

## **Attendance and Revenue Report - October 2021**

**Date:** November 16, 2021

**To:** Board of Management

**From:** Director, Finance & Technology

**Wards:** All

### **SUMMARY**

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This report will update the Board of Management on the visitor statistics and revenue results for the period ending 2021-10-31. This report includes a dashboard highlighting some of the key metrics for 2021.

### **RECOMMENDATIONS**

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The Director, Finance & Technology recommends that:

1. The Board of Management of the Toronto Zoo receive this report for information.

### **FINANCIAL IMPACT**

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

### **DECISION HISTORY**

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In accordance with Zoo By-law No. 2-2010, attendance and revenues are reported to the Board on a regular basis. Budgeted 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 Attachment 1 (attached).

## COMMENTS

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After an extended closure since November, 2020 due to the ongoing pandemic, your Toronto Zoo was re-opened to our members on June 12, 2021 and then to the public on June 19, 2021. Attendance had been growing since re-opening and exceeded budget in the months of July and August, which helped offset lost attendance due to closure, resulting in unfavourable attendance to budget of 16% or 125,526. When comparing 2021 year-to-date attendance to that of 2020, we see encouraging signs of pandemic recovery and changes in attendance mix and guest spending. Attendance in 2021 is higher than that in 2020 by 50% or 223,013. We are pleased to see the membership base grow from the low of 16,452 in February to 35,994 active members by the end of October.

Since the Zoo implemented mandatory COVID-19 Vaccination Policy on site in October, membership and attendance has continued to trend higher than budget. The Zoo achieved one of the highest September attendance results in our history with 60% higher than budget and 50% higher than 2020.

Since re-opening, the Zoo has been able to operate Zoomobile, rides, splash pad, restaurants, summer camps, Wild Encounters and host events. A VIP program providing customized experience for a special visit at the Zoo is new to the line up of programs this year. The mix of guests in admission had changed increasing average ticket price to \$23.98 which was 17% or \$3.48 higher than budget, and 7% or \$1.62 higher than prior year. On average, spend per guest on the ancillary revenue has increased by 23% year-over year and 8% higher than budget. Resulting from higher spend per guest and higher attendance level which help partially offset revenue losses during closure, revenue results for the period were below budget by 18% or \$4.28 million to budget. In comparison to the same period in the prior year, revenue results this year is favourable by 40% or \$5.46 million.

The team at the Zoo has continued to create meaningful connections with our community through online connections including daily Facebook lives, Zoo ConnectionZ, and Brizi Camera. In addition to the Zoo ConnectionZ, the Zoo has offered free-to-view educational content that can be accessed by anyone at anytime. This content is provided through the Zoo's official YouTube channel and features content suitable for all grades.

For your information, the October 2021 results for attendance and the primary revenue categories are outlined in the tables and charts included in Attachment 1.

## **CONTACT**

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## **SIGNATURE**

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Alia Lee  
Director, Finance & Technology

## **ATTACHMENTS**

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Attachment #1 - Toronto Zoo Attendance & Revenue Dashboard - October 2021

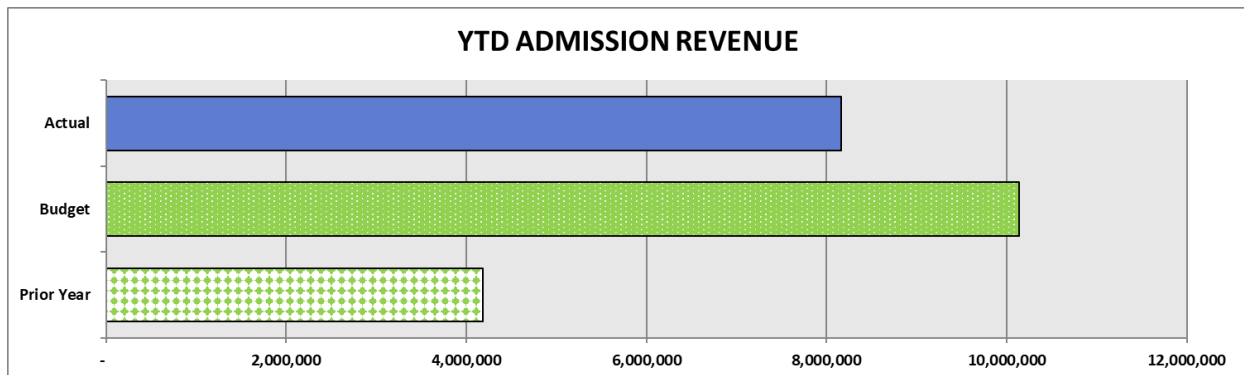
# ATTACHMENT #1

The following image outlines the year to date to October 31, 2021 attendance and revenues compared to budget plan and prior year by revenue type.

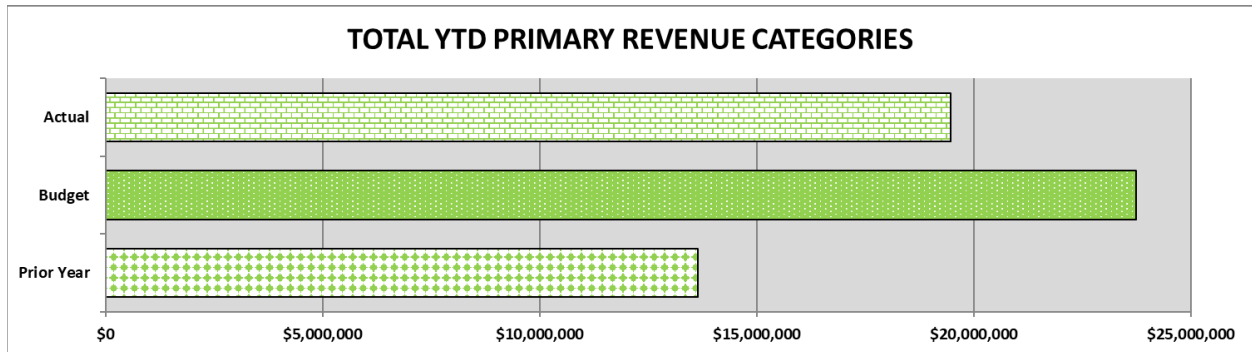
## 2021 ATTENDANCE & REVENUE DASHBOARD October 2021

|                                     | YEAR TO DATE         |             |                      |             |                       |                      | Budget<br>Variance % | Prior Year<br>Variance % |            |
|-------------------------------------|----------------------|-------------|----------------------|-------------|-----------------------|----------------------|----------------------|--------------------------|------------|
|                                     | Actual               | %           | Budget               | %           | Variance              | Prior Year           |                      |                          |            |
| <b>ATTENDANCE</b>                   |                      |             |                      |             |                       |                      |                      |                          |            |
| Admissions                          | 338,244              | 51%         | 494,437              | 62%         | (156,193)             | 186,302              | 151,942              | (32%)                    | 82%        |
| School Groups                       | 2,127                | 0%          | -                    | 0%          | 2,127                 | 699                  | 1,428                | 0%                       | 204%       |
| Non-Paying Guests                   | 80,328               | 12%         | 103,804              | 13%         | (23,476)              | 57,049               | 23,279               | (23%)                    | 41%        |
| Members                             | 248,365              | 37%         | 196,349              | 25%         | 52,016                | 152,534              | 95,831               | 26%                      | 63%        |
| Scenic Safari                       | -                    | 0%          | -                    | 0%          | -                     | 49,467               | (49,467)             | 0%                       | (100%)     |
| Boomobile                           | -                    | 0%          | -                    | 0%          | -                     | -                    | -                    | 0%                       | 0%         |
| <b>TOTAL ATTENDANCE</b>             | <b>669,064</b>       | <b>100%</b> | <b>794,590</b>       | <b>100%</b> | <b>(125,526)</b>      | <b>446,051</b>       | <b>223,013</b>       | <b>(16%)</b>             | <b>50%</b> |
| <b>REVENUE</b>                      |                      |             |                      |             |                       |                      |                      |                          |            |
| Guest & Group Admission             | \$ 8,160,823         | 42%         | \$ 10,135,513        | 43%         | \$ (1,974,690)        | \$ 4,181,024         | \$ 3,979,799         | (19%)                    | 95%        |
| Parking                             | \$ 2,442,978         | 13%         | \$ 2,837,132         | 12%         | \$ (394,154)          | \$ 1,277,138         | \$ 1,165,840         | (14%)                    | 91%        |
| Retail Stores                       | \$ 1,615,368         | 8%          | \$ 1,748,098         | 7%          | \$ (132,730)          | \$ 946,664           | \$ 668,704           | (8%)                     | 71%        |
| Zoomobile                           | \$ 155,752           | 1%          | \$ 67,778            | 0%          | \$ 87,974             | \$ -                 | \$ 155,752           | 130%                     | 0%         |
| Rides & Rentals                     | \$ 656,294           | 3%          | \$ 554,600           | 2%          | \$ 101,694            | \$ 229,404           | \$ 426,890           | 18%                      | 186%       |
| Food Services                       | \$ 3,872,610         | 20%         | \$ 4,425,866         | 19%         | \$ (553,256)          | \$ 1,772,988         | \$ 2,099,622         | (13%)                    | 118%       |
| Membership                          | \$ 2,190,541         | 11%         | \$ 3,943,025         | 17%         | \$ (1,752,484)        | \$ 2,354,269         | \$ (163,728)         | (44%)                    | (7%)       |
| Scenic Safari                       | \$ -                 | 0%          | \$ -                 | 0%          | \$ -                  | \$ 2,815,929         | \$ (2,815,929)       | 0%                       | (100%)     |
| Boomobile                           | \$ -                 | 0%          | \$ -                 | 0%          | \$ -                  | \$ 54,241            | \$ (54,241)          | 0%                       | (100%)     |
| Education Programming               | \$ 360,763           | 2%          | \$ 18,472            | 0%          | \$ 342,291            |                      |                      | 1853%                    |            |
| <b>TOTAL REVENUE</b>                | <b>\$ 19,455,129</b> | <b>100%</b> | <b>\$ 23,730,484</b> | <b>100%</b> | <b>\$ (4,275,355)</b> | <b>\$ 13,631,657</b> | <b>\$ 5,462,709</b>  | <b>(18%)</b>             | <b>40%</b> |
| <b>SPEND PER GUEST (SPG)</b>        |                      |             |                      |             |                       |                      |                      |                          |            |
| <b>PAID ADMISSION REVENUE (SPG)</b> |                      |             |                      |             |                       |                      |                      |                          |            |
| Guest & Group Admission             | 23.98                |             | 20.50                |             | 3.48                  | 22.36                | 1.62                 | 17%                      | 7%         |
| <b>TOTAL PAID ADMISSION SPG</b>     | <b>\$ 23.98</b>      |             | <b>\$ 20.50</b>      |             | <b>\$ 3.48</b>        | <b>\$ 22.36</b>      | <b>\$ 1.62</b>       | <b>17%</b>               | <b>7%</b>  |
| <b>ANCILLARY REVENUE (SPG)</b>      |                      |             |                      |             |                       |                      |                      |                          |            |
| Parking                             | 3.65                 |             | 3.57                 |             | 0.08                  | 3.22                 | 0.43                 | 2%                       | 13%        |
| Retail Stores                       | 2.41                 |             | 2.20                 |             | 0.21                  | 2.39                 | 0.02                 | 10%                      | 1%         |
| Zoomobile Tour                      | 0.23                 |             | 0.09                 |             | 0.14                  | -                    | 0.23                 | 156%                     | 0%         |
| Rides & Rentals                     | 0.98                 |             | 0.70                 |             | 0.28                  | 0.58                 | 0.40                 | 40%                      | 69%        |
| Food Services                       | 5.79                 |             | 5.57                 |             | 0.22                  | 4.47                 | 1.32                 | 4%                       | 30%        |
| <b>TOTAL ANCILLARY SPG</b>          | <b>\$ 13.06</b>      |             | <b>\$ 12.13</b>      |             | <b>\$ 0.93</b>        | <b>\$ 10.66</b>      | <b>\$ 2.40</b>       | <b>8%</b>                | <b>23%</b> |

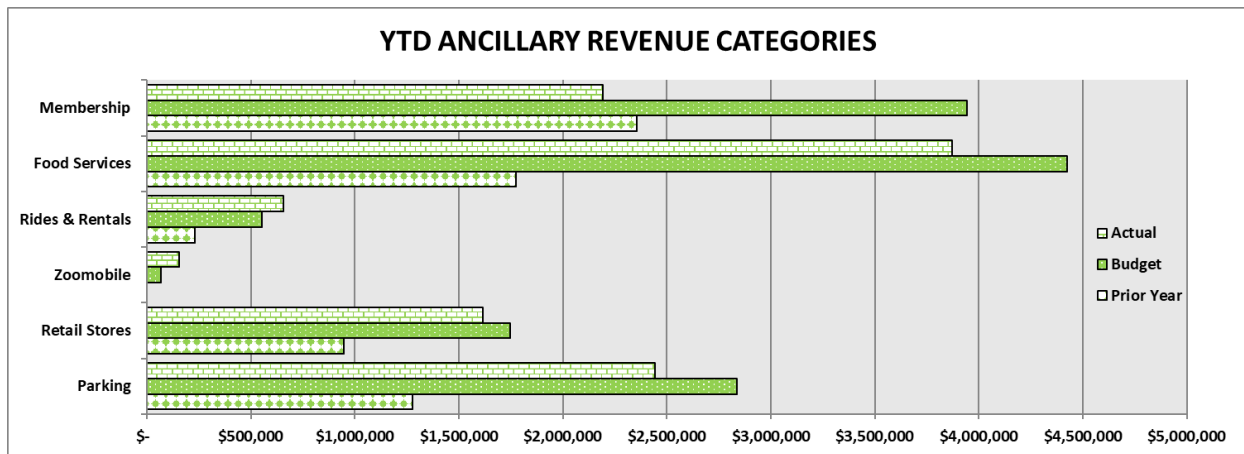
The following image outlines the year to date to October 31, 2021 admission revenues in comparison to the budget plan and prior year.



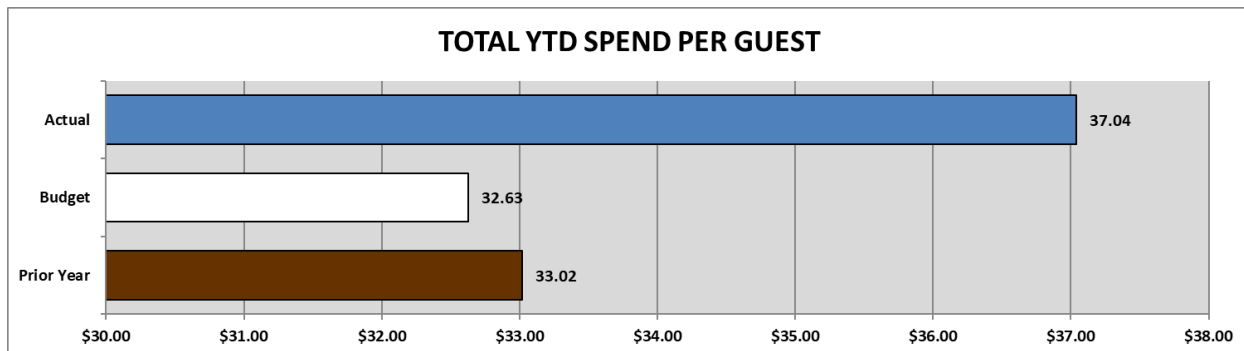
The following image outlines the year-to-date primary revenues in comparison to budget and prior year. Primary revenues include admissions, membership, food services, rides and rentals, zoomobile, and parking.



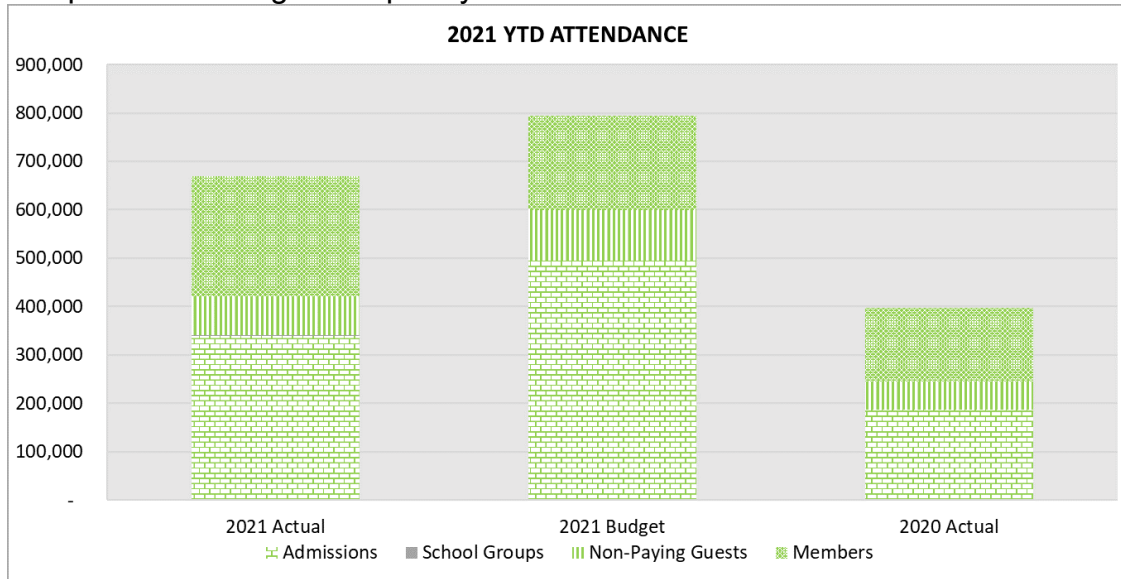
The following image outlines the year to date to October 31, 2021 ancillary revenues in comparison to the budget plan and prior year. Ancillary revenues include membership, food services, rides and rentals, zoomobile, retail and parking revenues.



The following image outlines the year-to-date spend per guest in comparison to budget and prior year. Spend per guest includes primary and ancillary categories above.



The following graph outlines the year-to-date attendance by attendance type in comparison to budget and prior year.



The following image outlines the monthly attendance data with comparisons to budget and prior year.

