REPORT FOR ACTION

Attendance and Revenue Report - February 2025

Date: March 17, 2025
To: Board of Management of the Toronto Zoo
From: Chief Transformation Officer
Wards: All

SUMMARY

This report will update the Board of Management on the visitor statistics and revenue results for the period 2025-01-01 through 2025-02-28. This report includes a dashboard highlighting some of the key metrics for 2025.

RECOMMENDATIONS

The Chief Transformation Officer 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 targets account for 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.

COMMENTS

Winter weather has been the story through the first two months of 2025. Compared to the winter of 2024, 2025 saw the return of colder temperatures and snowier conditions. This included the full closure of the Zoo on two occasions (February 13 and 17 during the Family Day weekend) to address significant snowfall on site that prevented a safe opening to guests.

Overall attendance through the end of February has been down more than 40% compared to 2025 budget and 2024 actuals. 2025 attendance through February lags the 2025 attendance target by more than 29,000 guests (42%) and 2024 attendance by more than 31,000 guests (44%). From a monthly standpoint, while 2024 saw the Zoo's third highest February attendance ever, 2025 experienced the 9th worst February attendance in the Zoo's 50-year history.

Through end of February, general admissions accounted for 26% of the overall year-to-date attendance mix (compared to a budget target of 44%), with membership accounting for 54% and the remaining 20% made up of school groups and non-paying guests.

It should be noted that the Zoo's budgeted attendance and revenues through the end of February account for 5% of the annual attendance and revenue targets. While the year has been off to a slow start due in large part to weather conditions, this can be offset with stronger attendance with the arrival of warmer weather and extended operating hours.

With significantly lower attendance, year to date revenue totals through the end of February are also short of 2025 budget by -22% and 2024 actual by -5%. The most significant shortfalls were experienced in attendance-driven revenue categories. This includes admission sales revenue at -65% compared to budget and -55% compared to 2024 actual. Similarly, parking at -41% (although 11% above 2024 actual), retail at -43% (-31% below 2024 actual), rides and rentals at -50% (-44% below 2024 actual) and food at -50% (-31% below 2024 actual), all experienced significant variances to budget targets.

This impact was offset in part by strong performance in non-attendance driven categories including membership and education. Membership revenues through end of February exceeded budget by 39% and prior year actual by 47%. Education revenues were 1% above budget and 9% above 2024 actual.

Despite the cold and snowy weather, the Zoo continued to host several events to entertain guests. This included the Teenage Mutant Ninja Turtles meet and greet and Canadian Blood Services donor drive over the Family Day weekend, the Move Your Paws for the Polar Bear Cause run on February 23 raising $28,500 for the Toronto Zoo Wildlife Conservancy, and Orchid Oasis in bloom in the Greenhouse.

For your information, the 2024 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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Chief Transformation Officer

ATTACHMENTS

Attachment 1 - Toronto Zoo Attendance & Revenue Dashboard - February 2025

ATTACHMENT 1

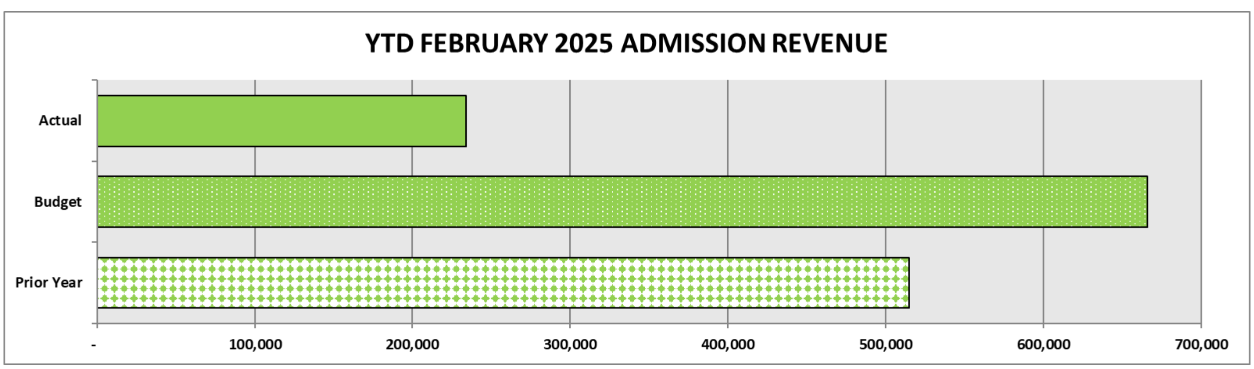
The following image outlines the 2025 year-end attendance and revenues through February 28, 2025 compared to budget plan and prior year by revenue type.

2025 ATTENDANCE & REVENUE DASHBOARD

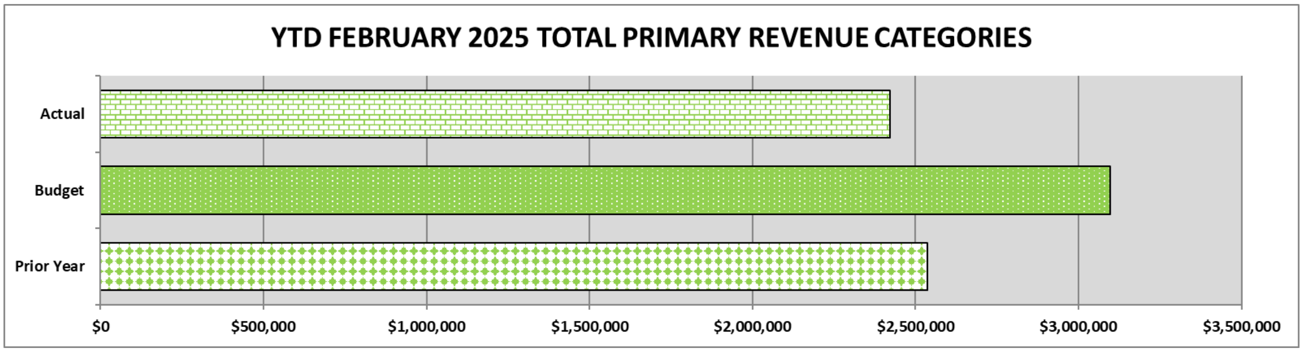
Feb-25

	YEAR TO DATE							Budget	Prior Year
	Actual	%	Budget	%	Variance	Prior Year	Variance	Variance %	Variance %
ATTENDANCE									
Admissions	10,366	26%	30,836	44%	(20,470)	21,723	(11,357)	(66%)	(52%)
School Groups	1,059	3%	304	0%	755	348	711	248%	204%
Non-Paying Guests	6,862	17%	6,217	9%	645	11,167	(4,305)	10%	(39%)
Members	21,601	54%	31,943	46%	(10,342)	37,712	(16,111)	(32%)	(43%)
TOTAL ATTENDANCE	**39,888**	**100%**	**69,300**	**100%**	**(29,412)**	**70,950**	**(31,062)**	**(42%)**	**(44%)**
REVENUE									
Guest & Group Admission	$233,909	10%	$665,807	21%	($431,898)	$514,862	($280,952)	(65%)	(55%)
Parking	$213,390	9%	$362,732	12%	($149,342)	$192,407	$20,983	(41%)	11%
Retail Stores	$72,465	3%	$126,625	4%	($54,160)	$104,432	($31,966)	(43%)	(31%)
Zoomobile	$5,248	0%	$17,125	1%	($11,877)	$15,114	($9,866)	(69%)	(65%)
Rides & Rentals	$28,451	1%	$50,084	2%	($21,633)	$44,014	($15,563)	(43%)	(35%)
Food Services	$195,025	8%	$388,702	13%	($193,676)	$281,773	($86,748)	(50%)	(31%)
Membership	$627,598	26%	$450,061	15%	$177,537	$428,030	$199,568	39%	47%
Education Programming	$1,046,130	43%	$1,037,000	33%	$9,130	$956,360	$89,770	1%	9%
TOTAL REVENUE	**$2,422,218**	**100%**	**$3,098,136**	**100%**	**($675,919)**	**$ 2,536,992**	**($114,774)**	**(22%)**	**(5%)**
SPEND PER GUEST (SPG)									
PAID ADMISSION REVENUE (SPG)									
Guest & Group Admission	20.47		21.38		(0.91)	23.33	(2.85)	(4%)	(12%)
TOTAL PAID ADMISSION SPG	**$ 20.47**		**$ 21.38**		**$ (0.91)**	**$ 23.33**	**$ (2.85)**	**(4%)**	**(12%)**
ANCILLARY REVENUE (SPG)									
Parking	5.35		5.23		0.12	2.71	2.64	2%	97%
Retail Stores	1.82		1.83		(0.01)	1.47	0.34	(1%)	23%
Zoomobile Tour	0.13		0.25		(0.12)	0.21	(0.08)	(47%)	-38%
Rides & Rentals	0.71		0.72		(0.01)	0.62	0.09	(1%)	15%
Food Services	4.89		5.61		(0.72)	3.97	0.92	(13%)	23%
TOTAL ANCILLARY SPG	**$ 12.90**		**$ 13.64**		**$ (0.74)**	**$ 8.99**	**$ 3.91**	**(5%)**	**44%**

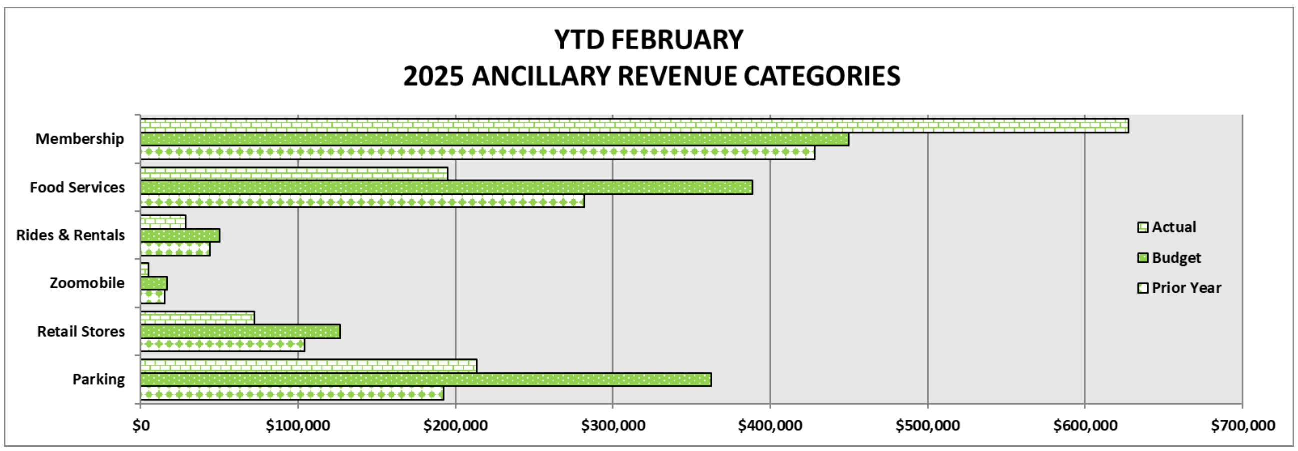
The following image outlines the year-to-date admission revenues in comparison to the budget plan and prior year.



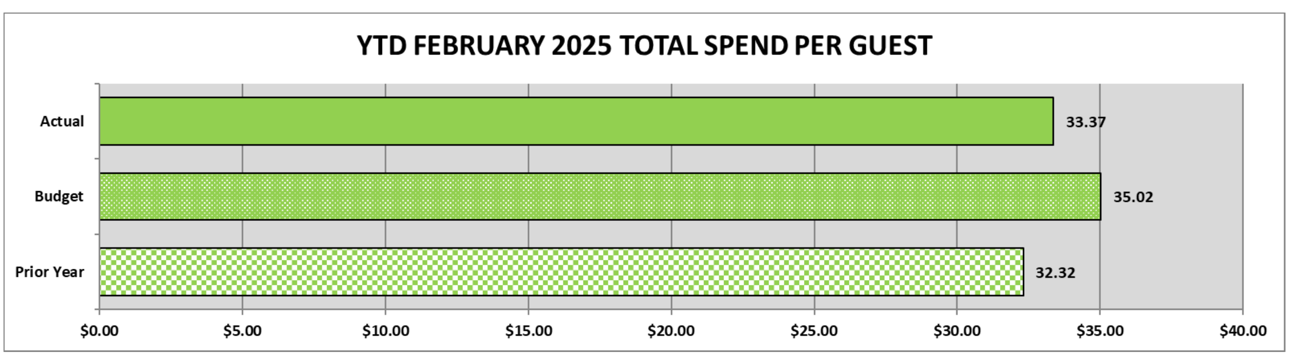
The following image outlines the year-to-date primary revenues in comparison to budget and prior year. Primary revenues include admissions, membership, food services, rides and rentals, and parking.



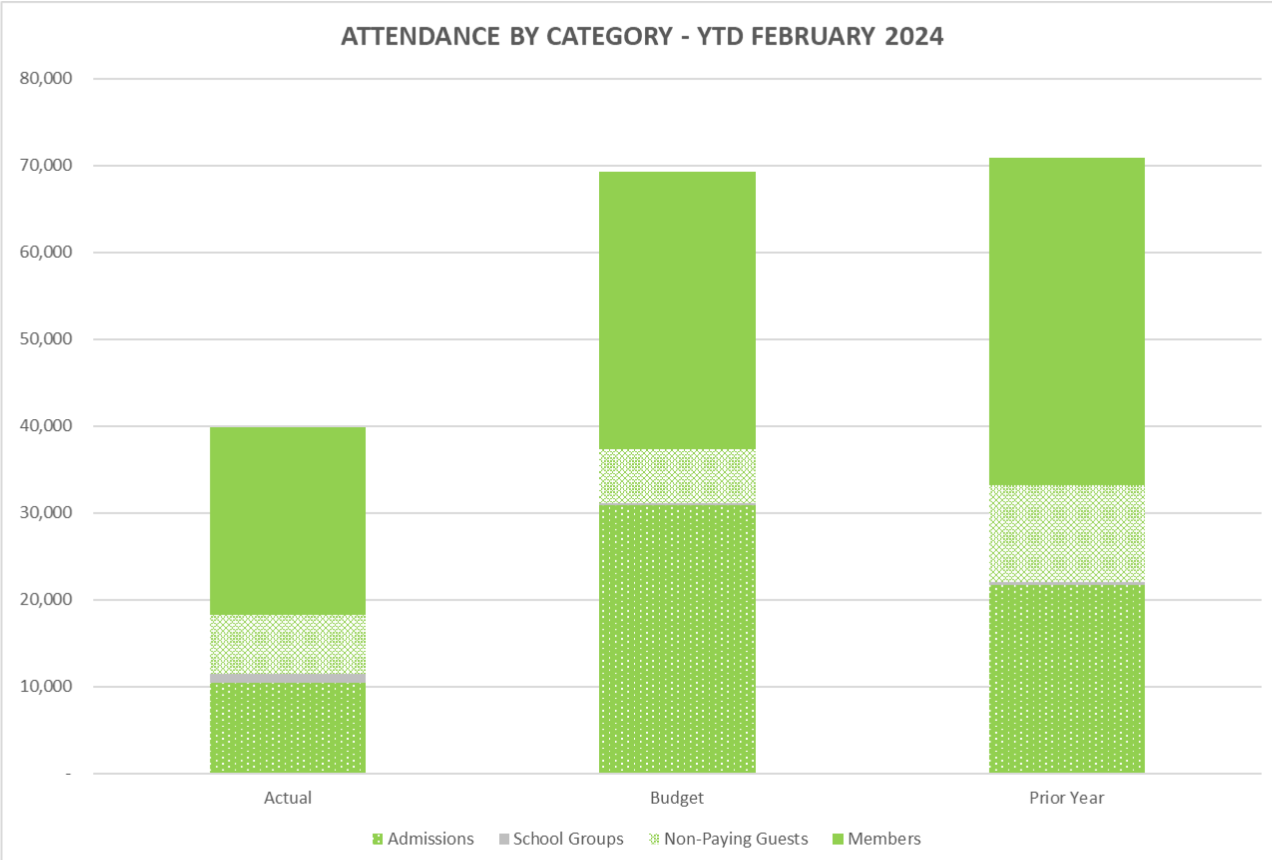
The following image outlines the year-to-date ancillary revenues in comparison to the budget plan and prior year. Ancillary revenues include membership, food services, rides and rentals, retail and parking revenues.



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.