

To: Board of Management

From: Director, Finance & Technology

Subject: **ATTENDANCE AND REVENUE REPORT – JUNE 2020**

Date: 2020-07-10

SUMMARY:

This report will update the Board of Management on the visitor statistics and revenue results for the period ending 2020-06-30. Included in this report is a dashboard highlighting some of the key metrics for 2020.

RECOMMENDATION:

It is recommended that this report be received for information.

FINANCIAL IMPACT:

There is no financial impact resulting from the adoption of the recommendations in this report.

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. 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:

In the first 2 months of the year, the Zoo offered programming including awareness for Australia day with a portion of revenues to support the wildfire disasters, Membership Appreciation Month in February, a Career Fair, Orchid Oasis, family day events, International Polar Bear Day activities, Move Your Paws for the Polar Bear Cause run, and Polar Dip event, to raise awareness of the plight of the polar bears, that drew attendance higher than budget to the site. With Terra Lumina visitation included, visitation in the first two months of 2020 was the highest in our 45 year history.

However, due to the pandemic and subsequent declared state of emergency arising from COVID-19, the Toronto Zoo closed operations to the public from March 14th, 2020 to May 22nd, 2020. The Zoo has been partially reopen with a new Scenic Safari Drive Thru experience since May 23rd, 2020 and further open to members to walking path on June 27th, 2020. As a result, attendance of 127,361 guests through the end of June 2020 was unfavourable to budget by 74%. Revenue results for the period ending June 30, 2020 were below budget by 67%. In comparison to the same period in 2019, both attendance and revenue results in 2020 were behind by 74% and by 66%, respectively. Zoo Members visits were also significantly impacted with member attendees of 52,155 accounting for 41% of total attendance to date. Membership revenue results of \$1.225 million are behind of budgeted revenues of \$1.951 million, and are behind 2019 metrics by 44%.

The budgeted attendance numbers through the end of June represents approximately 41% of the overall attendance targets for 2020. Upon closure, the Zoo implemented cost saving measures including reducing non-permanent staff, reducing wages of permanent staff, deferring non-essential purchases, reducing capital spending and optimizing accounts payable. Additionally, the Zoo implemented new methods to interact with Zoo guests off-site including daily Facebook lives (with the ability to receive donations), Learning by the Seat of your Pants, Virtual Campout and the launch of the Scenic Safari Drive Thru Experience. The new Scenic Safari has been a huge success for the Zoo bringing in additional cash flows during this extremely challenging time with most days fully selling out and raising the Zoo's public profile. The birth of a baby giraffe on May 12th, 2020 also enhanced guest interests and public supports. In addition to the Scenic Safari, the Zoo further opened an one-way path walk-in experience beginning on June 27th, 2020.

For your information, the June 2020 results for attendance and the primary revenue categories are outlined in the tables and charts included in Schedule I.

CONTACT:

Alia Lee
Director, Finance & Technology
alee@torontozoo.ca
(416) 392-5914

Alia Lee
Director, Finance & Technology

ATTACHMENTS:

Schedule I - Toronto Zoo Attendance & Revenue Dashboard – June 2020

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2020 ATTENDANCE & REVENUE DASHBOARD

June 2020

	YEAR TO DATE					2019 Actual	Variance	Budget Variance %	Prior Year Variance %
	2020 Actual	%	2020 Budget	%	Variance				

ATTENDANCE

Admissions	22,560	18%	232,461	47%	(209,901)	237,837	(215,277)	-90%	-91%
School Groups	434	0%	78,911	16%	(78,477)	71,869	(71,435)	-99%	-99%
Non-Paying Guests	14,551	11%	-	0%	14,551	-	14,551	0%	0%
Members	52,155	41%	184,284	37%	(132,129)	187,243	(135,088)	-72%	-72%
Scenic Safari	37,661	30%	-	0%	37,661	-	37,661	0%	0%
TOTAL ATTENDANCE	127,361	100%	495,656	100%	(368,295)	496,949	(369,588)	-74%	-74%

REVENUE

Guest & Group Admission	\$ 402,870	9%	\$ 5,459,277	40%	\$ (5,056,407)	\$ 5,404,591	\$ (5,001,721)	(93%)	(93%)
Parking	\$ 274,554	6%	\$ 1,501,843	11%	\$ (1,227,289)	\$ 1,585,034	\$ (1,310,480)	(82%)	(83%)
Retail Stores	\$ 229,814	5%	\$ 1,090,441	8%	\$ (860,627)	\$ 1,124,436	\$ (894,622)	(79%)	(80%)
Zoomobile	\$ -	0%	\$ 295,473	2%	\$ (295,473)	\$ 290,498	\$ (290,498)	(100%)	(100%)
Rides & Rentals	\$ 30,423	1%	\$ 281,096	2%	\$ (250,673)	\$ 332,980	\$ (302,557)	(89%)	(91%)
Food Services	\$ 337,623	7%	\$ 3,142,313	23%	\$ (2,804,690)	\$ 2,653,928	\$ (2,316,305)	(89%)	(87%)
Membership	\$ 1,225,192	27%	\$ 1,950,853	14%	\$ (725,661)	\$ 2,200,702	\$ (975,510)	(37%)	(44%)
Scenic Safari	\$ 2,077,925	45%	\$ -	0%	\$ 2,077,925	\$ -	\$ 2,077,925	0%	0%
TOTAL REVENUE	\$ 4,578,401	100%	\$ 13,721,296	100%	\$ (9,142,895)	\$ 13,592,169	\$ (9,013,768)	-67%	-66%

SPEND PER GUEST (SPG)

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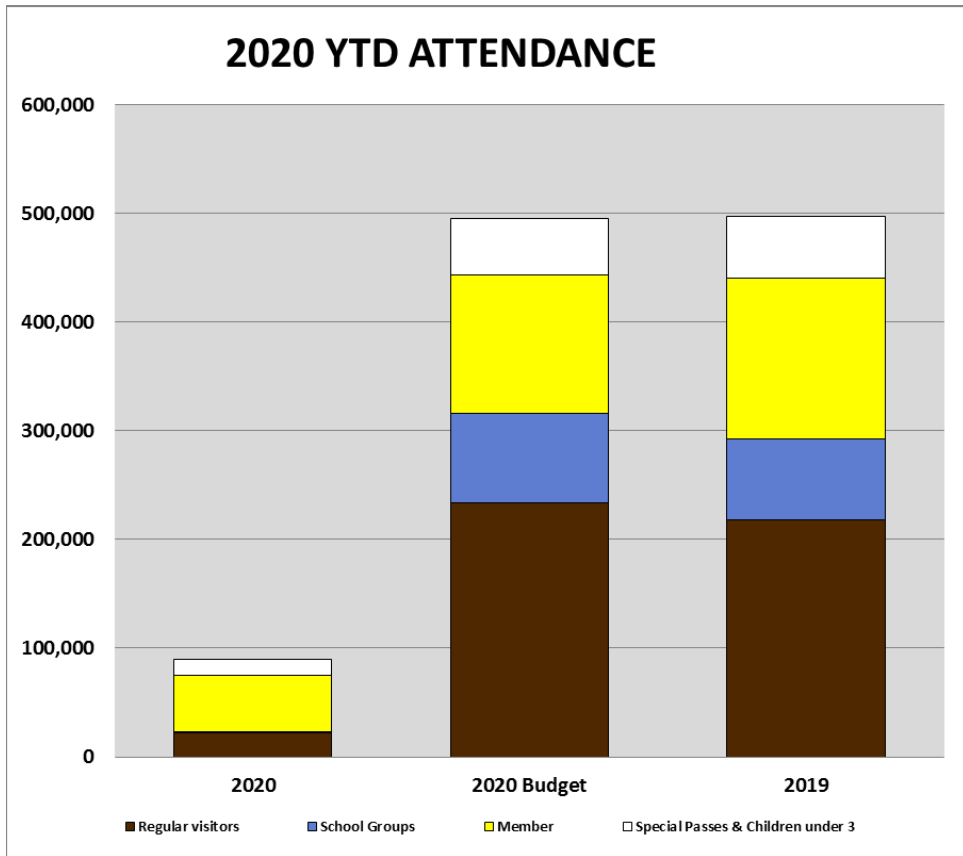
PAID ADMISSION REVENUE (SPG)

Guest & Group Admission	17.52		17.53		(0.01)	17.45	0.07	(0%)	0%
TOTAL PAID ADMISSION SPG	\$ 17.52		\$ 17.53		\$ (0.01)	\$ 17.45	\$ 0.07	(0%)	0%

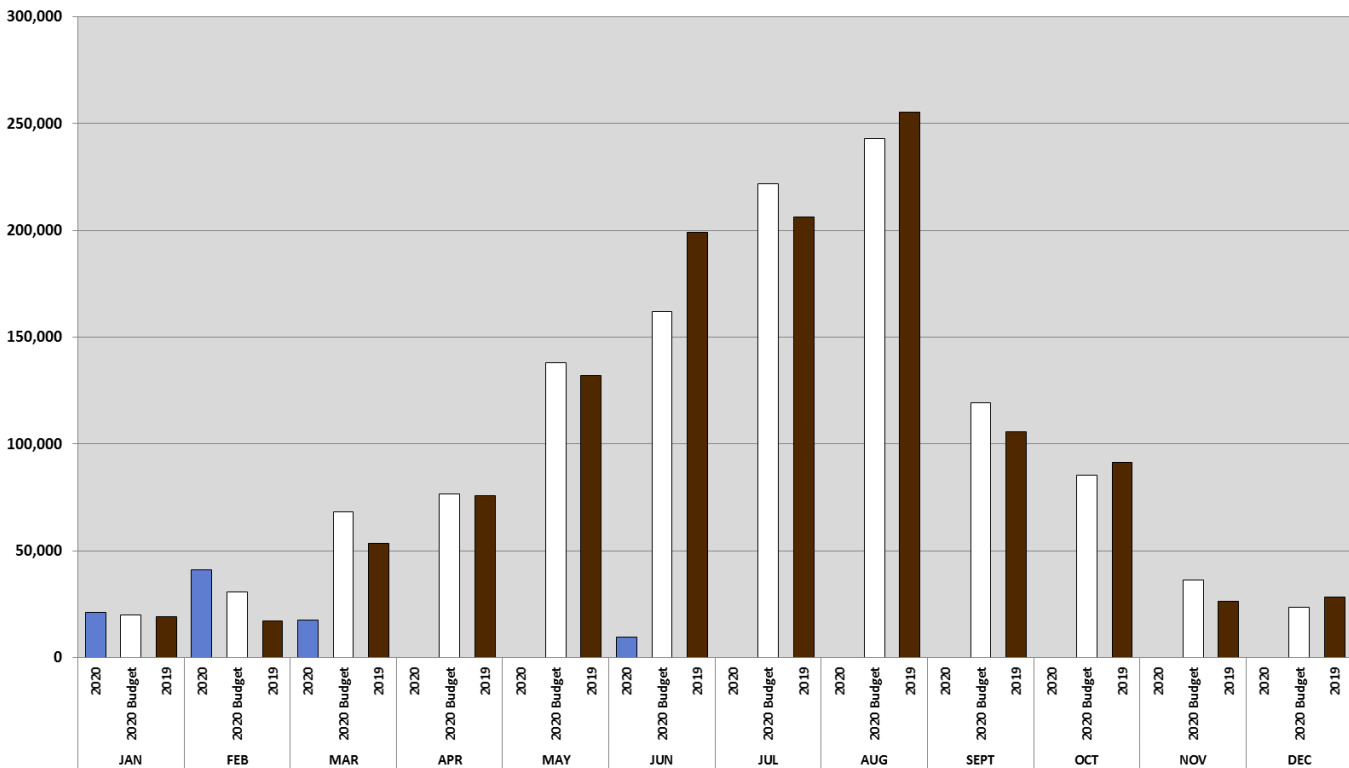
ANCILLARY REVENUE (SPG)

Parking	3.06		3.03		0.03	3.19	(0.13)	1%	(4%)
Retail Stores	2.56		2.20		0.36	2.26	0.30	16%	13%
Zoomobile Tour	-		0.60		(0.60)	0.58	(0.58)	(100%)	-100%
Rides & Rentals	0.34		0.57		(0.23)	0.67	(0.33)	(40%)	(49%)
Food Services	3.76		6.34		(2.58)	5.34	(1.58)	(41%)	(30%)
TOTAL ANCILLARY SPG	\$ 9.72		\$ 12.74		\$ (3.02)	\$ 12.04	\$ (2.32)	(24%)	(19%)

Schedule I – Toronto Zoo Attendance and Revenue Dashboard - June 2020



2020 ATTENDANCE BY MONTH



Schedule I – Toronto Zoo Attendance and Revenue Dashboard - June 2020

