

To: Board of Management

From: Director, Finance & Technology

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

Date: 2020-11-16

SUMMARY:

This report will update the Board of Management on the visitor statistics and revenue results for the period ending 2020-10-31. 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 opening to members on traditional walking paths on June 27th, 2020, and finally, to the general public on July 4th, 2020. In the fall, the Zoo offered 2 new programs to entice guests, including the Toronto Zoo Marketplace during the month of September and the modified Boomobile drive thru experience in October.

As a result, attendance of 583,128 guests, including Scenic Safari and Boomobile, through the end of the period was unfavourable to budget by 50%. Revenue results for the period were below budget by 60%. In comparison to the same period in the prior year, attendance and revenue results this year were behind by 49% and by 54%, respectively. Zoo Members visits were also significantly impacted with member attendees of 152,018 (excluding Scenic Safari and Boomobile), accounting for 33% of total attendance to date, which is 60% below the year to-date 2020 budget target of 376,756 members. Membership revenue results of \$2.354 million are behind of budgeted revenues of \$3.943 million by 40%.

The budgeted attendance numbers through the end of the period represents approximately 92% 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 half 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. Zoo ConnectionZ and Brizi Camera had reached guests internationally beyond our local communities.

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, the early opening of Terra Lumina, and the drive thru Boomobile. Scenic Safari has been a huge success for the Zoo bringing \$2.816 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 reducing animal food costs since mid-March 2020. The Zoo works closely with our staff and partners to raise guests' interests and adapt to new operation models.

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

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ATTACHMENTS:

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

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2020 ATTENDANCE & REVENUE DASHBOARD October 2020

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

ATTENDANCE

Admissions	185,914	32%	681,657	59%	(495,743)	689,286	(503,372)	(73%)	(73%)
School Groups	699	0%	101,290	9%	(100,591)	84,720	(84,021)	(99%)	(99%)
Non-Paying Guests	57,018	10%	-	0%	57,018	-	57,018	0%	0%
Members	152,018	26%	382,143	33%	(230,125)	376,756	(224,738)	(60%)	(60%)
Scenic Safari	182,314	31%	-	0%	182,314	-	182,314	100%	100%
Boomobile	5,165	1%	-	0%	5,165	-	5,165	100%	100%
TOTAL ATTENDANCE	583,128	100%	1,165,089	100%	(581,961)	1,150,762	(567,634)	(50%)	(49%)

REVENUE

Guest & Group Admission	\$ 4,174,019	31%	\$ 15,701,115	46%	\$ (11,527,096)	\$ 12,703,869	\$ (8,529,850)	(73%)	(67%)
Parking	\$ 1,274,960	9%	\$ 3,784,068	11%	\$ (2,509,108)	\$ 3,195,253	\$ (1,920,293)	(66%)	(60%)
Retail Stores	\$ 945,359	7%	\$ 2,563,196	7%	\$ (1,617,837)	\$ 2,470,765	\$ (1,525,406)	(63%)	(62%)
Zoomobile	\$ -	0%	\$ 865,660	3%	\$ (865,660)	\$ 836,984	\$ (836,984)	(100%)	(100%)
Rides & Rentals	\$ 227,585	2%	\$ 660,747	2%	\$ (433,162)	\$ 813,055	\$ (585,470)	(66%)	(72%)
Food Services	\$ 1,772,988	13%	\$ 6,837,006	20%	\$ (5,064,018)	\$ 6,477,477	\$ (4,704,489)	(74%)	(73%)
Membership	\$ 2,354,269	17%	\$ 3,943,025	11%	\$ (1,588,756)	\$ 3,377,363	\$ (1,023,094)	(40%)	(30%)
Scenic Safari	\$ 2,815,929	21%	\$ -	0%	\$ 2,815,929	\$ -	\$ 2,815,929	0%	0%
Boomobile	\$ 54,249	0%	\$ -	0%	\$ 54,249	\$ -	\$ 54,249	0%	0%
TOTAL REVENUE	\$ 13,619,358	100%	\$ 34,354,817	100%	\$ (20,735,459)	\$ 29,874,766	\$ (16,255,408)	(60%)	(54%)

	YEAR TO DATE							Budget	Prior Year
	2020 Actual	%	2020 Budget	%	Variance	2019 Actual	Variance	Variance %	Variance %
SPEND PER GUEST (SPG)									

PAID ADMISSION REVENUE (SPG)

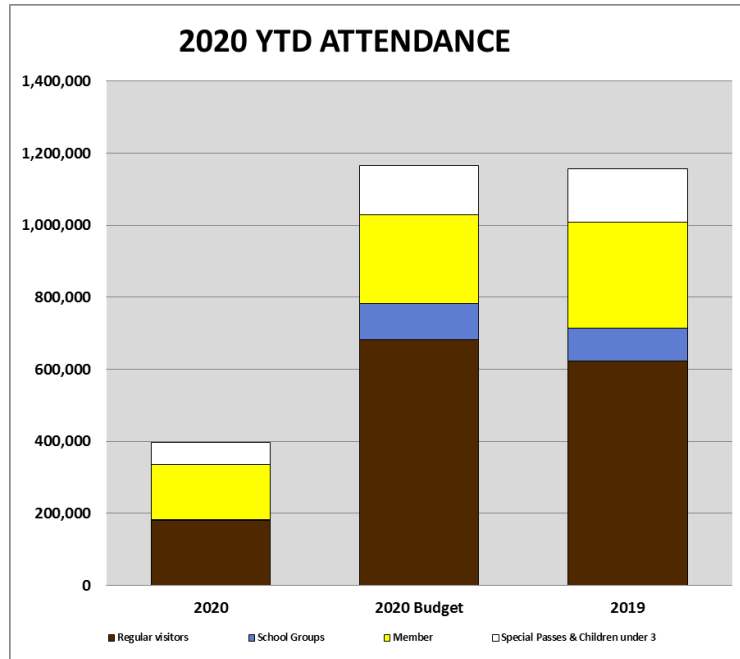
Guest & Group Admission	22.37		20.05		2.32	16.41	5.96	12%	36%
TOTAL PAID ADMISSION SPG	\$ 22.37		\$ 20.05		\$ 2.32	\$ 16.41	\$ 5.96	12%	36%

ANCILLARY REVENUE (SPG)

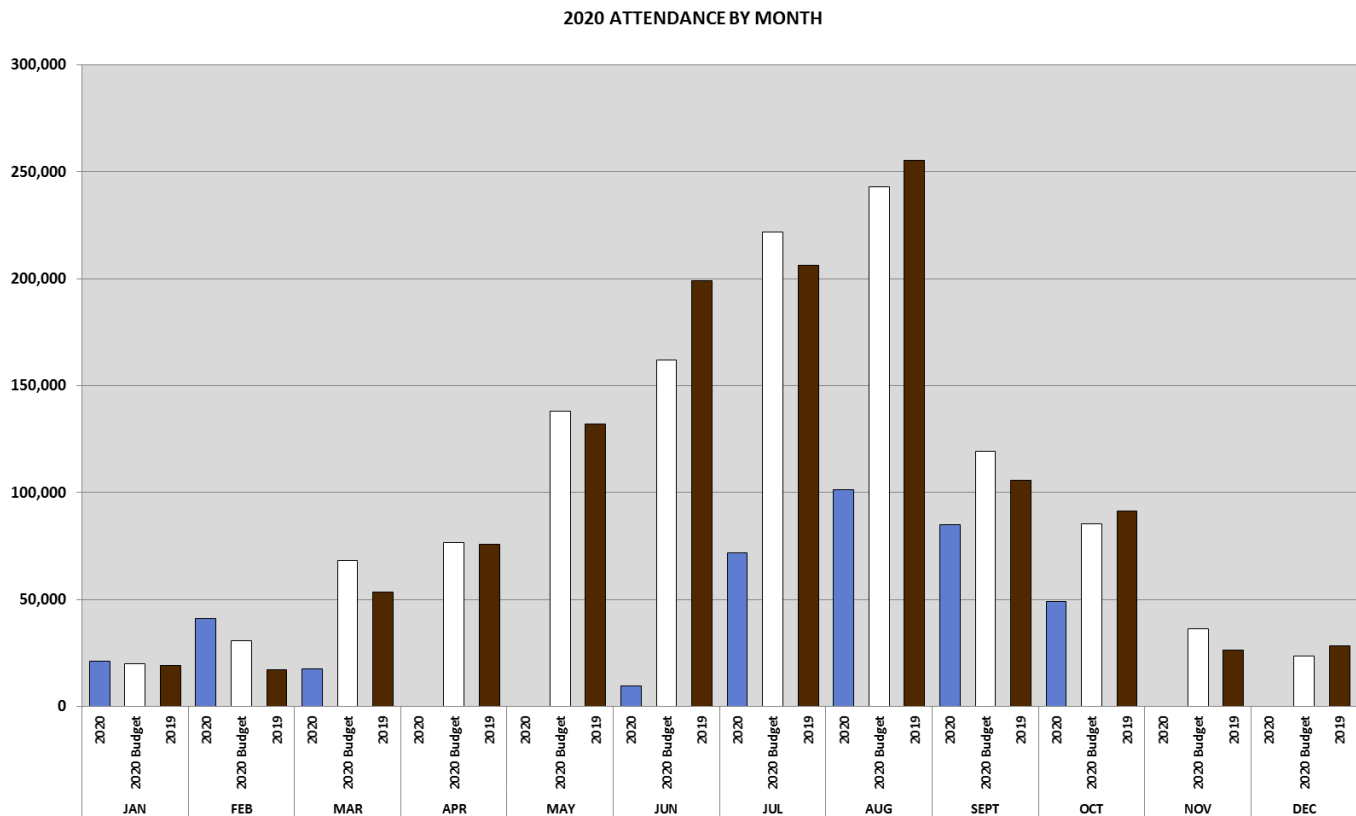
Parking	3.22		3.25		(0.03)	2.78	0.44	(1%)	16%
Retail Stores	1.62		2.20		(0.58)	2.15	(0.53)	(26%)	(25%)
Zoomobile Tour	-		0.74		(0.74)	0.73	(0.73)	(100%)	-100%
Rides & Rentals	0.58		0.57		0.01	0.71	(0.13)	2%	(18%)
Food Services	3.04		5.87		(2.83)	5.63	(2.59)	(48%)	(46%)
TOTAL ANCILLARY SPG	\$ 8.46		\$ 12.63		\$ (4.17)	\$ 12.00	\$ (3.54)	(33%)	(30%)

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

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



Note: The above table only includes guests walking on-site.



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