

To: Board of Management

From: Manager, Financial Services

Subject: **ATTENDANCE AND REVENUE REPORT – FEBRUARY 2019**

Date: 2019-03-28

SUMMARY:

This report will update the Board of Management on the visitor statistics and revenue results for the period ending 2019-02-28. Included in this report is a dashboard highlighting some of the key metrics for 2019.

RECOMMENDATION:

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 I (attached).

COMMENTS:

Revenue results in the main revenue categories for the period ending February 28, 2019 were below budget by 26%. Attendance of 36,644 guests through the end of February 2019 was unfavourable to budget by 17%. In comparison to the same period in 2018, attendance results in 2019 were also behind by 17% and revenues were behind by 27%. Attendance to date in 2019 may have been impacted by the increased incidence of Extreme Cold Weather alerts, totalling 24 through the end of February (versus 19 in 2018). Also, the first quarter of 2018 was the final opportunity for Zoo guests to view the pandas before their departure to Calgary in March 2018. For your information, the February 2019 results for attendance and the primary revenue categories are outlined in the tables and charts included in Schedule I.

At this point, the budgeted attendance numbers through the end of February represents approximately 3.4% of the overall attendance targets for 2019. During February there were several events scheduled that generated visitor interest including Family Day activities, naming contests for the Zoo's baby Zebra, International Polar Bear Day activities that included 704 participants in the Move Your Paws for the Polar Bear Cause run (the most attended polar bear run to date), and the launching of a brand new Polar Dip event to raise awareness of the plight of the polar bears.

Zoo Members have been consistent in visiting the Zoo in 2019, with Member attendees of 23,192 accounting for 63% of total attendance to date. Membership revenue results of \$249.4 thousand were ahead of budgeted revenues of \$173.9 thousand, but were behind 2017 metrics by 14%.

At this time, the Zoo is optimistic that planned summer events and exhibits will help to offset the lost attendance experienced to date.

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ATTACHMENTS:

Schedule I - Toronto Zoo Attendance & Revenue Dashboard



2019 ATTENDANCE & REVENUE DASHBOARD
February 2019

	YEAR TO DATE							Budget	Prior Year
	2019 Actual	%	2019 Budget	%	Variance	2018 Actual	Variance	Variance %	Variance %

ATTENDANCE

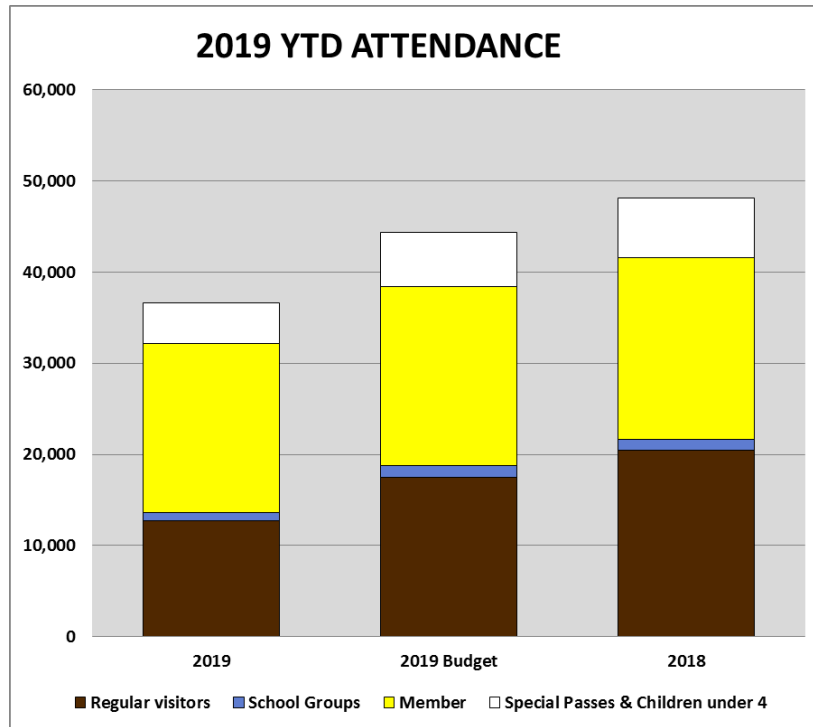
Admissions	12,539	34%	17,503	39%	(4,964)	24,235	(11,696)	-28%	-48%
School Groups	913	2%	1,237	3%	(324)	1,133	(220)	-26%	-19%
Members	23,192	63%	25,576	58%	(2,384)	18,542	4,650	-9%	25%
TOTAL ATTENDANCE	36,644	100%	44,316	100%	(7,672)	43,910	(7,266)	-17%	-17%

REVENUE

Guest & Group Admission	198,981	27%	302,750	30%	(103,768)	319,434	(120,453)	-34%	-38%
Parking	115,859	16%	139,642	14%	(23,782)	136,459	(20,600)	-17%	-15%
Retail Stores	45,706	6%	97,666	10%	(51,960)	71,112	(25,406)	-53%	-36%
Rides & Rentals	4,450	1%	25,695	3%	(21,245)	9,503	(5,053)	-83%	-53%
Membership	249,405	33%	173,887	17%	75,518	290,523	(41,118)	43%	-14%
Food Services	132,371	18%	271,348	27%	(138,977)	193,904	(61,533)	-51%	-32%
TOTAL REVENUE	\$ 746,773	100%	\$ 1,010,988	100%	\$ (264,215)	\$ 1,020,935	\$ (274,162)	-26%	-27%

SPEND PER GUEST (SPG)

Guest & Group Admission	5.43	40%	6.83	36%	(1.40)	7.27	(1.84)	-21%	-25%
Parking	3.16	23%	3.15	17%	0.01	3.11	0.05	0%	2%
Zoomobile Tour	-	0%	0.47	0%	(0.47)	-	-	0%	0%
Retail Stores	1.25	9%	2.20	12%	(0.96)	1.62	(0.37)	-43%	-23%
Rides & Rentals	0.12	0%	0.11	1%	0.01	0.22	(0.09)	8%	-44%
Food Services	3.61	27%	6.12	32%	(2.51)	4.42	(0.80)	-41%	-18%
AVERAGE SPG	\$ 13.57	100%	\$ 18.89	100%	\$ (5.32)	\$ 16.63	\$ (3.06)	-28%	-18%



2019 ATTENDANCE BY MONTH

