REPORT FOR ACTION

# Attendance and Revenue Report - December 2021

**Date:** January 26, 2022
**To:** Toronto Zoo Board of Management
**From:** Director, Finance & Technology
**Wards:** All

## SUMMARY

This report will update the Board of Management on the visitor statistics and revenue results for the period ending 2021-12-31. This report includes a dashboard highlighting some of the key metrics for 2021.

## RECOMMENDATIONS

The Director, Finance & Technology recommends that:

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

## FINANCIAL IMPACT

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

## DECISION HISTORY

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

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 summer and early fall, which helped offset lost attendance due to closure, resulting in unfavourable attendance to budget of 11% or 91,337. 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 55% or 264,453. We are pleased to see the membership base grow from the low of 16,452 in February to a record breaking 36,452 active member household by the end of December.

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. Attendance through admission ticket sales continued to track closely with budget in November and December. During the same period, members attendance is significantly above budget and prior year. This is resulting from strong active membership sales throughout the year. The Zoo's health and safety measures was one of the main motivating factors for our guests to become our members and enjoy their visits in the fall and winter months. In December, the Zoo also hosted a Marketplace for the second time which served 82 vendors from our community and added 1,720 guest attendance to enjoy this festive event.

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 $23.78 which was 18% or $3.56 higher than budget, and 8% or $1.84 higher than prior year. On average, spend per guest on the ancillary revenue has increased by 19% year-over year and 5% 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 15% or $3.77 million to budget. In comparison to the same period in the prior year, revenue results this year is favourable by 44% or $6.29 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 December 2021 results for attendance and the primary revenue categories are outlined in the tables and charts included in Attachment 1.

## CONTACT

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

## SIGNATURE

Alia Lee
Director, Finance & Technology

## ATTACHMENTS

Attachment 1 - Toronto Zoo Attendance & Revenue Dashboard - December 2021

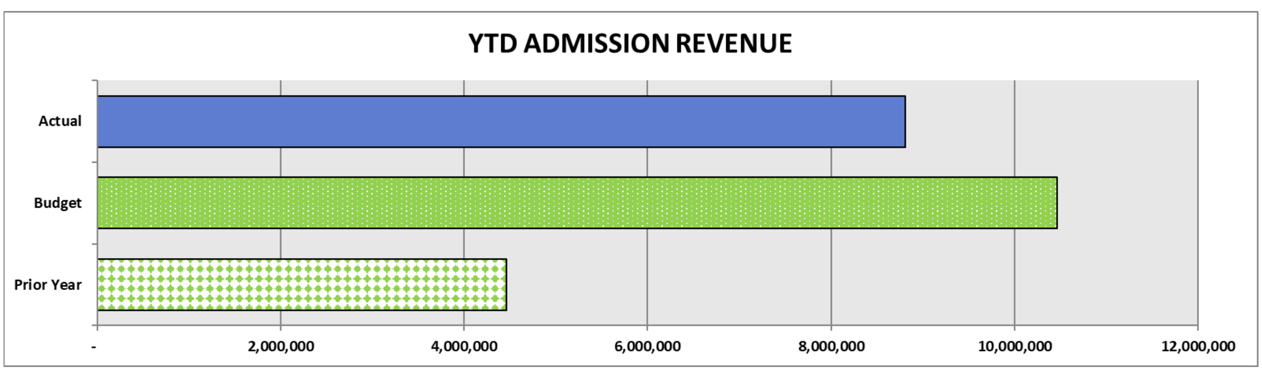
## ATTACHMENT 1

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

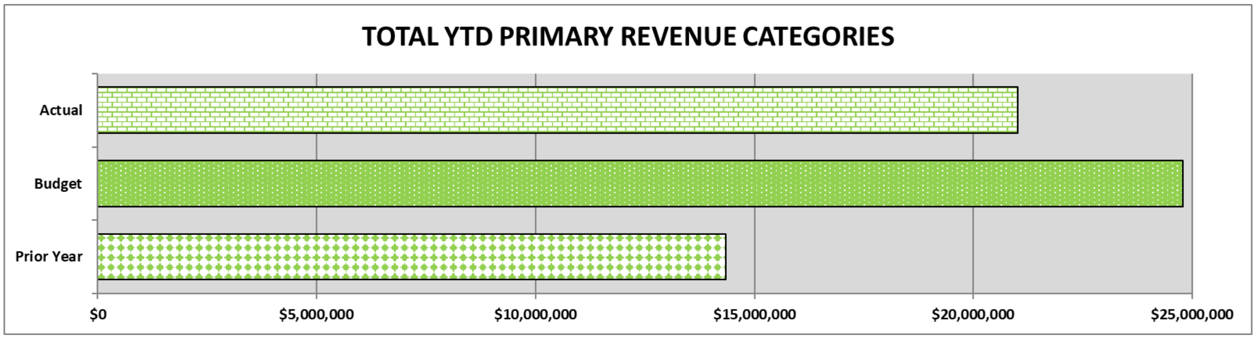
**2021 ATTENDANCE & REVENUE DASHBOARD**
**December 2021**

| | YEAR TO DATE | | | | | | | Budget | Prior Year |
|---|---|---|---|---|---|---|---|---|---|
| | Actual | % | Budget | % | Variance | Prior Year | Variance | Variance % | Variance % |
| **ATTENDANCE** | | | | | | | | | |
| Admissions | 367,769 | 49% | 517,630 | 62% | (149,861) | 202,474 | 165,295 | (29%) | 82% |
| School Groups | 2,601 | 0% | - | 0% | 2,601 | 729 | 1,872 | 0% | 257% |
| Non-Paying Guests | 88,268 | 12% | 110,676 | 13% | (22,408) | 61,614 | 26,654 | (20%) | 43% |
| Members | 288,254 | 39% | 209,923 | 25% | 78,331 | 166,700 | 121,554 | 37% | 73% |
| Scenic Safari | - | 0% | - | 0% | - | 49,467 | (49,467) | 0% | (100%) |
| Boomobile | - | 0% | - | 0% | - | 1,455 | (1,455) | 0% | (100%) |
| **TOTAL ATTENDANCE** | **746,892** | **100%** | **838,229** | **100%** | **(91,337)** | **482,439** | **264,453** | **(11%)** | **55%** |
| **REVENUE** | | | | | | | | | |
| Guest & Group Admission | $ 8,806,275 | 42% | $ 10,466,291 | 42% | $ (1,660,016) | $ 4,458,345 | $ 4,347,930 | (16%) | 98% |
| Parking | $ 2,697,385 | 13% | $ 2,997,584 | 12% | $ (300,199) | $ 1,408,407 | $ 1,288,978 | (10%) | 92% |
| Retail Stores | $ 1,750,178 | 8% | $ 1,844,104 | 7% | $ (93,926) | $ 1,025,866 | $ 724,312 | (5%) | 71% |
| Zoomobile | $ 160,148 | 1% | $ 71,500 | 0% | $ 88,648 | $ - | $ 160,148 | 124% | 0% |
| Rides & Rentals | $ 729,997 | 3% | $ 585,058 | 2% | $ 144,939 | $ 244,457 | $ 485,540 | 25% | 199% |
| Food Services | $ 4,162,410 | 20% | $ 4,668,935 | 19% | $ (506,525) | $ 1,912,431 | $ 2,249,979 | (11%) | 118% |
| Membership | $ 2,335,244 | 11% | $ 4,129,851 | 17% | $ (1,794,607) | $ 2,433,014 | $ (97,770) | (43%) | (4%) |
| Scenic Safari | $ - | 0% | $ - | 0% | $ - | $ 2,815,885 | $ (2,815,885) | 0% | (100%) |
| Boomobile | $ - | 0% | $ - | 0% | $ - | $ 53,734 | $ (53,734) | 0% | (100%) |
| Education Programming | $ 370,561 | 2% | $ 18,472 | 0% | $ 352,089 | | | 1906% | |
| **TOTAL REVENUE** | **$ 21,012,198** | **100%** | **$ 24,781,795** | **100%** | **$ (3,769,597)** | **$ 14,352,139** | **$ 6,289,498** | **(15%)** | **44%** |
| | | | | | | | | | |
| **SPEND PER GUEST (SPG)** | | | | | | | | | |
| **PAID ADMISSION REVENUE (SPG)** | | | | | | | | | |
| Guest & Group Admission | 23.78 | | 20.22 | | 3.56 | 21.94 | 1.84 | 18% | 8% |
| **TOTAL PAID ADMISSION SPG** | **$ 23.78** | | **$ 20.22** | | **$ 3.56** | **$ 21.94** | **$ 1.84** | **18%** | **8%** |
| **ANCILLARY REVENUE (SPG)** | | | | | | | | | |
| Parking | 3.61 | | 3.58 | | 0.03 | 3.26 | 0.35 | 1% | 11% |
| Retail Stores | 2.34 | | 2.20 | | 0.14 | 2.38 | (0.04) | 6% | (2%) |
| Zoomobile Tour | 0.21 | | 0.09 | | 0.12 | - | 0.21 | 133% | 0% |
| Rides & Rentals | 0.98 | | 0.70 | | 0.28 | 0.57 | 0.41 | 40% | 72% |
| Food Services | 5.57 | | 5.57 | | - | 4.43 | 1.14 | 0% | 26% |
| **TOTAL ANCILLARY SPG** | **$ 12.71** | | **$ 12.14** | | **$ 0.57** | **$ 10.64** | **$ 2.07** | **5%** | **19%** |

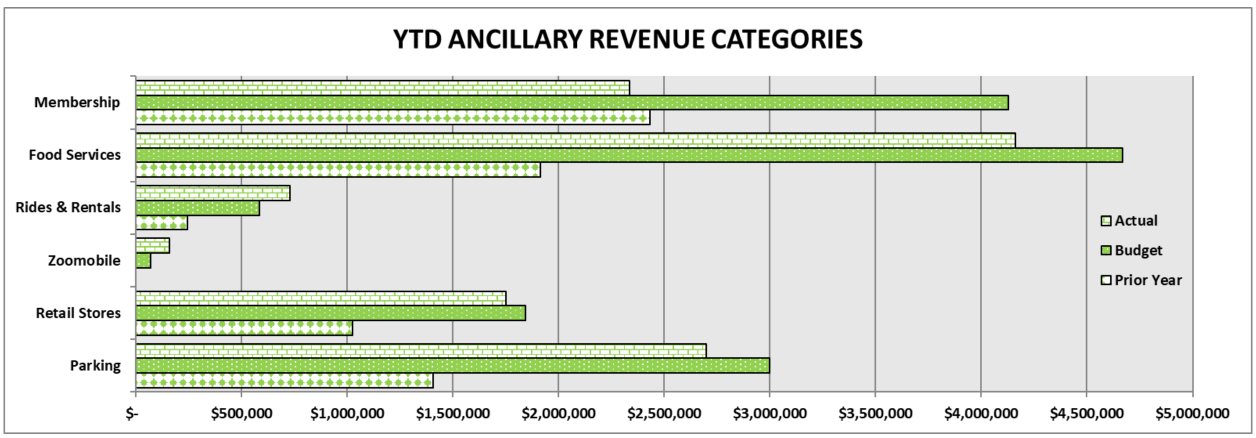
The following image outlines the year to date to December 31, 2021 admission revenues in comparison to the budget plan and prior year.



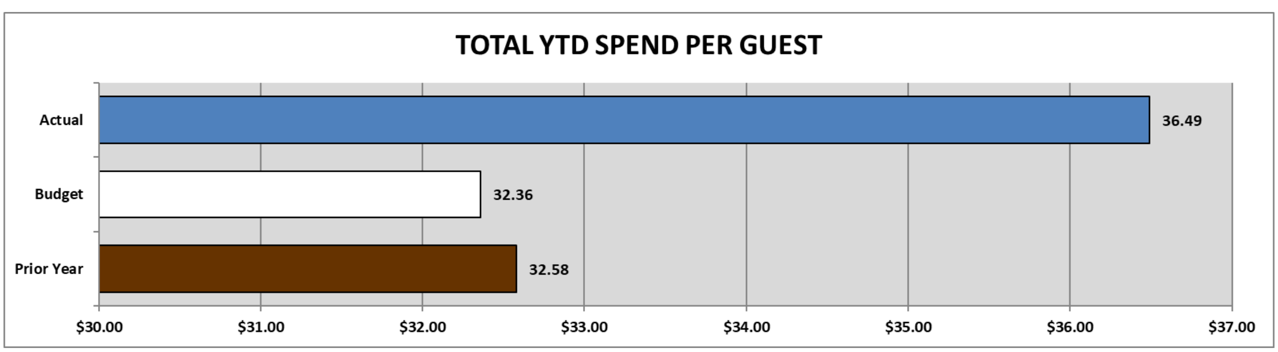
The following image outlines the year-to-date primary revenues in comparison to budget and prior year. Primary revenues include admissions, membership, food services, rides and rentals, zoomobile, and parking.



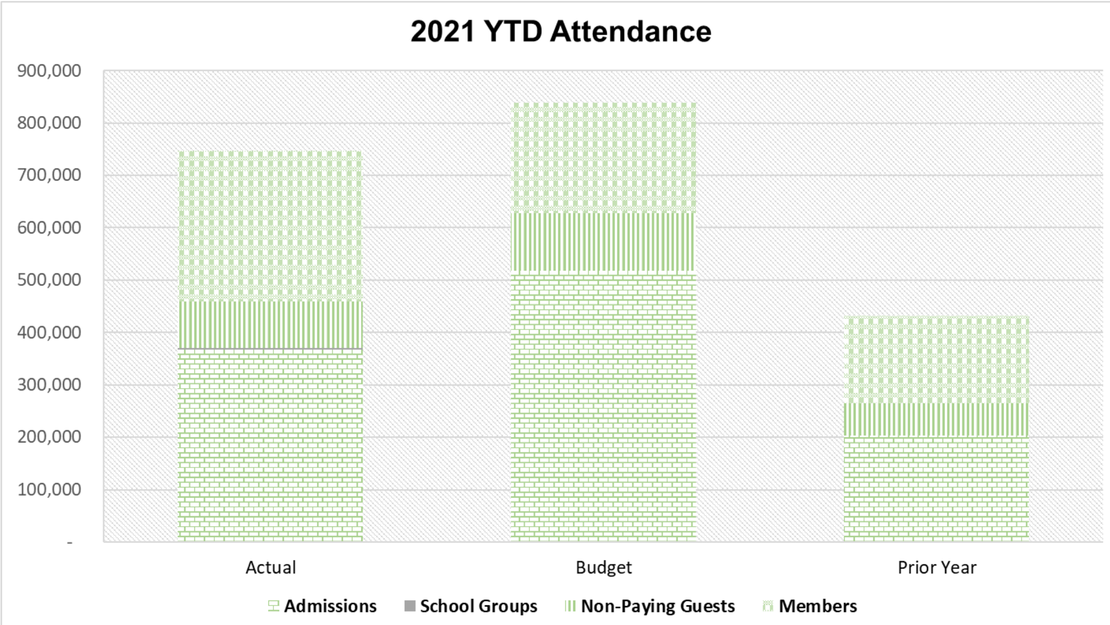

The following image outlines the year to date to December 31, 2021 ancillary revenues in comparison to the budget plan and prior year. Ancillary revenues include membership, food services, rides and rentals, zoomobile, retail and parking revenues.




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.