Summary:

This report will update the Board of Management on the year-to-date visitor statistics and revenue results for the period ending 2014-10-31. 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. The budgeted monthly allocation of the attendance target is 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.

Comments/Discussions:

The Toronto Zoo experienced one of the best financial years in its 40 year history in 2013, with significant growth in visitor revenues that achieved record levels. Contributing to these increased revenues were the more than 1.46 million visitors who came to the Zoo. The increased revenues in 2013 resulted in the Zoo transferring $3.0 million to the Zoo Stabilization Reserve for the future benefit of Zoo and to address any revenue / attendance fluctuations over the 5 year operating plan / budget. At the same time, the Zoo was also able to transfer $0.5 million to the Community Foundation, representing the net benefit of Development operations in 2013. While attendance and revenue results have been lower in 2014, the Zoo is anticipating an amount of $2.0 million remaining in the Zoo Stabilization Reserve at the end of 2014. Additionally, in 2014 the Toronto Zoo was able to transfer a further $2.0 million to the Community Foundation as a result of the single largest donation ever received by the Zoo.

The third quarter and October were quite busy for the Toronto Zoo as it remained a very competitive market for attractions in the GTA. Although the attendance numbers are down versus budget and prior year, the Toronto Zoo has performed quite well considering the fact that the first
new major attraction in over 20 years opened late 2013 and, due to its nature, was in direct
competition with the Toronto Zoo. While staff actively implemented the annual schedule of
regular and group events throughout the summer, in September and October the strategic
emphasis on stimulating attendance continued as we implemented plans to mitigate the lower
attendance trends that commenced earlier in the year with thirty-four (34) extreme cold weather
alerts issued by the City of Toronto.

The most significant attendance strategy was a discounted admission offer using Groupon. This
proved to be quite successful and resulted in a total of 32,604 admission purchases, with 21,790
redemptions to date. The number of redemptions represents 66.8% and is considerably higher
than anticipated by both Groupon and the Toronto Zoo. The lower trend in attendance appears to
be consistent with information appearing in various surveys that referred to a lower trend in
overall leisure spending in 2014. In particular, a survey conducted by one of the major financial
institutions discussed the scaled back activities and vacation plans of cost conscious Canadians in
2014, outlining a decline in travel by Canadians in the range of 20% versus 2013. The surveys
also referenced higher gas prices as having impacted summer plans for two thirds (68 per cent) of
Canadians, with 30 per cent planning fewer out of town trips. It appears that the recent relief in
gas prices was a little too late to benefit the Toronto Zoo in 2014, coming in the post peak season.

As outlined in Schedule I, year-to-date attendance of 1,127,889 visitors through the end of
October 2014 is running below prior year and under budget. This has also impacted the visitor
facing revenue streams. A primary objective of the revenue enhancement program in the latter
part of the year has been to assist in mitigating the impact of the attendance trend and, in
combination with cost containment measures, meet the year-end net expenditure budget target.

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

R. D. Hale
Chief Operating Officer

List of Attachments:

Schedule I - Toronto Zoo Attendance & Revenue Dashboard
# 2014 ATTENDANCE & REVENUE DASHBOARD

## October 2014

<table>
<thead>
<tr>
<th></th>
<th>2014 Actual</th>
<th>2014 Budget</th>
<th>YEAR TO DATE Variance</th>
<th>2013 Actual</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ATTENDANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions</td>
<td>783,293</td>
<td>992,409</td>
<td>(209,116)</td>
<td>1,023,052</td>
<td>(239,759)</td>
</tr>
<tr>
<td>School Groups</td>
<td>111,295</td>
<td>137,544</td>
<td>(26,249)</td>
<td>122,393</td>
<td>(11,098)</td>
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<tr>
<td>Members</td>
<td>233,301</td>
<td>311,373</td>
<td>(78,072)</td>
<td>266,934</td>
<td>(33,633)</td>
</tr>
<tr>
<td><strong>TOTAL ATTENDANCE</strong></td>
<td>1,127,889</td>
<td>1,441,327</td>
<td>(313,438)</td>
<td>1,412,379</td>
<td>(284,490)</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitor &amp; Group Admission</td>
<td>12,930,800</td>
<td>15,785,790</td>
<td>(2,854,990)</td>
<td>17,215,347</td>
<td>(4,284,547)</td>
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<tr>
<td>Parking</td>
<td>2,740,982</td>
<td>3,102,870</td>
<td>(361,888)</td>
<td>3,461,503</td>
<td>(720,521)</td>
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<tr>
<td>Retail Stores</td>
<td>2,710,628</td>
<td>3,171,498</td>
<td>(460,870)</td>
<td>3,953,529</td>
<td>(1,242,901)</td>
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<tr>
<td>Rides &amp; Rentals</td>
<td>1,056,857</td>
<td>1,231,114</td>
<td>(174,257)</td>
<td>1,174,278</td>
<td>(117,421)</td>
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<tr>
<td>Membership</td>
<td>3,593,103</td>
<td>3,750,000</td>
<td>(156,897)</td>
<td>3,621,114</td>
<td>(28,011)</td>
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<tr>
<td>Food Services</td>
<td>5,513,189</td>
<td>6,232,258</td>
<td>(719,069)</td>
<td>7,471,236</td>
<td>(1,958,047)</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$28,545,560</td>
<td>$33,273,531</td>
<td>$(4,727,971)</td>
<td>$36,897,007</td>
<td>$(8,351,447)</td>
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</tbody>
</table>

**Note:**

2013 – 2014 cumulative to date:
- $3.0 million to Zoo Stabilization Reserve in 2013
- $0.5 million to TCF in 2013
- $2.0 million donation transferred to TCF in 2014
### 2014 YTD ATTENDANCE

- **School Groups**
- **Special Passes & Children under 4**
- **Member**
- **Regular visitors**

<table>
<thead>
<tr>
<th></th>
<th>2014 YTD</th>
<th>2014 Budget</th>
<th>2013 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>0</td>
<td>50,000</td>
<td>100,000</td>
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<tr>
<td>Budget</td>
<td>0</td>
<td>150,000</td>
<td>200,000</td>
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<tr>
<td>Prior Year</td>
<td>0</td>
<td>250,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Actual</td>
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<td>350,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Budget</td>
<td>0</td>
<td>450,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Prior Year</td>
<td>0</td>
<td>550,000</td>
<td>600,000</td>
</tr>
</tbody>
</table>

### 2014 ATTENDANCE BY MONTH

- **January (JAN)**
- **February (FEB)**
- **March (MAR)**
- **April (APR)**
- **May (MAY)**
- **June (JUN)**
- **July (JUL)**
- **August (AUG)**
- **September (SEPT)**
- **October (OCT)**
- **November (NOV)**
- **December (DEC)**

The chart displays attendance by month with the years 2014 Actual and Budget, along with the corresponding figures for the previous year.