ZB4.9

STAFF REPORT

To: Board of Management

From: Director, Finance & Computer Services

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

Date: 2019-05-30

SUMMARY:

This report will update the Board of Management on the visitor statistics and revenue results for the period ending 2019-04-30. 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. 2-2019, attendance and revenues are reported to the Board on a monthly basis when a Board meeting is scheduled. 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 April 30, 2019 were below budget by 15%. A significant factor influencing attendance results to date in 2019 has been the increased incidence of Extreme Cold Weather alerts, totalling 27 through the end of April (versus 19 in 2018). There has also been a higher incidence of rainy / snowy days on weekends in 2019 and during the March Break, which undoubtedly influences the guest decision to visit the Zoo. As a result, attendance of 165,768 guests through the end of April 2019 was unfavourable to budget by 14%. In comparison to the same period in 2018, attendance results in 2019 were behind by 17% and revenues were behind by 13%. 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 April 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 April represents approximately 14.9% of the overall attendance targets for 2019. During Winter and early Spring 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, the new Polar Dip, March break activities feature Thomas the Tank, and Easter events.

Zoo Members have been consistent in visiting the Zoo in 2019, with Member attendees of 87,046 accounting for 53% of total attendance to date. Membership revenue results of $1.034 million were ahead of budgeted revenues of $813 thousand, but were behind 2018 metrics by 4%.

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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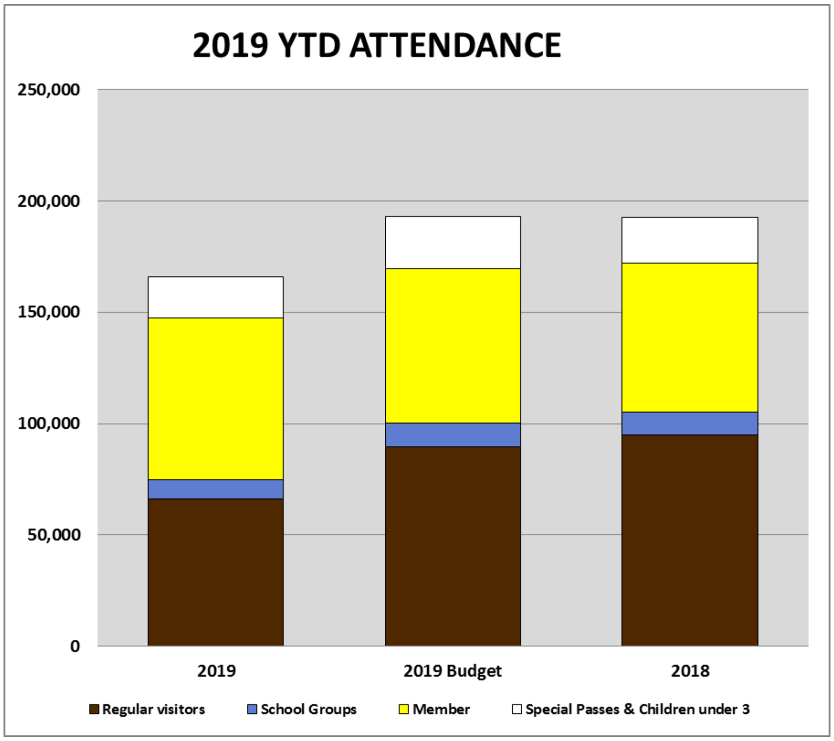
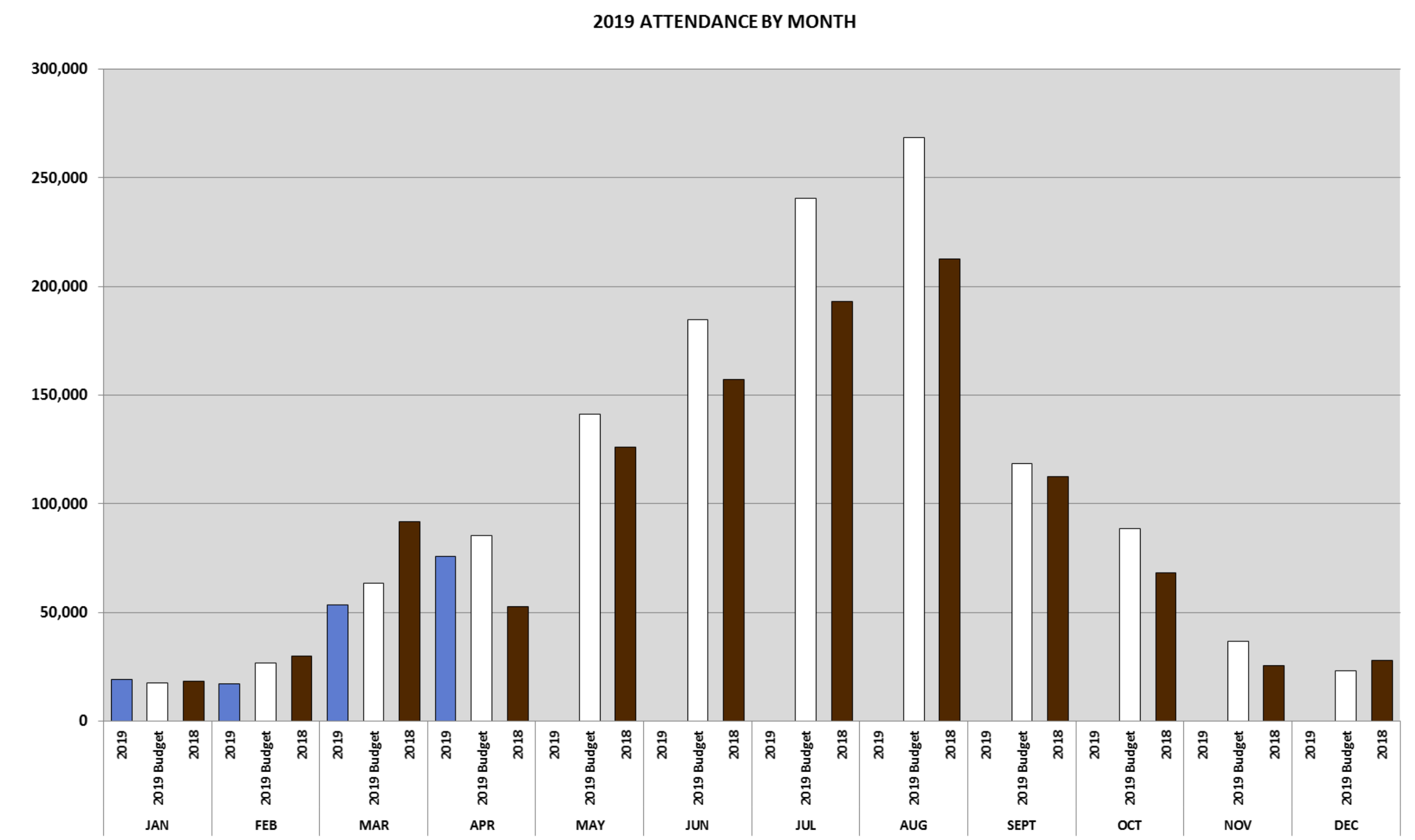
ATTACHMENTS:

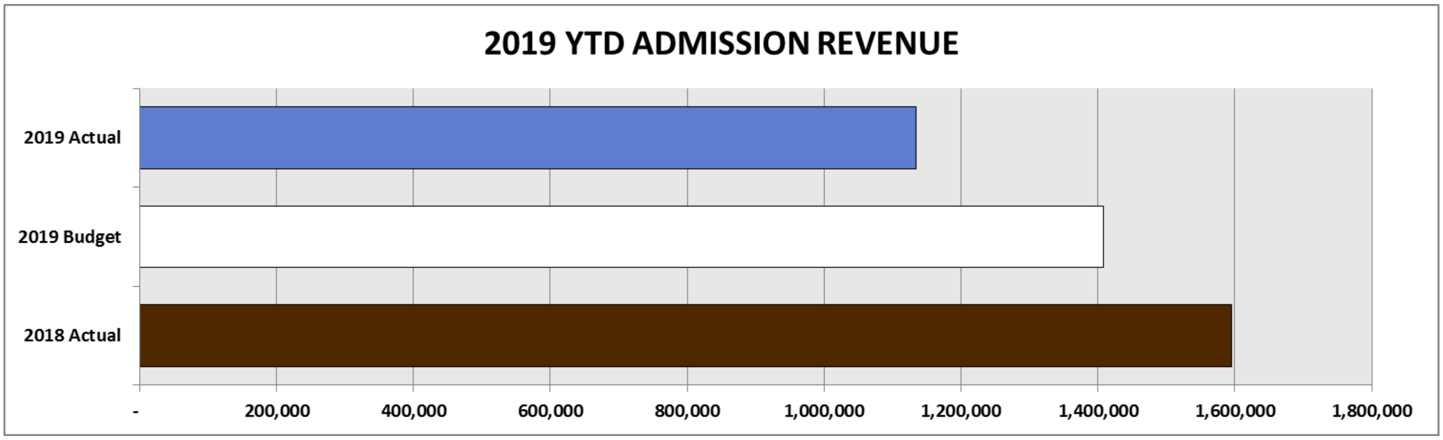
Schedule I - Toronto Zoo Attendance & Revenue Dashboard

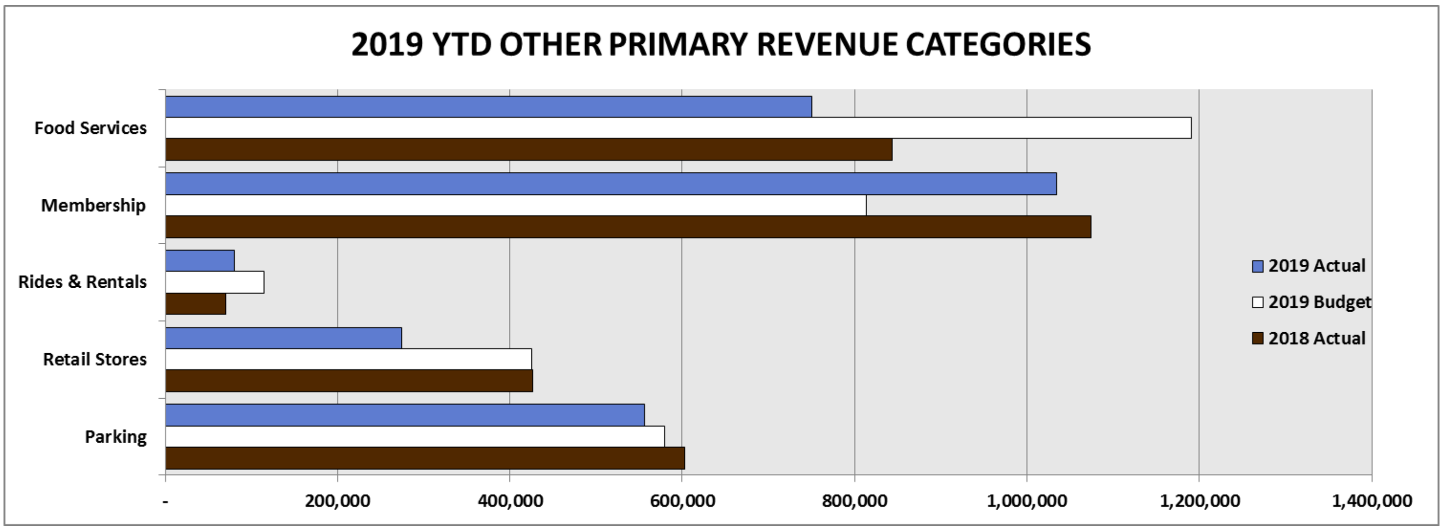
2019 ATTENDANCE & REVENUE DASHBOARD
April 2019

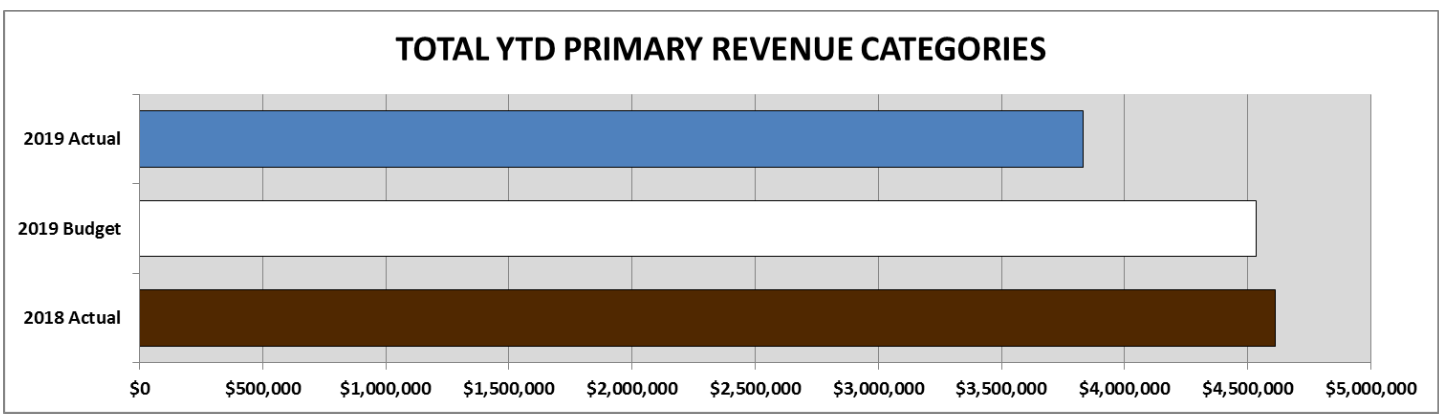
	YEAR TO DATE 2019 Actual	%	2019 Budget	%	Variance	2018 Actual	Variance	Budget Variance %	Prior Year Variance %
ATTENDANCE									
Admissions	70,057	42%	89,477	46%	(19,420)	113,964	(43,907)	-22%	-39%
School Groups	8,665	5%	10,671	6%	(2,006)	9,495	(830)	-19%	-9%
Members	87,046	53%	93,069	48%	(6,023)	66,641	20,405	-6%	31%
TOTAL ATTENDANCE	**165,768**	**100%**	**193,217**	**100%**	**(27,449)**	**190,100**	**(24,332)**	**-14%**	**-13%**
REVENUE									
Guest & Group Admission	1,134,599	30%	1,408,771	31%	(274,172)	1,595,425	(460,826)	-19%	-29%
Parking	555,898	15%	579,639	13%	(23,740)	603,060	(47,161)	-4%	-8%
Retail Stores	274,946	7%	425,824	9%	(150,878)	426,147	(151,201)	-35%	-35%
Rides & Rentals	80,185	2%	114,999	3%	(34,814)	70,841	9,344	-30%	13%
Membership	1,034,392	27%	813,339	18%	221,053	1,074,684	(40,292)	27%	-4%
Food Services	750,567	20%	1,190,404	26%	(439,836)	843,181	(92,614)	-37%	-11%
TOTAL REVENUE	**$ 3,830,587**	**100%**	**$ 4,532,975**	**100%**	**$ (702,388)**	**$ 4,613,338**	**$ (782,751)**	**-15%**	**-17%**
SPEND PER GUEST (SPG)									
Guest & Group Admission	6.84	47%	7.29	38%	(0.45)	8.39	(1.55)	-6%	-18%
Parking	3.35	23%	3.00	16%	0.35	3.17	0.18	12%	6%
Zoomobile Tour	0.03	0%	0.21	0%	(0.18)	-	0.03	-85%	100%
Retail Stores	1.66	11%	2.20	12%	(0.55)	2.24	(0.58)	-25%	-26%
Rides & Rentals	0.45	2%	0.39	2%	0.06	0.37	0.08	17%	21%
Food Services	4.53	31%	6.16	32%	(1.63)	4.44	0.09	-27%	2%
AVERAGE SPG	**$ 14.58**	**100%**	**$ 19.01**	**100%**	**$ (4.43)**	**$ 18.27**	**$ (3.69)**	**-23%**	**-20%**


2019 YTD ATTENDANCE
250,000
200,000
150,000
100,000
50,000
0
2019
2019 Budget
2018
Regular visitors
School Groups
Member
Special Passes & Children under 3


2019 ATTENDANCE BY MONTH
300,000
250,000
200,000
150,000
100,000
50,000
0
2019
2019 Budget
2018
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEPT
OCT
NOV
DEC


2019 YTD ADMISSION REVENUE
2019 Actual
2019 Budget
2018 Actual
-
200,000
400,000
600,000
800,000
1,000,000
1,200,000
1,400,000
1,600,000
1,800,000


2019 YTD OTHER PRIMARY REVENUE CATEGORIES
Food Services
Membership
Rides & Rentals
Retail Stores
Parking
2019 Actual
2019 Budget
2018 Actual
-
200,000
400,000
600,000
800,000
1,000,000
1,200,000
1,400,000


TOTAL YTD PRIMARY REVENUE CATEGORIES
2019 Actual
2019 Budget
2018 Actual
$0
$500,000
$1,000,000
$1,500,000
$2,000,000
$2,500,000
$3,000,000
$3,500,000
$4,000,000
$4,500,000
$5,000,000