REPORT FOR ACTION

Attendance and Revenue Report - August 2025

Date: September 24, 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 2025-06-30. 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 (attached).

COMMENTS

Overall guest visitation through the end of August continues to fall short of 2025 budget and 2024 actuals. Through August 31 attendance is at 979,457 guests. This is down approximately 139,000 guests (-12%) compared to 2025 budgeted attendance and 101,000 guests (-9%) compared to 2024 actuals over the same period. The summer months experienced significant periods of extreme heat and humidity impacting attendance levels, with 26 days through July and August experiencing a humidex of 35 degrees Celsius or more. Three separate periods of air quality statements and/or warnings covering approximately eight days were also issued over the summer as a result of smoke from wildfires affecting southern Ontario. Overall, July achieved 90% of the budgeted attendance target while August achieved 88%.

Through end of August, general admissions accounted for 49% of the overall year-to-date attendance mix (compared to a budget target of 53%), with membership accounting for 29% and the remaining 22% made up of school groups and non-paying guests. On a positive note, the average year-to-date revenue per guest at $39.49 is exceeding 2025 budget by 2% ($38.63) and 2024 actual by 8% ($36.53).

While visitation continued below attendance targets through the summer, overall year to date revenue totals did yield gradual improvement relative to budget target since the prior Board update at -11% below budget (compared to -15% through end of June) and -2% below 2024 actuals (compared to -5% through end of June). The most significant shortfalls continue to be experienced in attendance-driven revenue categories. This includes admission sales revenue at -17% compared to budget and -8% compared to 2024 actual. Similarly, parking at -19% (although 20% above 2024 actual), retail at -15% (-8% below 2024 actual), rides and rentals at -19% (-3% below 2024 actual) and food at -1% (-1% below 2024 actual), all continue to experience negative variances to budget targets although the variance percentage has improved relative to the previous Board update through the end of June.

This impact has been offset in part by continued strong performance in non-attendance driven categories including membership and education. Membership revenues through end of August exceeded budget by 10% and prior year actual by 5%. Education revenues were 7% above budget and 2% above 2024 actual. Measures continue to be taken to monitor and manage the remaining impacts of lower than budgeted revenue performance during the first eight months of 2025 in order to mitigate budgetary impacts.

Throughout July and August, the Zoo continued to host several events to attract and entertain guests and community members, including celebration of the Zoo's 51st birthday on August 15. Additional celebrations and events included Canada Day festivities on July 1, the twelfth annual Blandings Turtle release July 5 and 6, member appreciation day on July 26, and the third annual Multicultural Festival August 22 to 24.

For your information, the 2025 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 - June 2025

ATTACHMENT 1

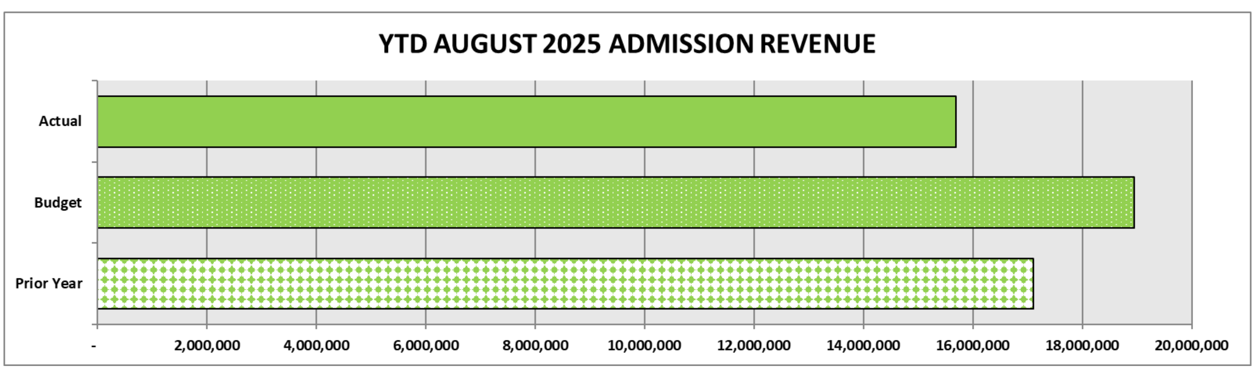
The following image outlines the 2025 year-end attendance and revenues through June 30, 2025 compared to budget plan and prior year by revenue type.

2025 ATTENDANCE & REVENUE DASHBOARD

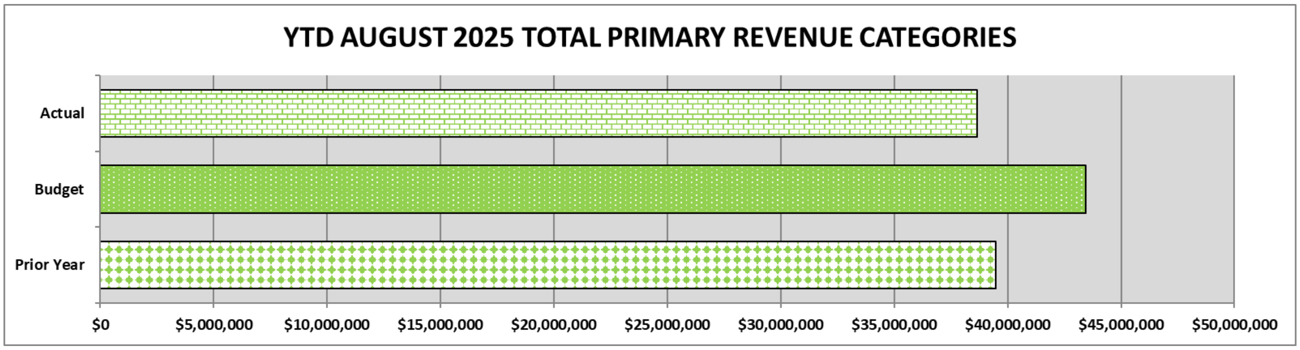
Aug-25

	YEAR TO DATE							Budget	Prior Year
	Actual	%	Budget	%	Variance	Prior Year	Variance	Variance %	Variance %
ATTENDANCE									
Admissions	480,532	49%	598,246	53%	(117,714)	525,637	(45,105)	(20%)	(9%)
School Groups	67,374	7%	72,478	6%	(5,104)	71,762	(4,388)	(7%)	(6%)
Non-Paying Guests	152,234	16%	135,789	12%	16,445	173,525	(21,291)	12%	(12%)
Members	279,317	29%	312,007	28%	(32,690)	310,059	(30,742)	(10%)	(10%)
TOTAL ATTENDANCE	**979,457**	**100%**	**1,118,520**	**100%**	**(139,063)**	**1,080,983**	**(101,526)**	**(12%)**	**(9%)**
REVENUE									
Guest & Group Admission	$15,686,931	41%	$18,952,852	44%	($3,265,921)	$17,108,173	($1,421,242)	(17%)	(8%)
Parking	$4,242,688	11%	$5,262,563	12%	($1,019,875)	$3,542,429	$700,259	(19%)	20%
Retail Stores	$2,517,844	7%	$2,970,814	7%	($452,970)	$2,736,121	($218,278)	(15%)	(8%)
Zoomobile	$760,775	2%	$1,013,082	2%	($252,307)	$942,064	($181,289)	(25%)	(19%)
Rides & Rentals	$1,268,527	3%	$1,486,688	3%	($218,162)	$1,160,388	$108,139	(15%)	9%
Food Services	$8,073,121	21%	$8,158,779	19%	($85,658)	$8,157,213	($84,092)	(1%)	(1%)
Membership	$4,709,060	12%	$4,266,283	10%	$442,777	$4,464,839	$244,221	10%	5%
Education Programming	$1,408,934	4%	$1,317,138	3%	$91,796	$1,376,107	$32,827	7%	2%
TOTAL REVENUE	**$38,667,881**	**100%**	**$43,428,200**	**100%**	**($4,760,319)**	**$ 39,487,335**	**($819,455)**	**(11%)**	**(2%)**
SPEND PER GUEST (SPG)									
PAID ADMISSION REVENUE (SPG)									
Guest & Group Admission	28.63		28.26		0.37	28.64	(0.01)	1%	(0%)
TOTAL PAID ADMISSION SPG	**$ 28.63**		**$ 28.26**		**$ 0.37**	**$ 28.64**	**$ (0.01)**	**1%**	**(0%)**
ANCILLARY REVENUE (SPG)									
Parking	4.33		4.70		(0.37)	3.28	1.05	(8%)	32%
Retail Stores	2.57		2.66		(0.09)	2.53	0.04	(3%)	2%
Zoomobile Tour	0.78		0.91		(0.13)	0.87	(0.09)	(14%)	-11%
Rides & Rentals	1.30		1.33		(0.03)	1.07	0.22	(3%)	21%
Food Services	8.24		7.29		0.95	7.55	0.70	13%	9%
TOTAL ANCILLARY SPG	**$ 17.22**		**$ 16.89**		**$ 0.33**	**$ 15.30**	**$ 1.92**	**2%**	**13%**

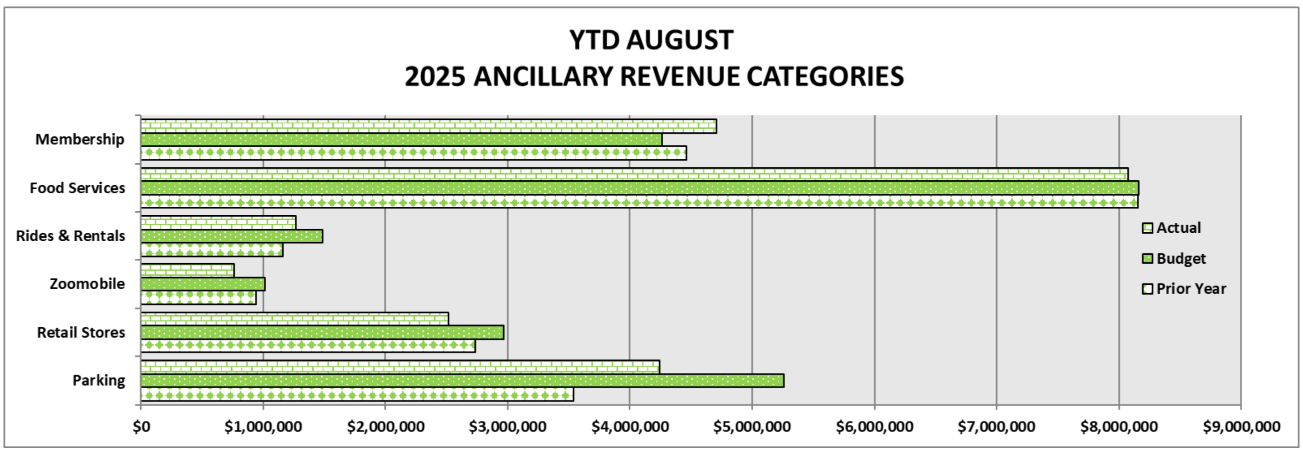
The following image outlines the year-to-date admission revenues in comparison to the budget plan and prior year.



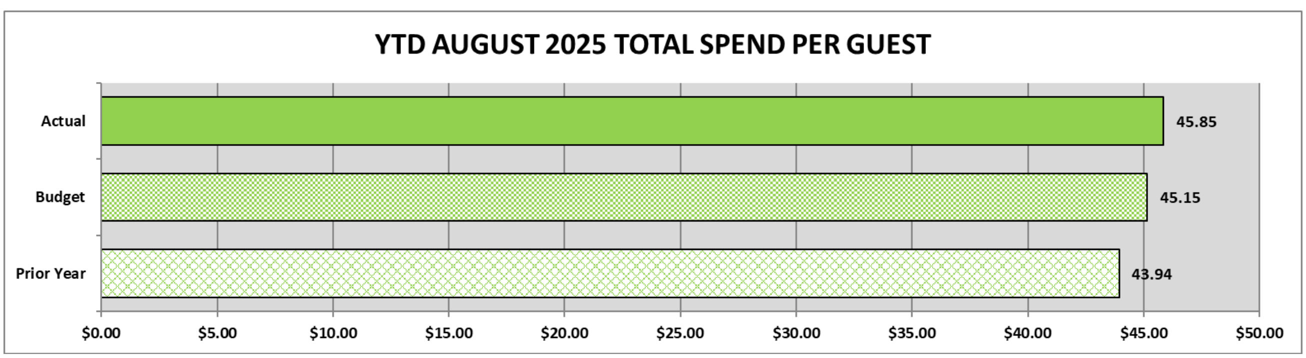
The following image outlines the year-to-date primary revenues in comparison to budget and prior year. Primary revenues include admissions, membership, food services, rides and rentals, and parking.



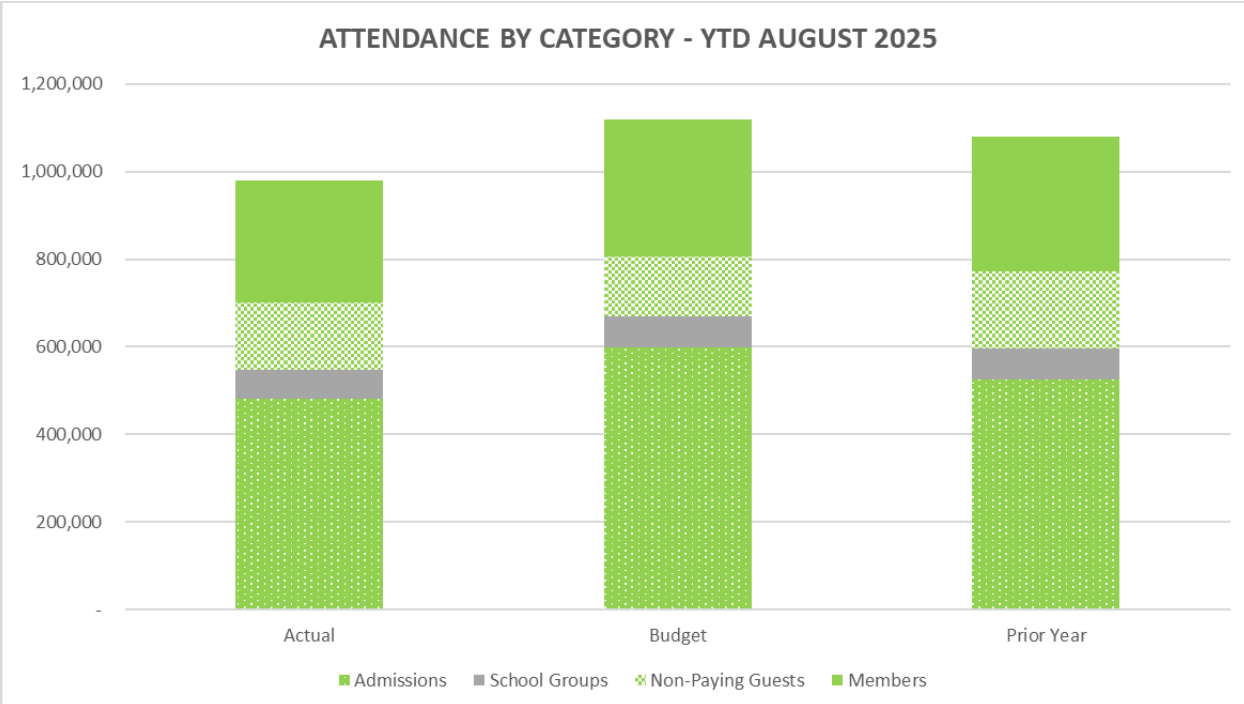
The following image outlines the year-to-date ancillary revenues in comparison to the budget plan and prior year. Ancillary revenues include membership, food services, rides and rentals, retail and parking revenues.



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.