

To: Board of Management
From: Director, Finance & Technology
Subject: **ATTENDANCE AND REVENUE REPORT – AUGUST 2020**
Date: 2020-10-23

SUMMARY:

This report will update the Board of Management on the visitor statistics and revenue results for the period ending 2020-08-31. Included in this report is a dashboard highlighting some of the key metrics for 2020.

RECOMMENDATION:

It is recommended that the 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.

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 was partially re-open with a new Scenic Safari Drive Thru experience starting

May 23rd, 2020, followed by us opening to members on traditional walking paths on June 27th, 2020, and finally, to the general public on July 4th, 2020.

As a result, attendance of 441,882 guests, including Scenic Safari, through the end of August 2020 was unfavourable to budget by 54%. Revenue results for the period ending August 30, 2020 were below budget by 65%. In comparison to the same period in 2019, attendance and revenue results in 2020 were behind by 54% and by 61%, respectively. Zoo Members visits were also significantly impacted with member attendees of 110,454, accounting for 25% of total attendance to date, which is 64% below the year-to-date 2020 budget target of 308,944 members. Membership revenue results of \$1.996 million are behind of budgeted revenues of \$3.358 million by 41%.

The budgeted attendance numbers through the end of August represents approximately 68% of the overall attendance targets for 2020. Due to zoo closure between mid-March and May and modified operations since May, the year-to-date actual attendance result is less than one-third of the budgeted attendance level. The Zoo was proactive in mitigating net loss by executing cost savings and by launching innovative new experiences. 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.

The arrival of COVID-19 created many challenges for the operations of the Zoo, including limiting the maximum capacity each day and stalling onsite educational programs. The Zoo implemented new virtual interactions to reach Zoo guests and our community off-site including daily Facebook lives (with the ability to receive donations), Learning by the Seat of your Pants education programs, Virtual Campouts, Brizi Camera and Zoo Connectionz Virtual Programs.

Furthermore, your Zoo created new on-site experiences offering options for guests to enjoy the Zoo in different ways including the Scenic Safari, Wild tails Family Campsite, The TZ Marketplace and the early opening of Terra Lumina. The new Scenic Safari has been a huge success for the Zoo bringing \$2.910 million in additional cash flows during this extremely challenging time with many days selling out and raising the Zoo's public profile. Also, special experiences such as Wild Encounters and the Corpse Flower nighttime events were well received.

The birth of a baby giraffe on May 12th, 2020 and the birth of the red panda cubs on July 14th attracted significant guest interests and public supports. The Zoo's fundraising partner, the Toronto Zoo Wildlife Conservancy, helped successfully raised funds to support food purchases for Zoo animals. The Zoo works closely with our staff and partners to raise guests' interests and adapt to new operation models.

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

CONTACT:

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ATTACHMENTS:

Schedule I – Toronto Zoo Attendance & Revenue Dashboard – August 2020

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2020 ATTENDANCE & REVENUE DASHBOARD August 2020

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

ATTENDANCE

Admissions	118,355	27%	566,525	59%	(448,170)	577,084	(458,729)	-79%	-79%
School Groups	434	0%	85,112	9%	(84,678)	74,135	(73,701)	-99%	-99%
Non-Paying Guests	32,536	7%	-	0%	32,536	-	32,536	0%	0%
Members	110,454	25%	308,944	32%	(198,490)	314,340	(203,886)	-64%	-65%
Scenic Safari	180,073	41%	-	0%	180,073	-	180,073	100%	100%
TOTAL ATTENDANCE	441,852	100%	960,580	100%	(518,728)	965,559	(523,707)	-54%	-54%

REVENUE

Guest & Group Admission	\$ 2,635,720	25%	\$ 13,993,690	47%	\$ (11,357,970)	\$ 11,539,254	\$ (8,903,534)	(81%)	(77%)
Parking	\$ 829,200	8%	\$ 3,279,425	11%	\$ (2,450,225)	\$ 2,871,867	\$ (2,042,667)	(75%)	(71%)
Retail Stores	\$ 681,044	7%	\$ 2,216,674	7%	\$ (1,535,630)	\$ 2,267,099	\$ (1,586,055)	(69%)	(70%)
Zoomobile	\$ -	0%	\$ 731,502	2%	\$ (731,502)	\$ 783,964	\$ (783,964)	(100%)	(100%)
Rides & Rentals	\$ 115,359	1%	\$ 571,419	2%	\$ (456,060)	\$ 749,600	\$ (634,241)	(80%)	(85%)
Food Services	\$ 1,214,320	12%	\$ 5,615,128	19%	\$ (4,400,808)	\$ 5,445,289	\$ (4,230,969)	(78%)	(78%)
Membership	\$ 1,996,149	19%	\$ 3,357,716	11%	\$ (1,361,567)	\$ 2,682,834	\$ (686,685)	(41%)	(26%)
Scenic Safari	\$ 2,910,046	28%	\$ -	0%	\$ 2,910,046	\$ -	\$ 2,910,046	0%	0%
TOTAL REVENUE	\$ 10,381,838	100%	\$ 29,765,554	100%	\$ (19,383,716)	\$ 26,339,907	\$ (15,958,069)	-65%	-61%

SPEND PER GUEST (SPG)

PAID ADMISSION REVENUE (SPG)

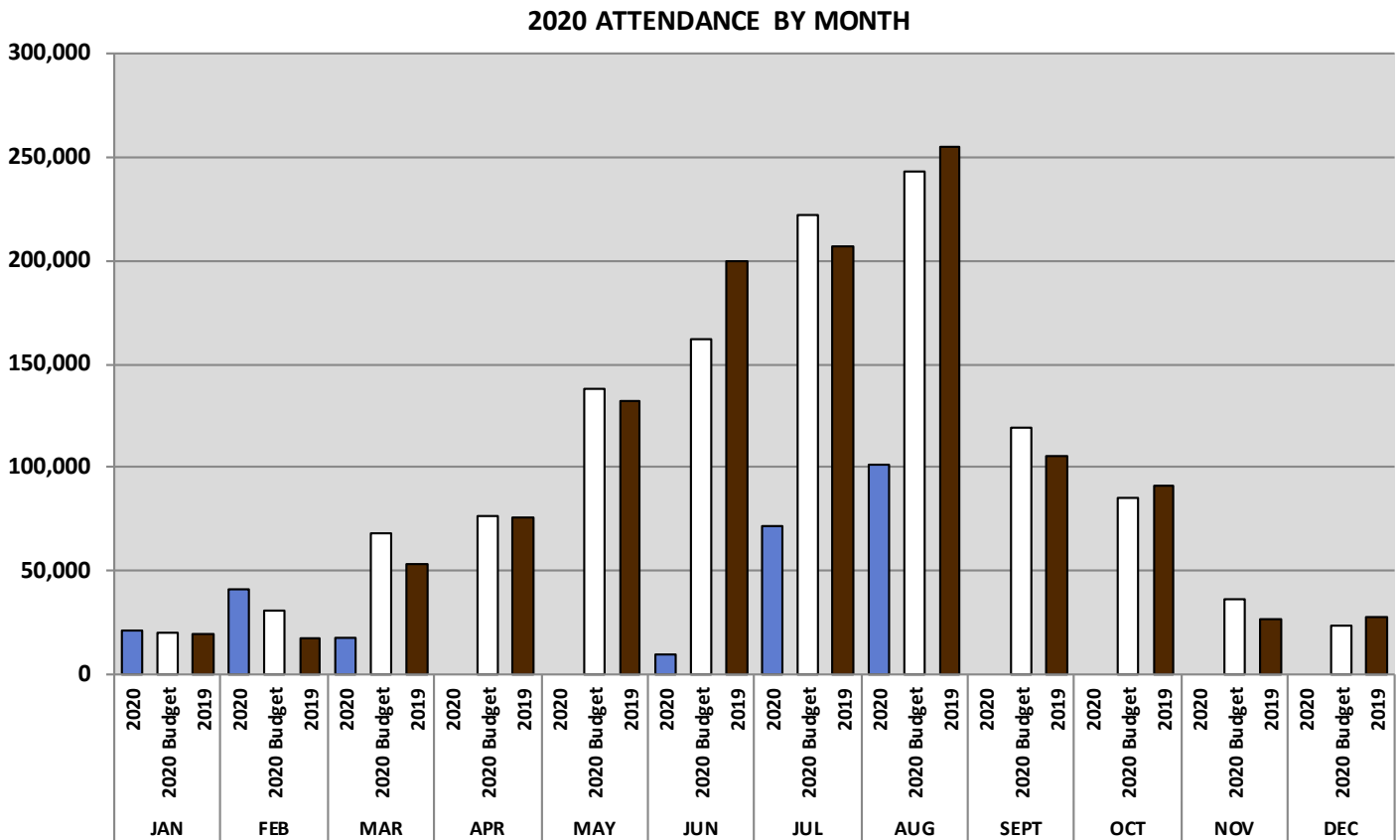
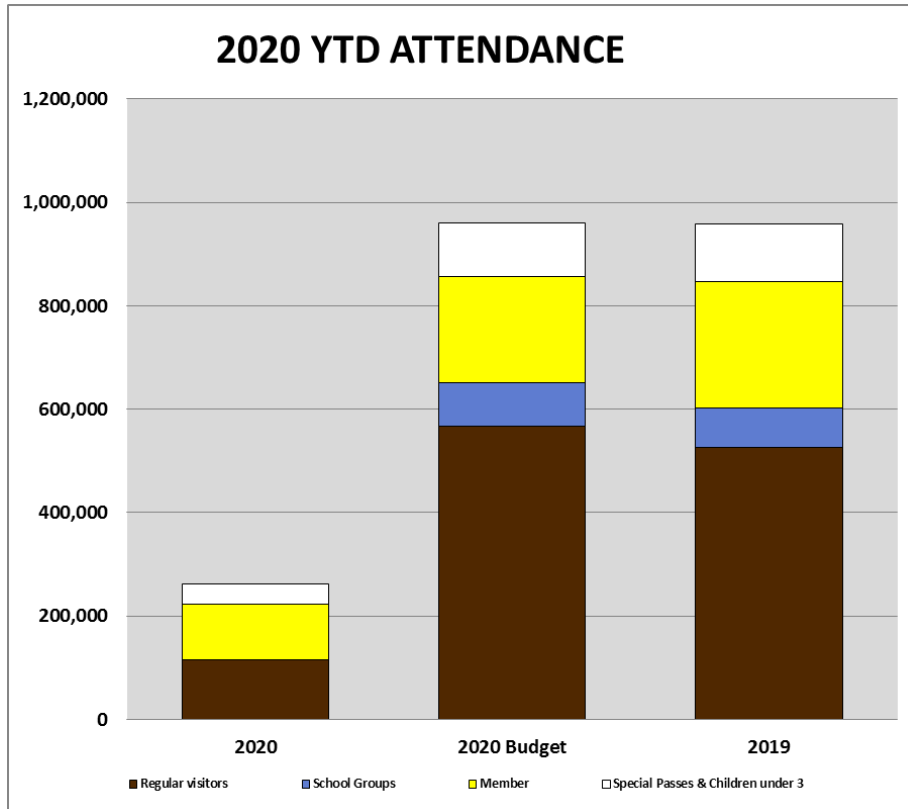
Guest & Group Admission	22.19		21.47		0.72	17.72	4.47	3%	25%
TOTAL PAID ADMISSION SPG	\$ 22.19		\$ 21.47		\$ 0.72	\$ 17.72	\$ 4.47	3%	25%

ANCILLARY REVENUE (SPG)

Parking	3.17		3.41		(0.24)	2.97	0.20	(7%)	7%
Retail Stores	2.60		2.31		0.29	2.35	0.25	13%	11%
Zoomobile Tour	-		0.76		(0.76)	0.81	(0.81)	(100%)	-100%
Rides & Rentals	0.44		0.59		(0.15)	0.78	(0.34)	(25%)	(44%)
Food Services	4.64		5.85		(1.21)	5.64	(1.00)	(21%)	(18%)
TOTAL ANCILLARY SPG	\$ 10.85		\$ 12.92		\$ (2.07)	\$ 12.55	\$ (1.70)	(16%)	(14%)

Note – Scenic Safari includes estimated number of visitors at an occupancy rate of 3.55 persons/vehicle.

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



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