REPORT FOR INFORMATION

Attendance and Revenue Report - July 2026

Date: August 13, 2026
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 2026-01-01 through 2026-07-31. This report includes a dashboard highlighting some of the key metrics for 2026.

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 end of July 2026 was 704,487, falling short of budgeted attendance by 114,613 guests (-14%). This is primarily attributable to poor weather conditions experienced during the first three weeks of July, including extreme heat and poor air quality impacting Toronto from wildfires in northern Ontario in addition to a site-wide power outage requiring early closure of the Zoo on July 1st. As a result, July achieved just 77% of budgeted attendance (181,739 guests) making it the fourth lowest July attendance in the Zoo's 52-year history (including years affected by the COVID-19 pandemic). After exceeding 2025 attendance through the end of June, attendance trailed 2025 visitation by -4% through the end of July.

Through end of July 2026, general admissions accounted for 43% of the overall year-to-date attendance mix (compared to a budget target of 46%), with membership accounting for 33% and the remaining 24% made up of school groups and non-paying guests.

Similar to attendance patterns for July, revenue performance has declined relative to budget over the course of the past month. At the end of June, revenue performance had surpassed budget despite attendance lagging target by -11%. However, by end of July total revenue had fallen to -9% compared to budget as a result of poor attendance totals (although on par with prior year revenues). The impact of lagging visitation has been softened by strong spend per guest performance. The average year-to-date revenue per guest at $45.85 exceeds both budget and prior year actuals of $43.15 (6%) and $43.64 (5%), respectively.

Admission sales revenue at -13% compared to budget and -3% compared to 2025 actual continues to lag given lower than forecast attendance. Year-to-date revenue shortfalls through end of July have also been experienced in parking at -12%, retail at -13%, rides and rentals at -19% and food services at -5%. These impacts have been offset in part by higher than budgeted revenue performance in membership sales and education programs, both at 4% above target.

Attendance and revenues continue to be closely monitored with expenditure controls implemented throughout the year to mitigate budgetary impacts. The launch of the Glow in the Wild lantern festival on September 2nd is expected to bolster visitation and revenue performance through the fall months.

Throughout June and July, the Zoo continued to host several events to recognize, attract and entertain guests and community members. This includes Pride festivities on June 13th with launch of the Rainbow Zone, 1000 Lanterns Festival to celebrate Indigenous People's Month on June 14th, Scarborough One Love Festival hosted by the East Scarborough Boys and Girls Club on June 21st and 22nd, Ontario Soccer Day on June 27th, and the Indigenous Tourism Ontario culinary and cultural event and drone show hosted on July 19th.

For your information, the 2026 year-to-date results for attendance and the primary revenue categories are outlined in the tables and charts included in Attachment 1.

CONTACT

Jamie Austin
Chief Transformation Officer
jaustin@torontozoo.ca
(416) 392-5914

SIGNATURE

Jamie Austin
Chief Transformation Officer

ATTACHMENTS

Attachment 1 - Toronto Zoo Attendance & Revenue Dashboard - July 2026

ATTACHMENT 1

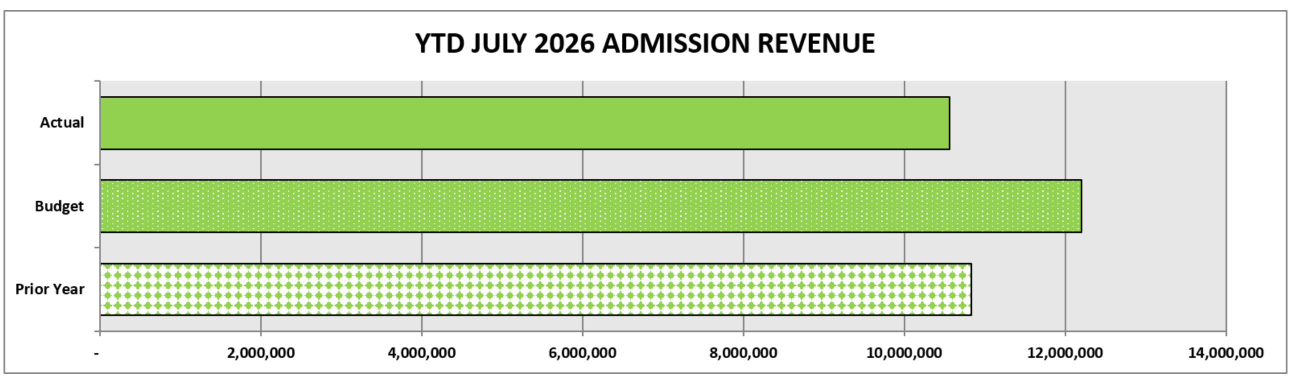
The following image outlines the 2026 year-end attendance and revenues through July 31, 2026 compared to budget plan and prior year by revenue type.

2026 ATTENDANCE & REVENUE DASHBOARD

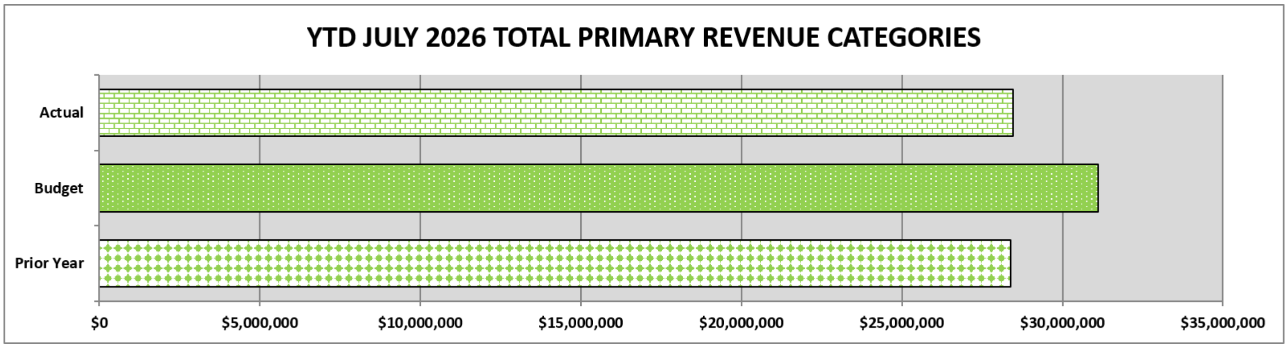
Jul-26

	YEAR TO DATE							Budget	Prior Year
	Actual	%	Budget	%	Variance	Prior Year	Variance	Variance %	Variance %
ATTENDANCE									
Admissions	302,369	43%	372,704	46%	(70,335)	333,945	(31,576)	(19%)	(9%)
School Groups	66,142	9%	81,849	10%	(15,707)	66,862	(720)	(19%)	(1%)
Non-Paying Guests	106,188	15%	125,202	15%	(19,014)	108,441	(2,253)	(15%)	(2%)
Members	229,788	33%	239,345	29%	(9,557)	224,377	5,411	(4%)	2%
TOTAL ATTENDANCE	**704,487**	**100%**	**819,100**	**100%**	**(114,613)**	**733,625**	**(29,138)**	**(14%)**	**(4%)**
REVENUE									
Guest & Group Admission	$10,562,810	37%	$12,207,823	39%	($1,645,012)	$10,839,042	($276,232)	(13%)	(3%)
Parking	$3,011,632	11%	$3,418,351	11%	($406,719)	$3,196,238	($184,606)	(12%)	(6%)
Retail Stores	$1,837,770	6%	$2,107,493	7%	($269,723)	$1,823,059	$14,711	(13%)	1%
Zoomobile	$551,557	2%	$657,211	2%	($105,654)	$501,364	$50,194	(16%)	10%
Rides & Rentals	$718,401	3%	$830,106	3%	($111,705)	$719,018	($617)	(13%)	(0%)
Wildlife Encounters	$187,453	1%	$249,887	1%	($62,434)	$153,823	$33,630	(25%)	22%
Food Services	$5,803,260	20%	$6,079,813	20%	($276,552)	$5,780,409	$22,851	(5%)	0%
Education Program	$1,607,697	6%	$1,538,478	5%	$69,219	$1,386,086	$221,611	4%	16%
Membership	$4,177,042	15%	$4,031,094	13%	$145,948	$3,997,025	$180,017	4%	5%
TOTAL REVENUE	**$28,457,623**	**100%**	**$31,120,255**	**100%**	**($2,662,632)**	**$ 28,396,064**	**$61,559**	**(9%)**	**0%**
SPEND PER GUEST (SPG)									
PAID ADMISSION REVENUE (SPG)									
Guest & Group Admission	28.66		26.86		1.81	27.04	1.62	7%	6%
TOTAL PAID ADMISSION SPG	**$ 28.66**		**$ 26.86**		**$ 1.81**	**$ 27.04**	**$ 1.62**	**7%**	**6%**
ANCILLARY REVENUE (SPG)									
Parking	4.27		4.17		0.10	4.36	(0.08)	2%	(2%)
Retail Stores	2.61		2.57		0.04	2.49	0.12	1%	5%
Zoomobile Tour	0.78		0.80		(0.02)	0.68	0.10	(2%)	15%
Rides & Rentals	1.02		1.01		0.01	0.98	0.04	1%	4%
Wildlife Encounters	0.27		0.31		(0.04)	0.21	0.06	(13%)	27%
Food Services	8.24		7.42		0.82	7.88	0.36	11%	5%
TOTAL ANCILLARY SPG	**$ 17.19**		**$ 16.29**		**$ 0.90**	**$ 16.59**	**$ 0.60**	**6%**	**4%**

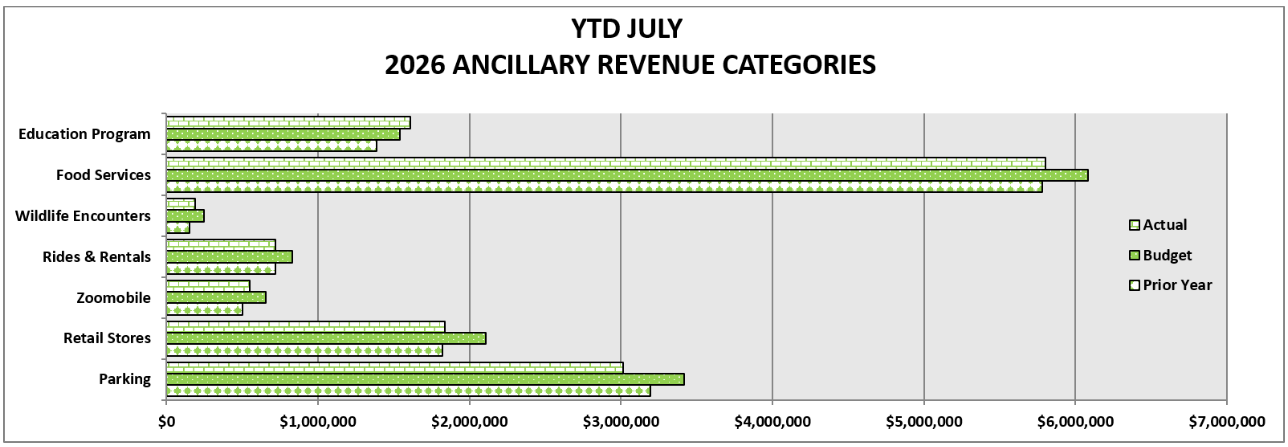
The following image outlines the year-to-date admission revenues in comparison to the budget plan and prior year.



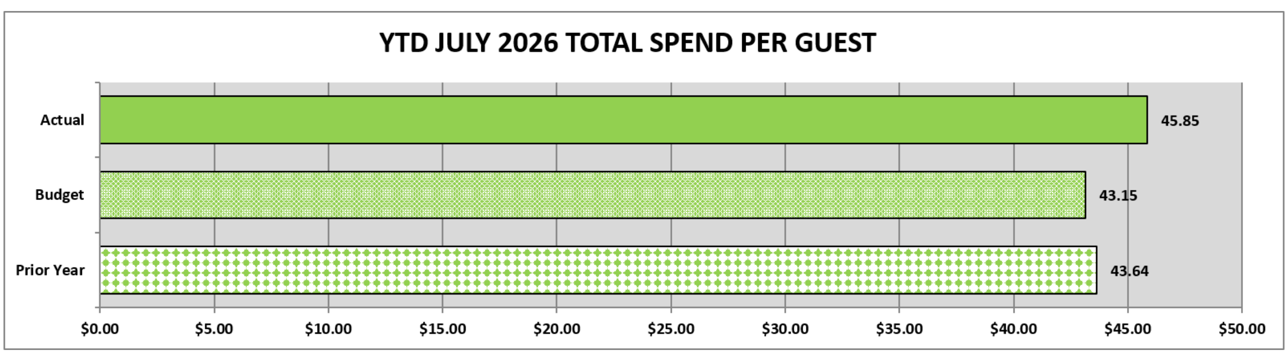
The following image outlines the year-to-date primary revenues in comparison to budget and prior year. Primary revenues include admissions, membership, food services, rides and rentals, and parking.



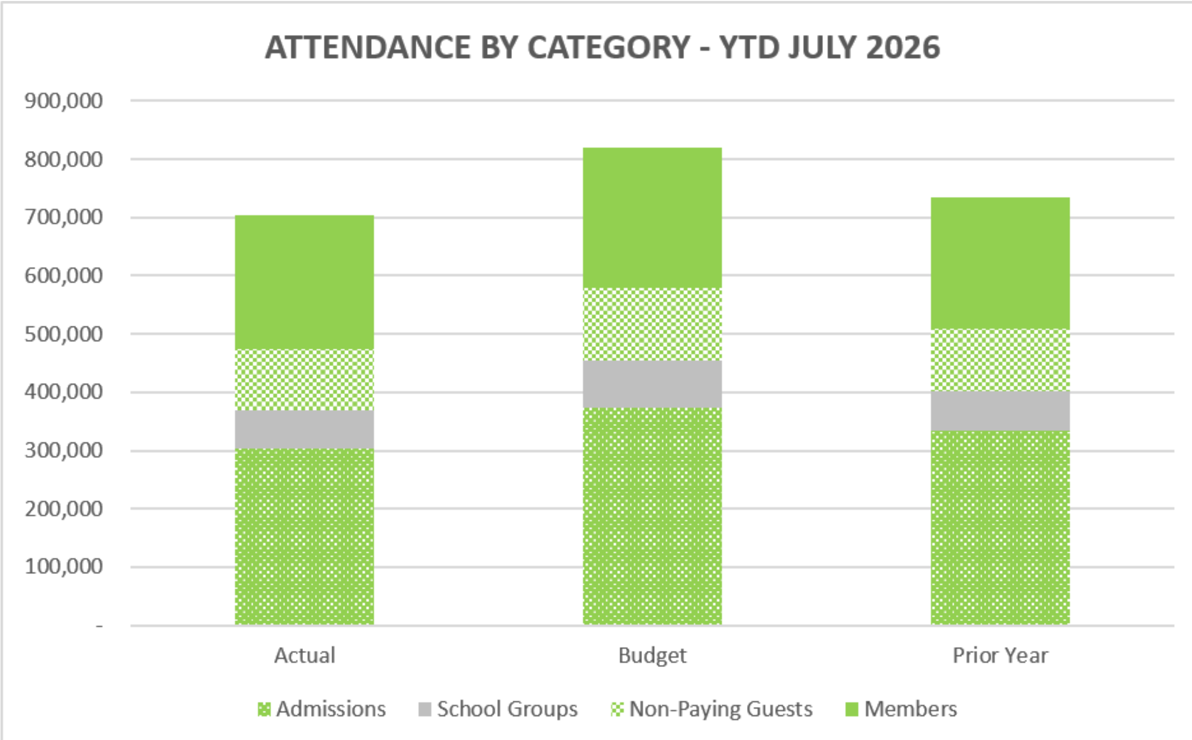
The following image outlines the year-to-date ancillary revenues in comparison to the budget plan and prior year. Ancillary revenues include membership, food services, rides and rentals, retail and parking revenues.



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.