REPORT FOR ACTION

Attendance and Revenue Report - October 2025

Date: November 14, 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 2025-10-31. 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 October continues to fall short of 2025 budget and 2024 actuals. Through October 31 attendance is at 1,193,599 guests. This is down approximately 122,000 guests (-9%) compared to 2025 budgeted attendance and 87,000 guests (-7%) compared to 2024 actuals over the same period. After a summer characterized by significant periods of extreme heat and humidity, the fall months brought more comfortable weather and stronger attendance relative to budget, with September and October both exceeding targets. Overall, September achieved 106% of the budgeted attendance target while October achieved 118%.

Through end of October, general admissions accounted for 48% of the overall year-to-date attendance mix (compared to a budget target of 53%), with membership accounting for 29% and the remaining 23% made up of school groups and non-paying guests. The average year-to-date revenue per guest at $45.47 is exceeding 2025 budget by 2% ($44.75) and 2024 actual by 4% ($43.87).

While visitation continued below attendance targets through the summer, overall year to date revenue totals continued to yield gradual improvement relative to budget target since the prior Board update at -9% below budget (compared to -11% through end of August) and 0% below 2024 actuals (compared to -2% through end of August). The most significant shortfalls continue to be experienced in attendance-driven revenue categories. This includes admission sales revenue at -15% compared to budget and -6% compared to 2024 actual. Similarly, parking at -14% (although 22% above 2024 actual), retail at -13% (-6% below 2024 actual), rides and rentals at -11% (-1% below 2024 actual) and food at -2% (0% 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 August.

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 October exceeded budget by 3% and prior year actual by 6%. Education revenues were 9% above budget and 3% above 2024 actual. Measures continue to be taken to monitor and manage the remaining impacts of lower than budgeted revenue performance experienced in 2025 in order to mitigate budgetary impacts.

Throughout September and October, the Zoo continued to host several events to attract and entertain guests and community members, including the Oasis Zoo Run, Brew at the Zoo, Bump in the Night Wolf Howl, and Boo at the Zoo on two weekends in October leading up to Halloween. On Sunday, September 28th the Zoo also hosted Dream Day, welcoming more than 4,200 paediatric patients and family members from Toronto hospitals with exclusive morning access to the Zoo and the opportunity to engage with animals and characters throughout the site.

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 - October 2025

ATTACHMENT 1

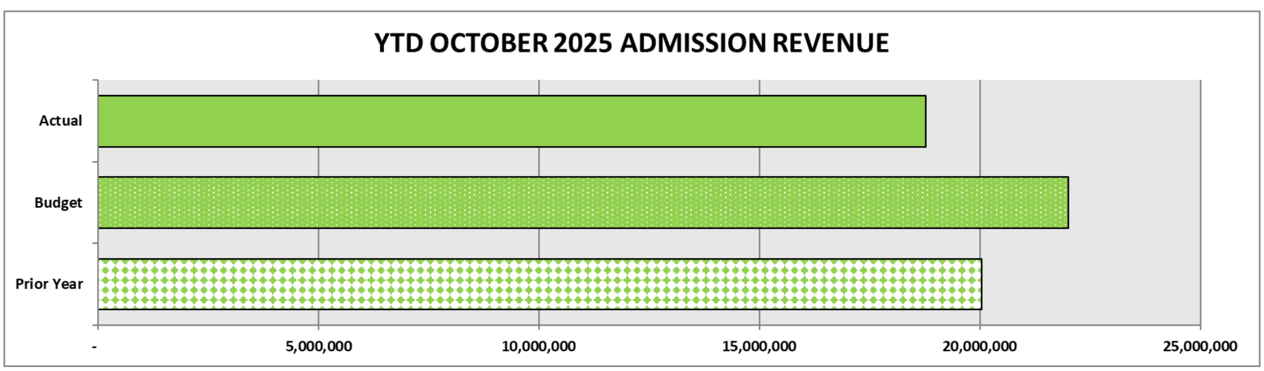
The following image outlines the 2025 year-end attendance and revenues through October 31, 2025 compared to budget plan and prior year by revenue type.

2025 ATTENDANCE & REVENUE DASHBOARD

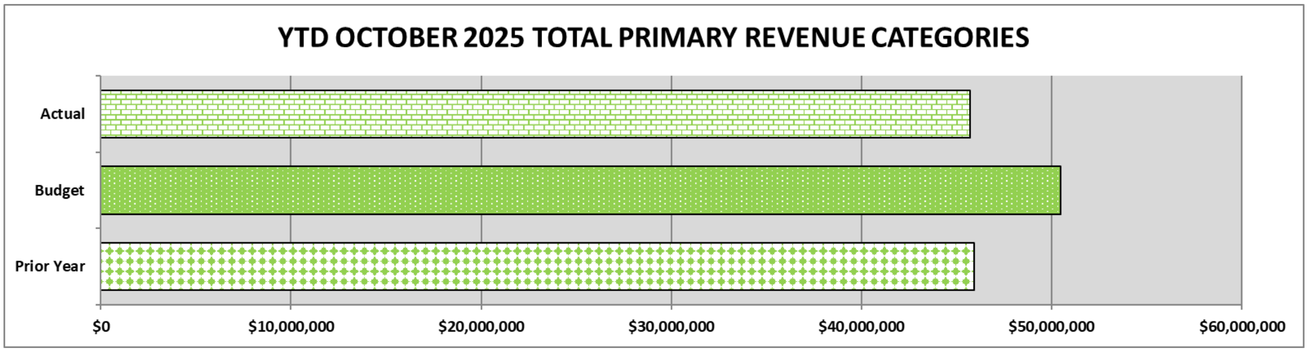
Oct-25

	YEAR TO DATE							Budget	Prior Year
	Actual	%	Budget	%	Variance	Prior Year	Variance	Variance %	Variance %
ATTENDANCE									
Admissions	575,760	48%	697,374	53%	(121,614)	613,526	(37,766)	(17%)	(6%)
School Groups	80,660	7%	85,245	6%	(4,585)	84,557	(3,897)	(5%)	(5%)
Non-Paying Guests	188,623	16%	161,990	12%	26,633	208,809	(20,186)	16%	(10%)
Members	348,556	29%	371,411	28%	(22,855)	373,748	(25,192)	(6%)	(7%)
TOTAL ATTENDANCE	**1,193,599**	**100%**	**1,316,020**	**100%**	**(122,421)**	**1,280,640**	**(87,041)**	**(9%)**	**(7%)**
REVENUE									
Guest & Group Admission	$18,779,653	41%	$22,016,206	44%	($3,236,553)	$20,046,895	($1,267,242)	(15%)	(6%)
Parking	$5,080,590	11%	$5,941,881	12%	($861,290)	$4,179,529	$901,061	(14%)	22%
Retail Stores	$2,956,703	6%	$3,381,393	7%	($424,690)	$3,137,159	($180,457)	(13%)	(6%)
Zoomobile	$895,564	2%	$1,096,898	2%	($201,334)	$1,068,870	($173,306)	(18%)	(16%)
Rides & Rentals	$1,546,935	3%	$1,652,354	3%	($105,418)	$1,402,230	$144,706	(6%)	10%
Food Services	$9,639,436	21%	$9,794,081	19%	($154,645)	$9,612,739	$26,697	(2%)	0%
Membership	$5,378,848	12%	$5,239,228	10%	$139,620	$5,081,902	$296,946	3%	6%
Education Programming	$1,443,494	3%	$1,326,616	3%	$116,878	$1,399,638	$43,856	9%	3%
TOTAL REVENUE	**$45,721,223**	**100%**	**$50,448,656**	**100%**	**($4,727,433)**	**$ 45,928,962**	**($207,739)**	**(9%)**	**(0%)**
SPEND PER GUEST (SPG)									
PAID ADMISSION REVENUE (SPG)									
Guest & Group Admission	28.61		28.13		0.48	28.72	(0.11)	2%	(0%)
TOTAL PAID ADMISSION SPG	**$ 28.61**		**$ 28.13**		**$ 0.48**	**$ 28.72**	**$ (0.11)**	**2%**	**(0%)**
ANCILLARY REVENUE (SPG)									
Parking	4.26		4.52		(0.26)	3.26	0.99	(6%)	30%
Retail Stores	2.48		2.57		(0.09)	2.45	0.03	(4%)	1%
Zoomobile Tour	0.75		0.83		(0.08)	0.83	(0.08)	(10%)	-10%
Rides & Rentals	1.30		1.26		0.04	1.09	0.20	3%	18%
Food Services	8.08		7.44		0.63	7.51	0.57	9%	8%
TOTAL ANCILLARY SPG	**$ 16.86**		**$ 16.62**		**$ 0.24**	**$ 15.15**	**$ 1.71**	**1%**	**11%**

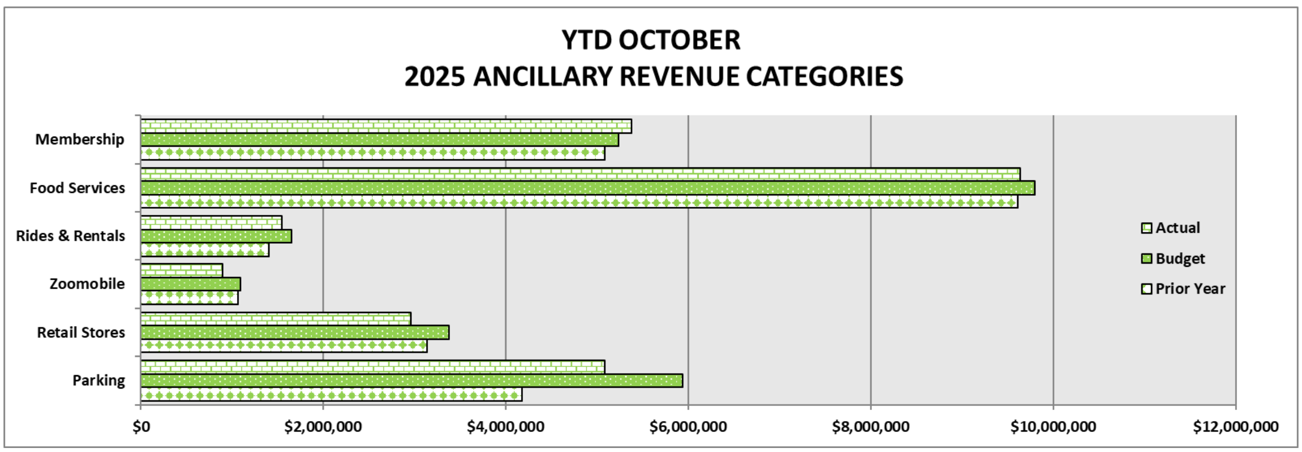
The following image outlines the year-to-date admission revenues in comparison to the budget plan and prior year.



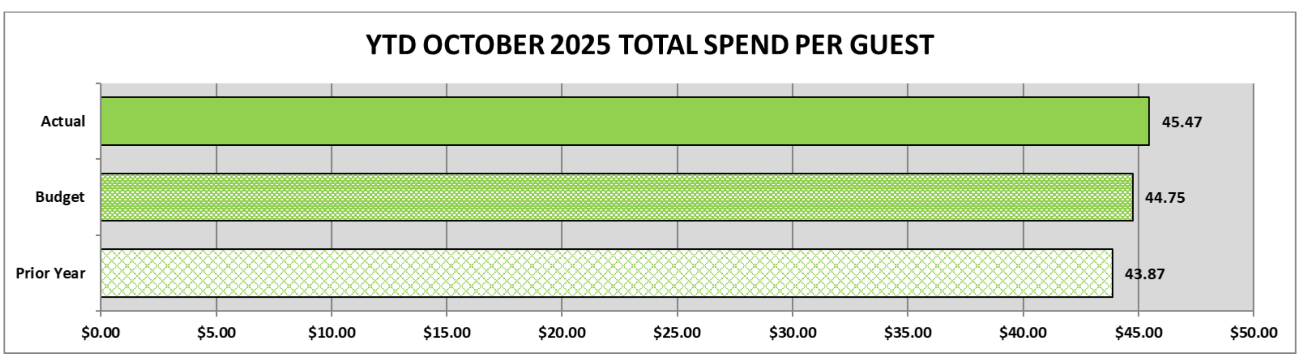
The following image outlines the year-to-date primary revenues in comparison to budget and prior year. Primary revenues include admissions, membership, food services, rides and rentals, and parking.



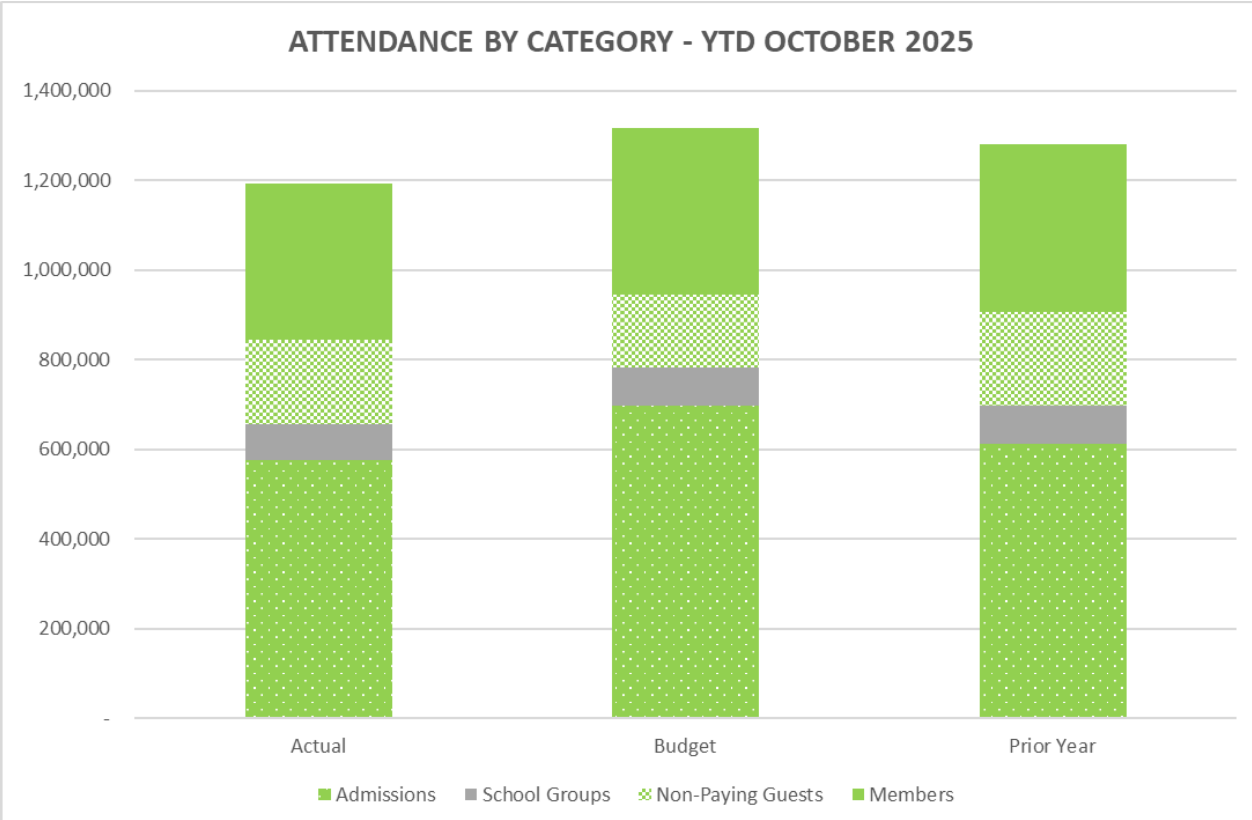
The following image outlines the year-to-date ancillary revenues in comparison to the budget plan and prior year. Ancillary revenues include membership, food services, rides and rentals, retail and parking revenues.



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.