE	785,218	100%	1,064,880	100%	(279,662)	949,142	(163,924)	-26%	-17%

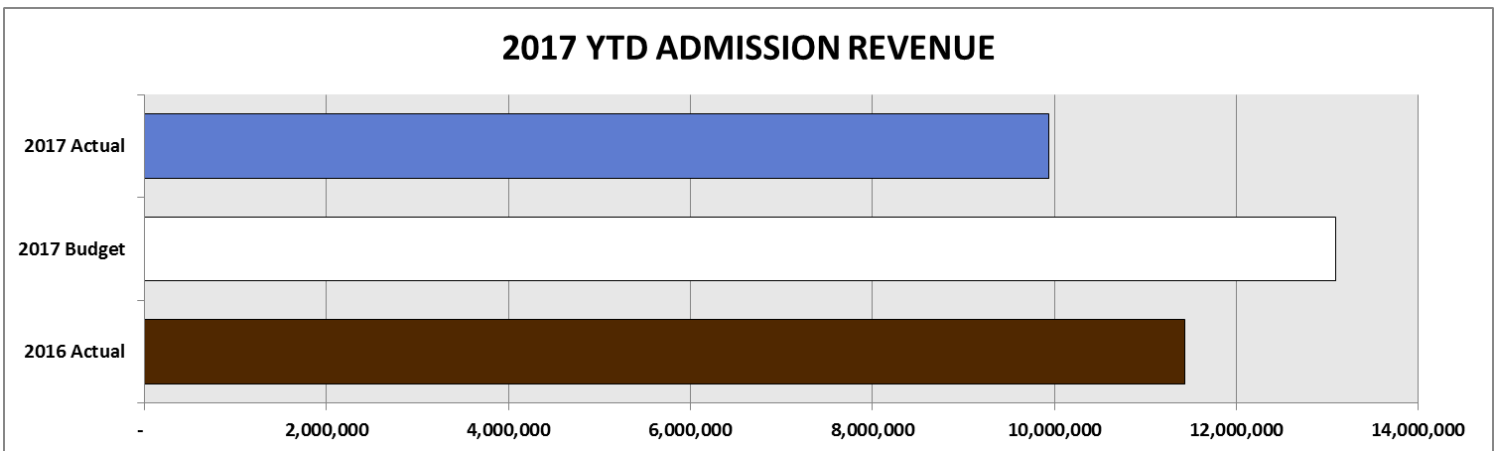
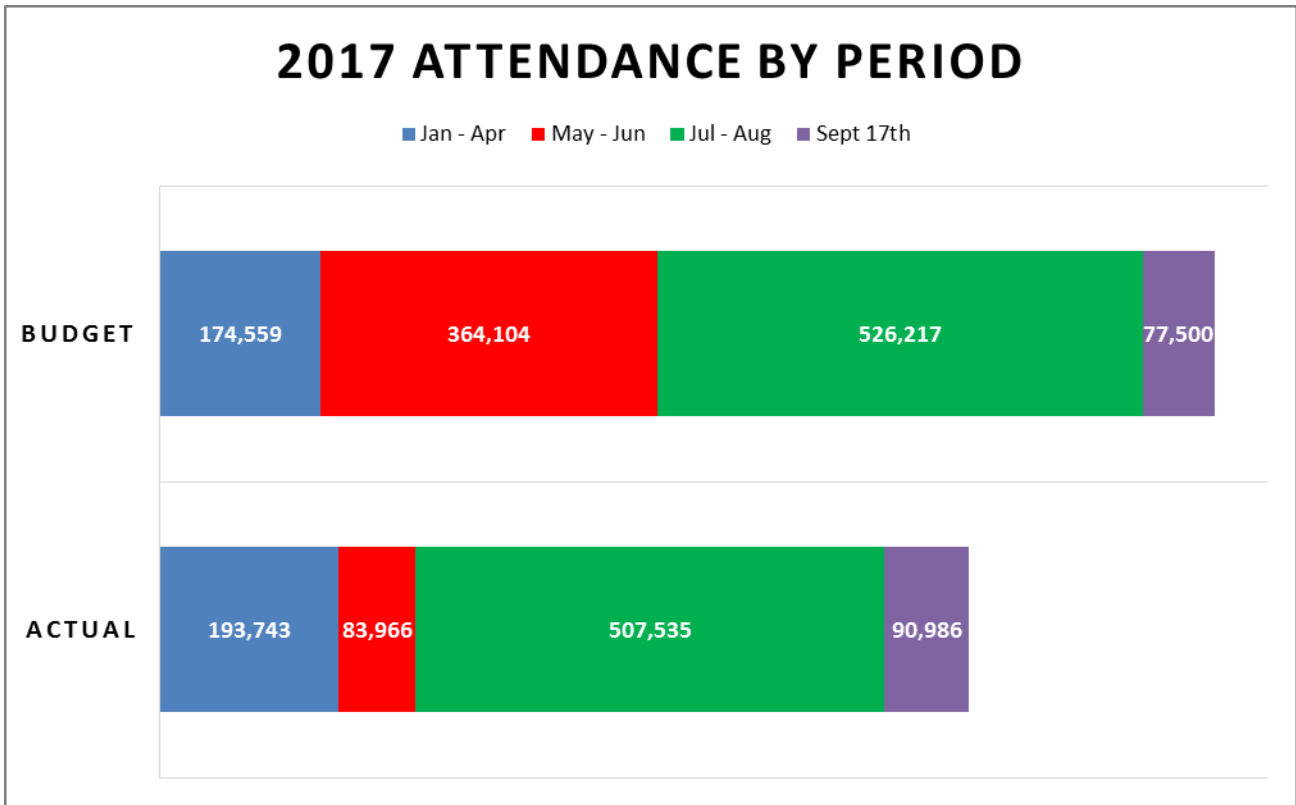
REVENUE

Visitor & Group Admission	9,933,797	43%	13,089,156	46%	(3,155,359)	11,436,165	(1,502,368)	-24%	-13%
Parking	2,451,411	11%	2,984,054	10%	(532,642)	3,011,085	(559,674)	-18%	-19%
Retail Stores	2,236,821	10%	2,482,666	9%	(245,846)	2,778,081	(541,261)	-10%	-19%
Rides & Rentals	959,138	4%	1,019,941	4%	(60,803)	1,070,654	(111,515)	-6%	-10%
Membership	2,711,691	12%	3,100,741	11%	(389,050)	3,078,044	(366,353)	-13%	-12%
Food Services	4,816,132	21%	6,081,772	21%	(1,265,640)	5,980,663	(1,164,531)	-21%	-19%
TOTAL REVENUE	\$ 23,108,990	100%	\$ 28,758,329	100%	\$ (5,649,339)	\$ 27,354,692	\$ (4,245,702)	-20%	-16%

SPEND PER VISITOR (SPV)

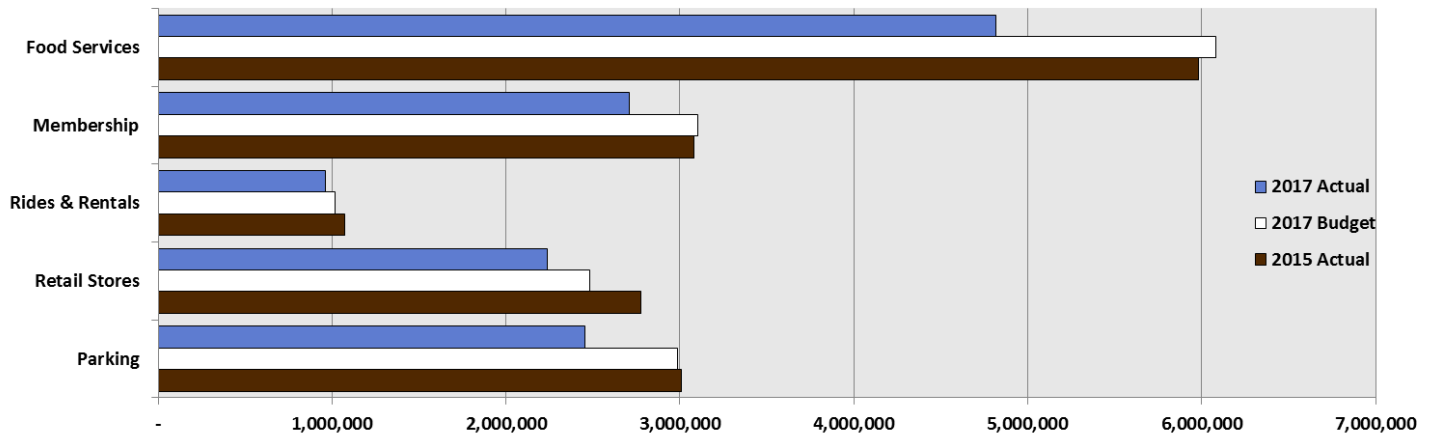
Visitor & Group Admission	12.65	49%	12.29	51%	0.36	12.05	0.60	3%	5%
Parking	3.12	12%	2.80	12%	0.32	3.17	(0.05)	11%	-2%
Zoomobile Tour	0.69	3%	0.55	0%	0.13	0.64	0.05	0%	0%
Retail Stores	2.85	11%	2.33	10%	0.52	2.93	(0.08)	22%	-3%
Rides & Rentals	0.53	1%	0.40	2%	0.13	0.49	0.04	33%	9%
Food Services	6.13	24%	5.71	24%	0.42	6.30	(0.17)	7%	-3%
AVERAGE SPV	\$ 25.98	100%	\$ 24.09	100%	\$ 1.88	\$ 25.58	\$ 0.40	8%	2%



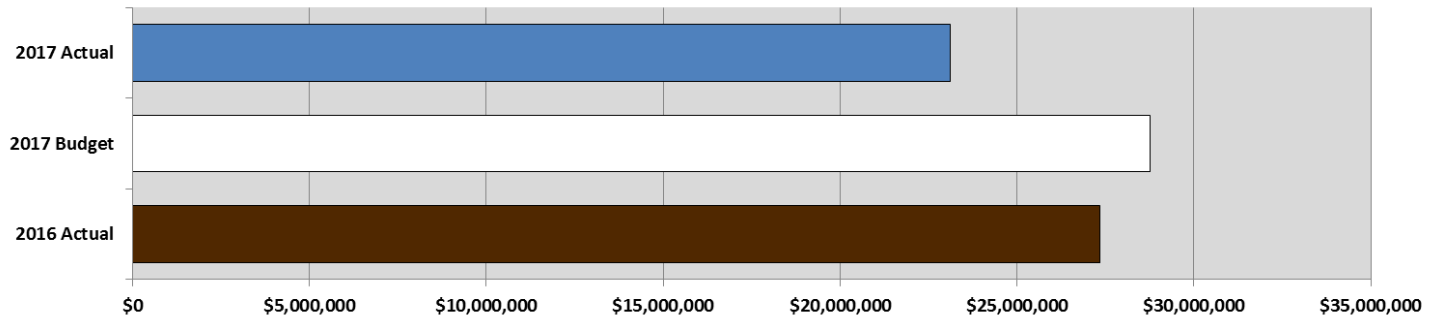




2017 YTD OTHER PRIMARY REVENUE CATEGORIES



TOTAL YTD PRIMARY REVENUE CATEGORIES



TOTAL YTD SPEND PER VISITOR

