

FOR APPROVAL BY THE
BOARD OF MANAGEMENT



2013 Operating Plan and

Budget Submission



2012-09-25



TRANSMITTAL MEMORANDUM

Re: Toronto Zoo – 2013 Operating Budget Submission - DRAFT

Introduction

The Toronto Zoo's 2013 Requested Base Budget has a Net Operating Cost of \$11,108.0 thousand which represents a 0% decrease from the budgeted 2012 Net Operating Cost including the absorption by the program of the annualization of salary and wage increases from 2012. As union contracts are scheduled for renegotiation in 2013, increases (COLA) for all staff are not included in the submission. Amounts for salary and wage adjustments will be provided for centrally through the Financial Planning Division of the City. Gross Program expenditures of \$45,735.9 thousand have increased by \$75.0 thousand or 0.2% as a result of the annualization of prior year increases.

Base attendance is estimated at 1,300,000 in 2013, taking the five year trend into consideration. The Penguin Exhibit opened in 2011 and the new White Lion Exhibit opened in 2012 are expected to continue to stimulate visitor interest in 2013, together with Hudson, the polar bear introduced to the public in 2012. As outlined in the budget guidelines, user fees for general and school group admissions have been reviewed and are due for adjustment in 2013. This is reflected in the "New / Existing Service Change" business case in the 2013 submission.

In order to meet the zero-growth net expenditure target, the Zoo has undertaken its annual review of expenditures on a line-by-line basis to determine potential reduction possibilities. A review of services was also completed to ascertain possible changes to alleviate financial pressures on the City.

Program revenues of \$34,627.9 thousand for the Requested Base Budget remain at virtually the same level as in 2012.

Governance Structure

The Toronto Zoo is an asset of the City of Toronto. The operation, management and maintenance of the Zoo is the responsibility of the Board of Management of the Toronto Zoo. As a result of structure changes to the Board approved by City Council in 2011, the Board of Management is now comprised of fourteen members (previously eleven), including six members of Toronto City Council and eight (previously five) citizen members. A governance sub-committee of the Board is currently undertaking a review of the governance structure with

a view to recommending the appropriate governance model for the Toronto Zoo going forward.

2012 Key Service Achievements

The following significant achievements are anticipated to be accomplished in 2012:

- Saved and successfully nurtured the baby polar bear cub, Hudson, introducing him to the public in January.
- Opened the new White Lion exhibit, a very popular offering with the public;
- Successfully introduced other babies to the public (penguin chicks, babirusa, camel, bison).
- Hosting “Sharks at Stingray Bay”, the fifth year of a special touch tank exhibit open from May 1st to Thanksgiving weekend;
- Secured giant panda loan with the Chinese government; commenced design, scheduled construction of Panda exhibit and theming of orientation centre.
- Completion of detailed design of Eurasia area of the North Zoo Site Redevelopment and start of construction;
- Completed detailed design of the Wildlife Health Centre;
- Improvements to guest services through the addition of a standalone, attendant free “pay-on-foot” parking kiosk;

2013 Strategic Direction and Service Priorities

The Strategic Plan of the Toronto Zoo envisions the Zoo as a dynamic and exciting action centre that inspires people to love, respect and protect wildlife and wild spaces. As such, the strategic directions of the Zoo focus on activities that nurture a culture of best practice, passion and commitment, protect wildlife populations and the places that sustain them by demonstrating environmental leadership through model conservation programs and partnerships; offer compelling education and outreach experiences to inspire people to care about wildlife and protect habitats; deliver a guest experience that is fun, welcoming, interactive and shows our commitment to sustainable living; create dynamic habitats that celebrate the spectrum of plants and animals and connect people with nature; satisfy our accreditation requirements and build revenue streams, fundraising capacity and strategic relationships.

New / Existing Service Changes

A key driver for increased attendance of 300,000 visitors in 2013 over the base budget of 1,300,000 will be the arrival of two giant pandas on loan from China. This will result from approval of the New / Existing Service Change business case and will certainly stimulate the level of visitor interest for the Zoo. This will be a key exhibit in the revitalized Eurasia area and will feature an orientation centre, providing the public with educational and conservation information about the critically endangered species. Early opening and special event evenings will also potentially add value to the participating public. New retail, food services, and washroom facilities for the public will also be available within in the revitalized Eurasia area along with a Zoomobile drive-through in some of the paddocks.

The Board supported a decision several years ago to implement price increases on a more regular basis (every few years) to keep pace with the market, rather than less frequent, larger changes. In 2012, a “peak” / “non-peak” pricing methodology was implemented as a means of encouraging increased visitation in the shoulder season. However, no market based changes were made. As such, the Toronto Zoo is scheduled for a change in 2013 and the recommended pricing to be implemented includes an increased fee of \$3 per general admission and \$1 for school groups. There would also be a corresponding price increase (approx. 5%) to the cost of a membership to keep its value in line with the general admission price. A special “club” membership is also planned to provide specific benefits to purchasing members. In preparing the New / Existing Service Change business case a detailed review of pricing was completed and resulted in the recommendation to adjust admission and membership fees. Adjusting admission fees versus a separate charge takes into consideration the input from and experience of other zoos that currently have similar exhibits. It also considers the benefit of the exhibit to all visitors to the Toronto Zoo and mitigates revenue risk over the five (5) year duration of the exhibit. As well, the “peak” / “non-peak” pricing methodology implemented in 2012 will continue in 2013 for General, Senior and Child fees as a means of encouraging increased visitation in the shoulder season.

2013 Priority Goals

In summary, the Zoo has the following priority goals in 2013:

- Achieve attendance targets and a high level of visitor satisfaction through:
 - Addition of giant pandas and revitalization of the Eurasia area (Conservation, Education, Research, and community engagement);
 - Highly interactive / experiential short-term exhibits;
 - Comprehensive special event plans;
 - Continued utilization of social media / database development in efforts to strategically build awareness, attendance and customer loyalty;
 - Customer service excellence, wayfinding, maintenance and state of good repair of the grounds and facilities;
 - Growth of membership base, donor base, and school visits to build affinity and enhance community support.
- Continue progress on the major fundraising campaign to raise funds for capital projects, exhibit improvements and conservation and education programs;
- Continue implementation of the Zoo’s “green plan” with initiatives for 2013;
- Develop public/private sector partnerships and strategic alliances;
- Pursue all available grants to deliver optimal conservation and research programs;
- Implement governance best practices;
- Develop new five (5) year Strategic Plan;
- Obtain / maintain AZA / CAZA accreditation.

In 2012, the Toronto Zoo delivered on the 10% reduction target established by the City. This was after meeting a 5% reduction in each of 2010 and 2011, and zero growth targets in each of the three preceding years. The Toronto Zoo’s 2013 Requested Budget Net Operating Cost of \$11,108.0 thousand (excluding salary and wage adjustments) meets the zero growth objective

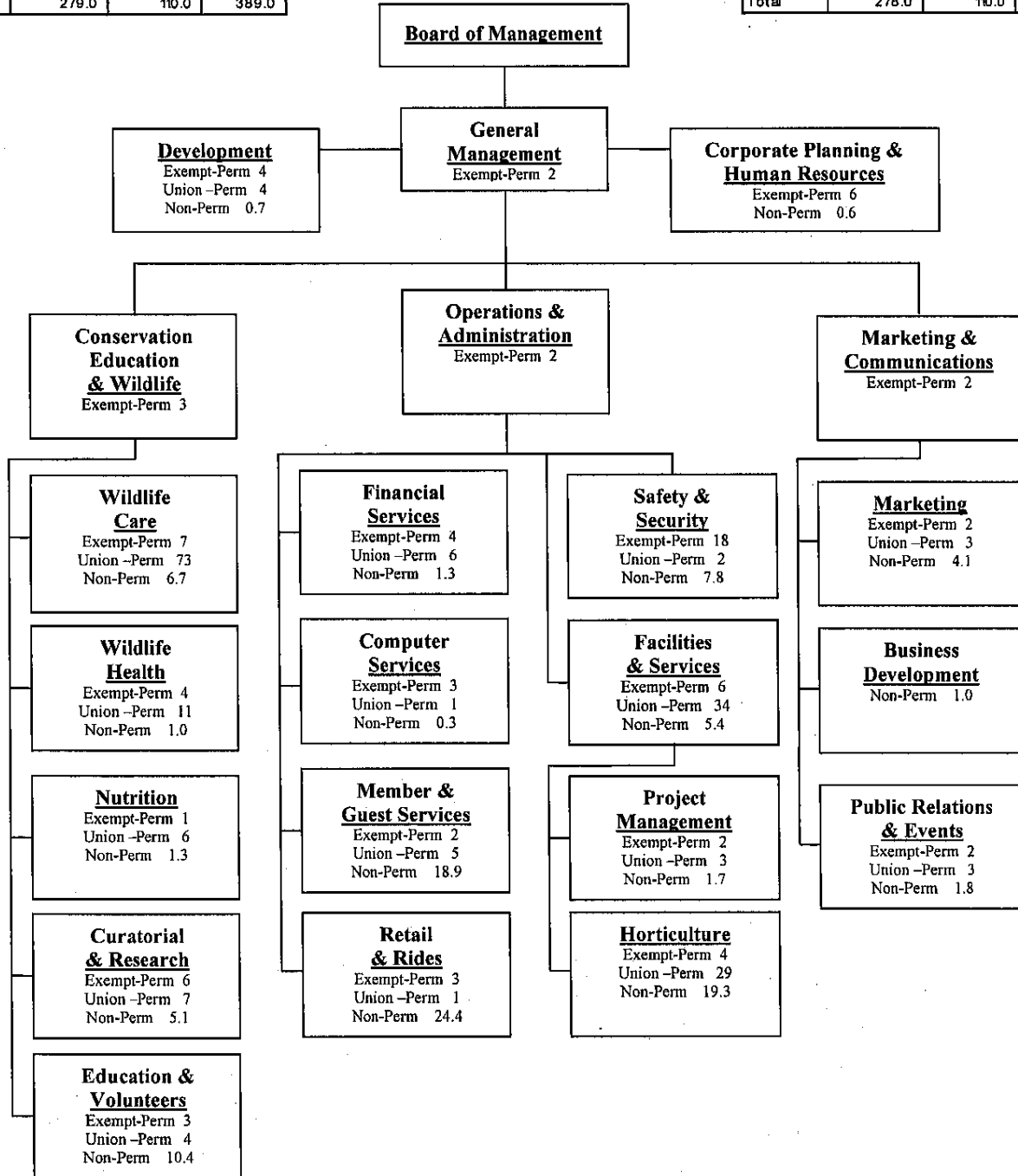
established by the City. Innovative shorter-term exhibit offerings (Dinosaurs Alive - 2007, Stingray Bay - 2008, Sharks at Stingray Bay – 2009, 2010 & 2011) and new permanent exhibit openings (Great Barrier Reef - 2008, Tundra Trek – 2009, south-end of the African Rainforest Pavilion, Penguin Exhibit, White Lion Exhibit) have stimulated visitor interest and assisted the Zoo in the effort towards ensuring a relevant and dynamic visitor experience. Combined with the giant panda exhibit, the promotion of initiatives such as the baby polar bear and other arrivals in delivering a strong conservation, education and scientific research message both nationally and globally, it is anticipated that significant interest and loyalty will be generated for the Toronto Zoo in 2013 and beyond.



2012 Organizational Structure
FTE Staff by Category

2011 Year-end	Permanent / Full-Time	Non-Permanent	Total
Exempt	86.0	10.0	96.0
Unionized	193.0	100.0	293.0
Total	279.0	110.0	389.0

2012 Year-end	Permanent / Full-Time	Non-Permanent	Total
Exempt	86.0	10.0	96.0
Unionized	192.0	100.0	292.0
Total	278.0	110.0	388.0

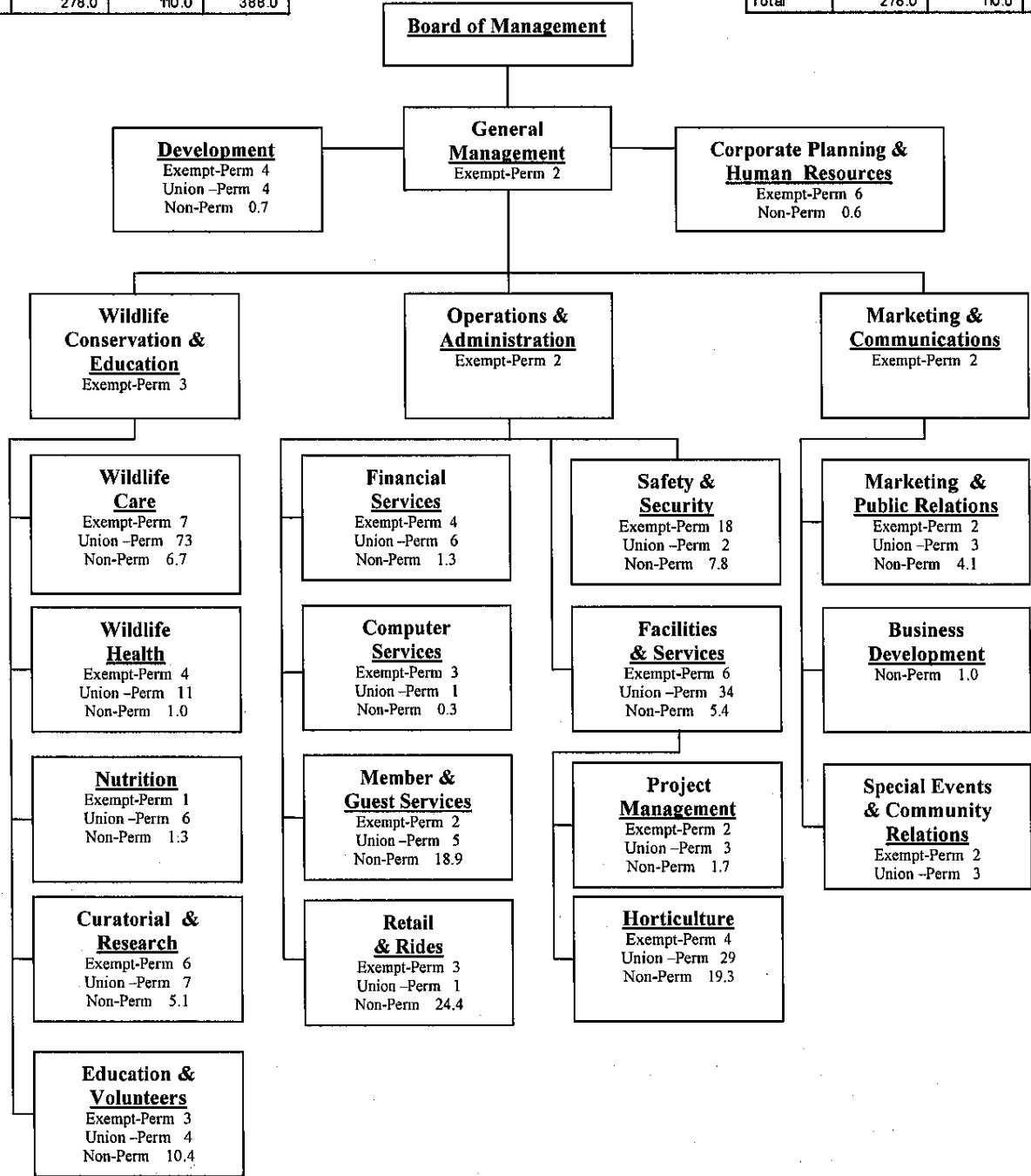




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2013 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

TORONTO ZOO

PROGRAM
(Consolidated)

	2010	2011	2011	2011	2012	2012	2012	2013	2013	2013	2013	2013	2013	2013	2013	2014
	Actual	Approved	Actual	Prior Year	Approved	Projected	Adjusted	Requested	Existing	New	Financial	Change from	Change from	Change from	Outlook	
	(\$000s)	Budget	(\$000s)	Impacts	Budget	Actual	Base	Base	Service	Plan	2012 Approved	2012 Projected	2014			
											Budget	Actual	Outlook			
											\$	\$	(\$000s)	%		
Salaries and Benefits	23,911.9	26,245.4	26,300.1	75.0	26,648.0	26,648.0	26,723.0	0.0	0.0	27,757.3	1,109.3	1,109.3	0.0	4.2		
Materials and Supplies	5,649.2	6,462.5	5,351.0	0.0	6,154.2	6,150.0	6,154.2	0.0	0.0	7,148.8	994.6	994.6	0.0	16.2		
Equipment	443.3	732.4	535.1	0.0	627.8	626.3	627.8	0.0	0.0	982.5	354.7	354.7	0.0	56.5		
Services & Rents	9,858.8	11,292.6	9,040.9	0.0	10,664.6	10,664.6	10,664.6	0.0	0.0	13,854.1	3,189.5	3,189.5	0.0	29.9		
Cost of Sales	1,153.9	1,536.9	1,048.3	0.0	1,430.3	1,430.3	1,430.3	0.0	0.0	1,430.3	0.0	0.0	0.0	0.0		
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Contribution to Res/Res Fund	136.0	136.0	136.0	0.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0		
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2,253.7	2,253.7	2,253.7	0.0	NA		
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
TOTAL GROSS EXPENDITURES	41,153.2	46,405.8	42,411.4	75.0	45,652.2	45,655.2	45,735.9	0.0	0.0	53,562.8	7,901.9	7,901.9	0.0	17.3		
Grants from Others	991.9	991.9	934.2	0.0	1,011.5	1,011.5	1,011.5	0.0	0.0	1,011.5	0.0	0.0	0.0	0.0		
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Contribution from Res/Res Funds	136.0	136.0	136.0	0.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0		
User Fees	27,793.8	31,027.8	28,781.3	0.0	30,634.5	30,634.5	30,634.5	0.0	75.0	38,536.4	7,901.9	7,901.9	0.0	25.8		
Other	1,215.2	2,672.0	1,020.1	0.0	2,770.9	2,770.9	2,770.9	0.0	0.0	2,770.9	0.0	0.0	0.0	0.0		
TOTAL REVENUE	30,136.9	34,827.7	30,871.6	0.0	34,552.9	34,552.9	34,552.9	0.0	75.0	42,454.8	7,901.9	7,901.9	0.0	22.9		
TOTAL NET EXPENDITURES	11,016.3	11,578.1	11,539.8	75.0	11,108.0	11,102.3	11,183.0	0.0	(75.0)	11,108.0	0.0	0.0	0.0	0.0		
APPROVED POSITIONS	384.5	384.5	384.5	0.0	388.0	388.0	388.0	0.0	0.0	419.4	31.4	31.4	0.0	8.1		

2013 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
General Management

PROGRAM SERVICE	2010 Actual (\$000s)	2011 Approved Budget (\$000s)	2011 Actual (\$000s)	2012 Actual (\$000s)	2012 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2013 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2013 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2013 Financial Plan (\$)	Change from 2012 Approved Budget		Change from 2012 Protolized Actual		2014 Outlook (\$000s)
															\$	%	\$	%	
Salaries and Benefits	5,896.6	6,337.6	6,431.3	6,760.3	6,760.3	19.0	0.0	6,779.3	0.0	0.0	6,779.3	0.0	0.0	6,779.3	19.0	0.3	19.0	0.3	0.0
Materials and Supplies	135.5	587.6	101.1	520.3	520.3	0.0	0.0	520.3	0.0	0.0	520.3	0.0	0.0	520.3	0.0	0.0	0.0	0.0	0.0
Equipment	(3.9)	31.0	23.3	13.8	13.8	0.0	0.0	13.8	0.0	0.0	13.8	0.0	0.0	13.8	0.0	0.0	0.0	0.0	0.0
Services & Rents	593.8	1,541.3	949.4	1,514.5	1,514.5	0.0	0.0	1,514.5	0.0	0.0	1,514.5	0.0	1,225.8	2,740.3	1,225.8	80.9	1,225.8	80.9	0.0
Cost of Sales	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2,253.7	2,253.7	2,253.7	NA	2,253.7	NA	0.0
Other (2003 Holdbacks)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL GROSS EXPENDITURES	6,622.0	8,497.6	7,505.1	8,808.8	8,808.8	19.0	0.0	8,827.8	0.0	0.0	8,827.8	0.0	3,479.5	12,307.3	3,498.5	39.7	3,498.5	39.7	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Contribution from Res/Res fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
User Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other	833.3	2,471.7	616.0	2,473.6	2,473.6	0.0	0.0	2,473.6	0.0	0.0	2,473.6	0.0	0.0	2,473.6	0.0	0.0	0.0	0.0	0.0
TOTAL REVENUE	833.3	2,471.7	616.0	2,473.6	2,473.6	0.0	0.0	2,473.6	0.0	0.0	2,473.6	0.0	0.0	2,473.6	0.0	0.0	0.0	0.0	0.0
TOTAL NET EXPENDITURES	5,788.7	6,025.9	6,889.0	6,335.3	6,335.3	19.0	0.0	6,354.3	0.0	0.0	6,354.3	0.0	3,479.5	9,833.8	3,498.5	55.2	3,498.5	55.2	0.0
APPROVED POSITIONS	14.3	14.3	14.3	17.3	17.3	0.0	0.0	17.3	0.0	0.0	17.3	0.0	0.0	17.3	0.0	0.0	0.0	0.0	0.0

2013 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
Operations & Administration

	2010 Actual (\$000s)	2011 Approved Budget (\$000s)	2011 Actual (\$000s)	2012 Act. Expend. (\$000s)	2012 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2013 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2013 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2013 Financial Plan		Change from 2012 Approved Budget		Change from 2014 Protested Act. Expend.		2014 Outlook (\$000s)
														\$	%	\$	%	\$	%	
Salaries and Benefits	7,877.6	9,745.2	9,477.9	9,719.5	9,719.5	27.2	0.0	9,746.7	0.0	0.0	9,746.7	0.0	817.7	10,564.4	844.9	8.7	844.9	8.7	844.9	0.0
Materials and Supplies	3,553.9	3,775.5	3,399.1	3,684.6	3,684.6	0.0	0.0	3,684.6	0.0	0.0	3,684.6	0.0	259.6	3,944.3	259.6	7.0	259.6	7.0	259.6	0.0
Equipment	313.6	501.4	419.8	441.1	441.1	0.0	0.0	441.1	0.0	0.0	441.1	0.0	176.5	617.6	176.5	40.0	176.5	40.0	176.5	0.0
Services & Rents	1,579.9	2,201.6	1,500.2	1,726.8	1,726.8	0.0	0.0	1,726.8	0.0	0.0	1,726.8	0.0	484.6	2,211.4	484.6	28.1	484.6	28.1	484.6	0.0
Cost of Sales	1,153.9	1,536.9	1,048.3	1,430.3	1,430.3	0.0	0.0	1,430.3	0.0	0.0	1,430.3	0.0	0.0	1,430.3	0.0	0.0	0.0	0.0	0.0	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Divisional Gapping	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
TOTAL GROSS EXPENDITURES	14,479.0	17,760.6	15,845.3	17,002.4	17,002.4	27.2	0.0	17,029.6	0.0	0.0	17,029.6	0.0	1,738.4	18,767.9	1,765.6	10.4	1,765.6	10.4	1,765.6	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
User Fees	3,441.9	4,409.0	3,241.7	4,187.0	4,187.0	0.0	0.0	4,187.0	0.0	0.0	4,187.0	0.0	400.0	4,587.0	400.0	9.6	400.0	9.6	400.0	0.0
Other	381.9	200.3	404.1	297.3	297.3	0.0	0.0	297.3	0.0	0.0	297.3	0.0	0.0	297.3	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL REVENUE	3,823.8	4,609.3	3,645.7	4,484.3	4,484.3	0.0	0.0	4,484.3	0.0	0.0	4,484.3	0.0	400.0	4,884.3	400.0	8.9	400.0	8.9	400.0	0.0
TOTAL NET EXPENDITURES	10,655.2	13,151.3	12,199.5	12,518.0	12,518.0	27.2	0.0	12,545.2	0.0	0.0	12,545.2	0.0	1,338.4	13,883.6	1,365.6	10.9	1,365.6	10.9	1,365.6	0.0
APPROVED POSITIONS	204.1	204.1	204.1	204.1	204.1	0.0	0.0	204.1	0.0	0.0	204.1	0.0	24.4	228.5	24.4	12.0	24.4	12.0	24.4	0.0

2013 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
Marketing & Communications

	2010 Actual (\$000s)	2011 Approved Budget (\$000s)	2011 Actual (\$000s)	2012 Act. Expend. (\$000s)	2012 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2013 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2013 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2013 Financial Plan (\$)	Change from 2012 Approved Budget		Change from 2012 Protected Act. Expend.		2014 Outlook (\$000s)	
															\$	%	\$	%		
Salaries and Benefits	988.2	1,030.9	997.2	1,030.4	1,030.4	2.9	0.0	1,033.3	0.0	0.0	1,033.3	0.0	100.6	1,133.9	103.5	10.0	103.5	10.0	0.0	
Materials and Supplies	354.5	400.2	337.3	387.9	387.9	0.0	0.0	387.9	0.0	0.0	387.9	0.0	67.0	454.9	67.0	17.3	67.0	17.3	0.0	
Equipment	16.9	45.1	38.1	41.9	41.9	0.0	0.0	41.9	0.0	0.0	41.9	0.0	7.2	49.1	7.2	17.2	7.2	17.2	0.0	
Services & Rents	7,073.9	6,542.2	6,134.1	6,389.3	6,389.3	0.0	0.0	6,389.3	0.0	0.0	6,389.3	0.0	1,388.8	7,778.1	1,388.8	21.7	1,388.8	21.7	0.0	
Cost of Sales	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	
TOTAL GROSS EXPENDITURES	8,433.5	8,018.5	7,506.8	7,849.5	7,849.5	2.9	0.0	7,852.4	0.0	0.0	7,852.4	0.0	1,563.6	9,416.0	1,563.6	20.0	1,566.5	20.0	1,566.5	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0	0.0
Contribution from Res/Res Fund	5,891.1	6,643.6	6,170.6	6,533.6	6,533.6	0.0	0.0	6,533.6	0.0	66.1	6,599.7	0.0	1,029.1	7,628.9	1,029.1	16.8	1,095.2	16.8	1,095.2	0.0
User fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
TOTAL REVENUE	5,891.1	6,643.6	6,170.6	6,533.6	6,533.6	0.0	0.0	6,533.6	0.0	66.1	6,599.7	0.0	1,029.1	7,628.9	1,029.1	16.8	1,095.2	16.8	1,095.2	0.0
TOTAL NET EXPENDITURES	2,542.4	1,374.9	1,336.1	1,315.9	1,315.9	2.9	0.0	1,318.8	0.0	(66.1)	1,252.7	0.0	534.5	1,787.2	471.3	35.8	471.3	35.8	471.3	0.0
APPROVED POSITIONS	17.1	17.1	17.1	17.1	17.1	0.0	0.0	17.1	0.0	0.0	17.1	0.0	2.0	19.1	2.0	11.7	2.0	11.7	2.0	0.0

2013 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

PROGRAM: Toronto Zoo
SERVICE: Wildlife, Conservation & Education

	2010 Actual (\$000s)	2011 Approved Budget (\$000s)	2011 Actual (\$000s)	2012 Act. Expend. (\$000s)	2012 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2013 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2013 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2013 Financial Plan		Change from 2012 Approved Budget		Change from 2012 Projected		2014 Outlook (\$000s)
														\$	%	\$	%	\$	%	
Salaries and Benefits	9,149.5	9,131.7	9,393.7	9,137.8	9,137.8	25.9	0.0	9,163.7	0.0	0.0	9,163.7	0.0	116.0	9,279.7	141.9	1.6	141.9	1.6	0.0	0.0
Materials and Supplies	1,605.3	1,699.1	1,513.5	1,561.3	1,561.3	0.0	0.0	1,561.3	0.0	0.0	1,561.3	0.0	668.0	2,229.3	668.0	42.8	672.2	43.2	0.0	0.0
Equipment	116.7	154.9	53.8	131.0	131.0	0.0	0.0	131.0	0.0	0.0	131.0	0.0	171.0	302.0	171.0	130.5	172.5	133.2	0.0	0.0
Services & Rents	611.2	1,007.4	457.3	1,034.0	1,034.0	0.0	0.0	1,034.0	0.0	0.0	1,034.0	0.0	90.4	1,124.3	90.4	8.7	90.4	8.7	0.0	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
TOTAL GROSS EXPENDITURES	11,482.7	11,993.1	11,418.3	11,864.2	11,864.2	25.9	0.0	11,890.1	0.0	0.0	11,890.1	0.0	1,045.3	12,935.4	1,071.2	9.0	1,076.9	9.1	0.0	0.0
Grants from Others	991.9	991.9	934.2	1,011.5	1,011.5	0.0	0.0	1,011.5	0.0	0.0	1,011.5	0.0	0.0	1,011.5	0.0	0.0	0.0	0.0	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
User Fees	120.0	782.5	1,564.9	908.9	908.9	0.0	0.0	908.9	0.0	8.9	917.8	0.0	0.0	917.8	8.9	1.0	8.9	1.0	0.0	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
TOTAL REVENUE	1,111.9	1,774.4	2,499.1	1,920.4	1,920.4	0.0	0.0	1,920.4	0.0	8.9	1,929.3	0.0	0.0	1,929.3	8.9	0.5	8.9	0.5	0.0	0.0
TOTAL NET EXPENDITURES	10,370.8	10,218.7	8,919.2	9,943.8	9,943.8	25.9	0.0	9,969.7	0.0	(8.9)	9,960.8	0.0	1,045.3	11,006.1	1,062.3	10.7	1,068.0	10.7	0.0	0.0
APPROVED POSITIONS	149.0	149.0	149.0	149.5	149.5	0.0	0.0	149.5	0.0	0.0	149.5	0.0	5.0	154.5	5.0	3.3	5.0	3.3	0.0	0.0

2013 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
Reserve Funds

PROGRAM SERVICE (Consolidated)	2010 Actual (\$000s)	2011 Approved Budget (\$000s)	2011 Actual (\$000s)	2012 ACL Expend. (\$000s)	2012 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2013 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2013 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2013 Financial Plan \$	Change from 2012 Approved Budget		Change from 2012 Protected ACL Expend.		2014 Outlook (\$000s)
															\$	%	\$	%	
Salaries and Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Materials and Supplies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Equipment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Services & Rents	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Contribution to Res/Res Fund	136.0	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
TOTAL GROSS EXPENDITURES	136.0	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Contribution from Res/Res Fund	136.0	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0	0.0
User Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
TOTAL REVENUE	136.0	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0	0.0
TOTAL NET EXPENDITURES	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
APPROVED POSITIONS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0

2013 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
Revenue & Recoveries

PROGRAM SERVICE	2010 Actual (\$000s)	2011 Approved Budget (\$000s)	2011 Actual (\$000s)	2012 Act. Expend. (\$000s)	2012 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2013 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2013 Requested Base (\$000s)	Existing Services Changes (\$000s)	New Services (\$000s)	2013 Financial Plan \$	Change from 2012 Approved Budget		Change from 2012 Protected Act. Expend.		2014 Outlook (\$000s)
															\$	%	\$	%	
Admissions	11,616.4	12,469.8	11,060.0	12,343.0	12,343.0	0.0	0.0	12,343.0	0.0	0.0	12,343.0	0.0	5,124.8	17,467.8	5,124.8	41.5	5,124.8	41.5	0.0
Parking	2,786.2	2,907.6	2,730.2	2,907.6	2,907.6	0.0	0.0	2,907.6	0.0	0.0	2,907.6	0.0	500.0	3,407.6	500.0	17.2	500.0	17.2	0.0
Memberships	3,608.4	3,506.8	3,128.0	3,445.9	3,445.9	0.0	0.0	3,445.9	0.0	0.0	3,445.9	0.0	772.9	4,218.8	772.9	22.4	772.9	22.4	0.0
Other	253.7	137.5	728.8	137.5	137.5	0.0	0.0	137.5	0.0	0.0	137.5	0.0	0.0	137.5	0.0	0.0	0.0	0.0	0.0
Recovery from CWP	76.0	171.0	157.0	171.0	171.0	0.0	0.0	171.0	0.0	0.0	171.0	0.0	0.0	171.0	0.0	0.0	0.0	0.0	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
TOTAL GROSS REVENUE	18,340.8	19,192.7	17,804.1	19,005.0	19,005.0	0.0	0.0	19,005.0	0.0	0.0	19,005.0	0.0	6,397.7	25,402.7	6,397.7	33.7	6,397.7	33.7	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
User Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
TOTAL REVENUE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
TOTAL REVENUE	18,340.8	19,192.7	17,804.1	19,005.0	19,005.0	0.0	0.0	19,005.0	0.0	0.0	19,005.0	0.0	6,397.7	25,402.7	6,397.7	33.7	6,397.7	33.7	0.0
APPROVED POSITIONS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0

PROGRAM SUMMARY BY SERVICE

(in \$000s)

Toronto Zoo (consolidated)								
VISION STATEMENT		The Toronto Zoo will be a dynamic and exciting action centre that inspires people to love, respect and protect wildlife and wild spaces.						
	2010 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
GROSS EXPENDITURE - SERVICE								
Wildlife, Conservation & Education	11,482.7	11,418.3	11,864.2	11,864.2	11,890.1	25.9	0%	0.0
Marketing & Communications	8,433.5	7,506.8	7,849.5	7,849.5	7,852.4	2.9	0%	0.0
Operations & Administration	14,479.0	15,845.3	17,002.4	17,002.4	17,029.6	27.2	0%	0.0
General Management	6,622.0	7,505.1	8,808.8	8,808.8	8,827.8	19.0	0%	0.0
Animal & Endangered Species	136.0	136.0	136.0	136.0	136.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL GROSS EXPENDITURES	41,153.2	42,411.4	45,660.9	45,660.9	45,735.9	75.0	0%	0.0
REVENUE - SERVICE								
Wildlife, Conservation & Education	1,111.9	2,499.1	1,920.4	1,920.4	1,929.3	8.9	0%	0.0
Marketing & Communications	5,891.1	6,170.6	6,533.6	6,533.6	6,599.7	66.1	1%	0.0
Operations & Administration	3,823.8	3,645.7	4,484.3	4,484.3	4,484.3	0.0	n/a	0.0
General Management	833.3	616.0	2,473.6	2,473.6	2,473.6	0.0	n/a	0.0
Animal & Endangered Species	136.0	136.0	136.0	136.0	136.0	0.0	n/a	0.0
Revenue & Recoveries	18,340.8	17,804.1	19,005.0	19,005.0	19,005.0	0.0	n/a	0.0
TOTAL REVENUE	30,136.9	30,871.6	34,552.9	34,552.9	34,627.9	75.0	0%	0.0
NET EXPENDITURE - SERVICE								
Wildlife, Conservation & Education	10,370.8	8,919.2	9,943.8	9,943.8	9,960.8	17.0	0%	0.0
Marketing & Communications	2,542.4	1,336.1	1,315.9	1,315.9	1,252.7	(63.2)	-5%	0.0
Operations & Administration	10,655.2	12,199.5	12,518.0	12,518.0	12,545.2	27.2	0%	0.0
General Management	5,788.7	6,889.0	6,335.3	6,335.3	6,354.3	19.0	0%	0.0
Animal & Endangered Species	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Revenue & Recoveries	(18,340.8)	(17,804.1)	(19,005.0)	(19,005.0)	(19,005.0)	0.0	n/a	0.0
TOTAL NET EXPENDITURES	11,016.3	11,539.8	11,108.0	11,108.0	11,108.0	0.0	0%	0.0
APPROVED POSITIONS	384.5	384.5	388.0	388.0	388.0	0.0	n/a	0.0

PROGRAM SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

Toronto Zoo (consolidated)								
VISION STATEMENT								
The Toronto Zoo will be a dynamic and exciting action centre that inspires people to love, respect and protect wildlife and wild spaces.								
	2009 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
Salaries and Benefits	23,911.9	26,300.1	26,648.0	26,648.0	26,723.0	75.0	0%	0.0
Materials and Supplies	5,649.2	5,351.0	6,154.2	6,154.2	6,154.2	0.0	0%	0.0
Equipment	443.3	535.1	627.8	627.8	627.8	0.0	0%	0.0
Services & Rents	9,858.8	9,040.9	10,664.6	10,664.6	10,664.6	0.0	0%	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution to Res/Res Fund	136.0	136.0	136.0	136.0	136.0	0.0	0%	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Cost of Goods Sold	1,153.9	1,048.3	1,430.3	1,430.3	1,430.3	0.0	0%	0.0
TOTAL GROSS EXPENDITURES	41,153.2	42,411.4	45,660.9	45,660.9	45,735.9	75.0	0%	0.0
Grants from Others	991.9	934.2	1,011.5	1,011.5	1,011.5	0.0	0%	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution from Res/Res Funds	136.0	136.0	136.0	136.0	136.0	0.0	0%	0.0
User Fees	27,793.8	28,781.3	30,634.5	30,634.5	30,709.5	75.0	0%	0.0
Other	1,215.2	1,020.1	2,770.9	2,770.9	2,770.9	0.0	0%	0.0
TOTAL REVENUE	30,136.9	30,871.6	34,552.9	34,552.9	34,627.9	75.0	0%	0.0
TOTAL NET EXPENDITURES	11,016.3	11,539.8	11,108.0	11,108.0	11,108.0	0.0	0%	0.0
APPROVED POSITIONS	384.5	384.5	388.0	388.0	388.0	0.0	0%	0.0

SERVICE SUMMARY BY ACTIVITY

(in \$000s)

SERVICE:		Wildlife, Conservation & Education						
PURPOSE STATEMENT		The Wildlife, Conservation & Education Division delivers programs that satisfy the Zoo's higher purpose. This includes conservation work that protects wildlife and habitats, speaking as an advocate on wildlife issues, and furthering the Zoo's vision as a leader in green initiatives. As well, the Education Branch focuses on delivering an engaging learning experience on the site and provides school and public programs. This Division has responsibility for the curatorial management and veterinary care of the animal collection, as well as nutrition and reproductive research.						
	2009 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
GROSS EXPENDITURE - ACTIVITY								
Education	712.0	712.0	878.6	878.6	878.6	0.0	0%	0.0
Volunteers	222.0	222.0	195.6	195.6	195.6	0.0	0%	0.0
Wildlife Health	1,341.2	1,341.2	1,375.2	1,375.2	1,375.2	0.0	0%	0.0
Wildlife Nutrition	1,355.4	1,355.4	1,355.2	1,355.2	1,355.2	0.0	0%	0.0
Wildlife Care	5,572.4	5,572.4	5,712.2	5,712.2	5,712.2	0.0	0%	0.0
Curatorial & Research	2,211.2	2,211.2	2,546.9	2,546.9	2,546.9	0.0	0%	0.0
Divisional Gapping	0.0	0.0	(205.3)	(205.3)	(205.3)	0.0	0%	0.0
TOTAL GROSS EXPENDITURES	11,414.3	11,414.3	11,858.5	11,858.5	11,858.5	0.0	0%	0.0
REVENUE - ACTIVITY								
Education	1,318.1	1,564.9	908.9	908.9	917.8	8.9	1%	0.0
Volunteers	6.8	6.8	21.6	21.6	21.6	0.0	0%	0.0
Wildlife Health	1.6	1.6	10.0	10.0	10.0	0.0	0%	0.0
Wildlife Nutrition	61.4	61.4	63.5	63.5	63.5	0.0	0%	0.0
Wildlife Care	1.1	1.1	0.0	0.0	0.0	0.0	n/a	0.0
Curatorial & Research	863.3	863.3	916.4	916.4	916.4	0.0	0%	0.0
Divisional Gapping		0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE	2,252.3	2,499.1	1,920.4	1,920.4	1,929.3	8.9	0%	0.0
NET EXPENDITURE - ACTIVITY								
Education	(606.0)	(852.9)	(30.3)	(30.3)	(39.2)	(8.9)	29%	0.0
Volunteers	215.2	215.2	174.0	174.0	174.0	0.0	0%	0.0
Wildlife Health	1,339.6	1,339.6	1,365.2	1,365.2	1,365.2	0.0	0%	0.0
Wildlife Nutrition	1,294.0	1,294.0	1,291.7	1,291.7	1,291.7	0.0	0%	0.0
Wildlife Care	5,571.3	5,571.3	5,712.2	5,712.2	5,712.2	0.0	0%	0.0
Curatorial & Research	1,347.9	1,347.9	1,630.5	1,630.5	1,630.5	0.0	0%	0.0
Divisional Gapping	0.0	0.0	(205.3)	(205.3)	(205.3)	0.0	0%	0.0
TOTAL NET EXPENDITURES	9,162.0	8,915.2	9,938.1	9,938.1	9,929.2	(8.9)	0%	0.0
APPROVED POSITIONS	149.0	149.0	149.5	149.5	149.5	0.0	0.0	0.0

SERVICE SUMMARY BY ACTIVITY

(In \$000s)

SERVICE: Marketing & Communications									
PURPOSE STATEMENT		The purpose of the Marketing & Communications Division is to promote the Zoo's education and conservation mandate and provide the Zoo with an effective marketing program, product/program offerings, and on-site attractions to generate revenue through new and repeat attendance, membership and usage of the Zoo's service offerings. This includes the development and implementation of marketing and communications strategies and plans (including advertising, media relations, promotions, special events, group sales) to encourage various target markets to attend, generate loyalty to the Zoo with a Membership program, provide a wide range of food outlets for guests to enjoy, provide interesting attractions on-site to round out the full day zoo visit.							
	2010 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Barg. \$	Change from 2012 Approved Budget		2014 Outlook \$	
						\$	%		
GROSS EXPENDITURE - ACTIVITY									
Food Services	4,709.2	4,709.2	4,625.4	4,625.4	4,625.4	0.0	0%	0.0	
Graphics	229.5	229.5	242.1	242.1	242.1	0.0	0%	0.0	
Business Development	98.7	98.7	133.9	133.9	133.9	0.0	0%	0.0	
Public Relations	576.3	576.3	773.6	773.6	773.6	0.0	0%	0.0	
Marketing	1,893.1	1,893.1	2,110.1	2,110.1	2,109.1	(1.0)	0%	0.0	
Divisional Gapping	0.0	0.0	(35.6)	(35.6)	(35.6)	0.0	0%	0.0	
TOTAL GROSS EXPENDITURES	7,506.8	7,506.8	7,849.5	7,849.5	7,848.5	(1.0)	0%	0.0	
REVENUE - ACTIVITY									
Food Services	5,805.9	5,805.9	5,863.6	5,863.6	5,929.7	66.1	1%	0.0	
Graphics	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Business Development	181.0	181.0	575.0	575.0	575.0	0.0	0%	0.0	
Public Relations	183.8	183.8	95.0	95.0	95.0	0.0	0%	0.0	
Marketing	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Divisional Gapping	0.0	0.0	0.0	0.0	0.0	0.0	0%	0.0	
TOTAL REVENUE	6,170.6	6,170.6	6,533.6	6,533.6	6,599.7	66.1	1%	0.0	
NET EXPENDITURE - ACTIVITY									
Food Services	(1,096.7)	(1,096.7)	(1,238.2)	(1,238.2)	(1,304.3)	(66.1)	5%	0.0	
Graphics	229.5	229.5	242.1	242.1	242.1	0.0	0%	0.0	
Business Development	(82.3)	(82.3)	(441.1)	(441.1)	(441.1)	0.0	0%	0.0	
Public Relations	392.6	392.6	678.6	678.6	678.6	0.0	0%	0.0	
Marketing	1,893.1	1,893.1	2,110.1	2,110.1	2,109.1	(1.0)	0%	0.0	
Divisional Gapping	0.0	0.0	(35.6)	(35.6)	(35.6)	0.0	0%	0.0	
TOTAL NET EXPENDITURES	1,336.1	1,336.1	1,315.9	1,315.9	1,248.8	(67.1)	-5%	0.0	
APPROVED POSITIONS	17.1	17.1	17.1	17.1	17.1	0	0%	0.0	

SERVICE SUMMARY BY ACTIVITY

(in \$000s)

SERVICE:		Operations & Administration						
PURPOSE STATEMENT		The mandate of the Operations & Administration Division includes the management of guest and member services, on-site attractions that generate revenues through attendance (new and repeat), retail and ride services, the provision of services in security, maintenance, repair, renovation and construction of facilities, exhibits and services on site. The business priorities include customer service to guests and members; retail and ride services; computer systems administration and development; provision of accurate financial information and analysis of the sources and uses of Zoo funds. The operating goals are to ensure the safety of all Zoo visitors, employees and the animal collection; the maintenance of the physical plant and grounds, accounting services; and the effective management of project development and construction.						
	2002 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
GROSS EXPENDITURE - ACTIVITY								
Accounting / Finance	1,462.1	1,462.1	1,497.5	1,497.5	1,497.5	0.0	0%	0.0
Computer Services	481.5	481.5	452.2	452.2	452.2	0.0	0%	0.0
Guest Services	683.7	683.7	713.7	713.7	713.7	0.0	0%	0.0
Membership Services	501.5	501.5	519.7	519.6	519.7	0.0	0%	0.0
Retail	1,673.7	1,673.7	2,060.5	2,060.5	2,060.5	0.0	0%	0.0
Rides & Rentals	720.4	720.4	342.1	342.1	342.1	0.0	0%	0.0
Security & Safety	1,291.0	1,291.0	1,314.0	1,314.0	1,314.0	0.0	0%	0.0
Facilities & Services	9,031.5	9,031.5	10,299.5	10,059.9	10,299.5	0.0	0%	0.0
Divisional Gapping	0.0	0.0	(191.7)	(191.7)	(191.7)	0.0	0%	0.0
TOTAL GROSS EXPENDITURES	15,845.3	15,845.3	17,007.4	16,767.6	17,007.4	0.0	0%	0.0
REVENUE - ACTIVITY								
Accounting / Finance	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Computer Services	1.7	1.7	1.0	1.0	1.0	0.0	0%	0.0
Guest Services	47.1	47.1	83.2	83.2	0.0	(83.2)	-100%	0.0
Membership Services	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Retail	2,453.5	2,453.5	3,044.0	3,044.0	3,044.0	0.0	0%	0.0
Rides & Rentals	788.1	788.1	1,143.0	788.1	1,143.0	0.0	0%	0.0
Security & Safety	11.2	11.2	1.7	1.7	1.7	0.0	0%	0.0
Facilities & Services	344.1	344.1	211.4	218.8	211.4	0.0	0%	0.0
Divisional Gapping	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE	3,645.7	3,645.7	4,484.3	4,136.9	4,401.1	(83.2)	-2%	0.0
NET EXPENDITURE - ACTIVITY								
Accounting / Finance	1,462.1	1,462.1	1,497.5	1,497.5	1,497.5	0.0	0%	0.0
Computer Services	479.8	479.8	451.2	451.2	451.2	0.0	0%	0.0
Guest Services	636.6	636.6	630.5	630.5	713.7	83.2	13%	0.0
Membership Services	501.5	501.5	519.7	519.6	519.7	0.0	0%	0.0
Retail	(779.9)	(779.9)	(983.5)	(983.5)	(983.5)	0.0	0%	0.0
Rides & Rentals	(67.8)	(67.8)	(800.9)	(446.0)	(800.9)	0.0	0%	0.0
Security & Safety	1,279.8	1,279.8	1,312.3	1,312.3	1,312.3	0.0	0%	0.0
Facilities & Services	8,687.4	8,687.4	10,088.0	9,841.0	10,088.0	0.0	0%	0.0
Divisional Gapping	0.0	0.0	(191.7)	(191.7)	(191.7)	0.0	0%	0.0
TOTAL NET EXPENDITURES	12,199.5	12,199.5	12,523.0	12,630.8	12,606.2	83.2	1%	0.0
APPROVED POSITIONS								
	204.1	204.1	204.1	204.1	204.1	0.0	0%	0.0

SERVICE SUMMARY BY ACTIVITY

(in \$000s)

SERVICE:		General Management						
PURPOSE STATEMENT		The General Management Division is comprised of the Chief Executive Office, Corporate Planning, Human Resource management, and the Development Office. The Chief Executive Office and Corporate Planning provides executive leadership to ensure the effective operation of the Zoo and consistent with the plans and policies approved by the Board of Management. This office provides direction and support to operating divisions, undertakes strategic planning, develops policies, reviews external proposals, and organizes Board sub-committee agendas. The Development Office manages all fundraising programs for the Zoo.						
	2009 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
GROSS EXPENDITURE - ACTIVITY								
General Management	679.8	679.8	1,252.5	1,227.1	1,252.5	0.0	0%	0.0
Human Resources	5,782.5	5,782.5	5,363.3	5,782.5	5,363.3	0.0	0%	0.0
Development	563.6	563.6	760.8	760.8	760.8	0.0	0%	0.0
Capital Campaign	480.4	480.4	1,432.2	1,432.2	1,432.2	0.0	0%	0.0
TOTAL GROSS EXPENDITURES	7,506.4	7,506.4	8,808.8	9,202.6	8,808.8	0.0	0%	0.0
REVENUE - ACTIVITY								
General Management	13.5	13.5	0.0	0.0	0.0	0.0	n/a	0.0
Human Resources	17.4	17.4	6.5	17.4	6.5	0.0	0%	0.0
Development	583.1	583.1	1,023.0	1,023.0	1,023.0	0.0	0%	0.0
Capital Campaign	2.0	2.0	1,432.2	1,432.2	1,432.2	0.0	0%	0.0
TOTAL REVENUE	616.0	616.0	2,461.7	2,472.6	2,461.7	0.0	0%	0.0
NET EXPENDITURE - ACTIVITY								
General Management	666.3	666.3	1,252.5	1,227.1	1,252.5	0.0	0%	0.0
Human Resources	5,765.1	5,765.1	5,356.8	5,765.1	5,356.8	0.0	0%	0.0
Development	(19.5)	(19.5)	(262.2)	(262.2)	(262.2)	0.0	0%	0.0
Capital Campaign	478.4	478.4	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL NET EXPENDITURES	6,890.3	6,890.3	6,347.2	6,730.0	6,347.2	0.0	0%	0.0
APPROVED POSITIONS	14.3	14.3	17.3	17.3	17.3	0	0%	0.0

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE:		Wildlife, Conservation & Education							
PURPOSE STATEMENT		The Wildlife, Conservation & Education Division delivers programs that satisfy the Zoo's higher purpose. This includes conservation work that protects wildlife and habitats, speaking as an advocate on wildlife issues, and furthering the Zoo's vision as a leader in green initiatives. As well, the Education Branch focuses on delivering an engaging learning experience on the site and provides school and public programs. This Division has responsibility for the curatorial management and veterinary care of the animal collection, as well as nutrition and reproductive research.							
	2009 Approved Actuals	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$	
						\$	%		
Salaries and Benefits	9,149.5	9,393.7	9,137.8	9,137.8	9,163.7	25.9	0%	0.0	
Materials and Supplies	1,605.3	1,513.5	1,561.3	1,561.3	1,561.3	0.0	0%	0.0	
Equipment	116.7	53.8	131.0	131.0	131.0	0.0	0%	0.0	
Services & Rents	611.2	457.3	1,034.0	1,034.0	1,034.0	0.0	0%	0.0	
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
TOTAL GROSS EXPENDITURES	11,482.7	11,418.3	11,864.2	11,864.2	11,890.1	25.9	0%	0.0	
Grants from Others	991.9	934.2	1,011.5	1,011.5	1,011.5	0.0	0%	0.0	
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
User Fees	120.0	1,564.9	908.9	908.9	917.8	8.9	1%	0.0	
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
TOTAL REVENUE	1,111.9	2,499.1	1,920.4	1,920.4	1,929.3	8.9	0%	0.0	
TOTAL NET EXPENDITURES	10,370.8	8,919.2	9,943.8	9,943.8	9,960.8	17.0	0%	0.0	
APPROVED POSITIONS	149.0	149.0	149.5	149.5	149.5	0.0	0%	0.0	

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE:		Marketing & Communications						
PURPOSE STATEMENT		The purpose of the Marketing & Communications Division is to promote the Zoo's education and conservation mandate and provide the Zoo with an effective marketing program, product/program offerings, and on-site attractions to generate revenue through new and repeat attendance, membership and usage of the Zoo's service offerings. This includes the development and implementation of marketing and communications strategies and plans (including advertising, media relations, promotions, special events, group sales) to encourage various target markets to attend, generate loyalty to the Zoo with a Membership program, provide a wide range of food outlets for guests to enjoy, provide interesting attractions on-site to round out the full day zoo visit.						
	2009 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
Salaries and Benefits	988.2	997.2	1,030.4	1,030.4	1,033.3	2.9	0%	0.0
Materials and Supplies	354.5	337.3	387.9	387.9	387.9	0.0	0%	0.0
Equipment	16.9	38.1	41.9	41.9	41.9	0.0	0%	0.0
Services & Rents	7,073.9	6,134.1	6,389.3	6,389.3	6,389.3	0.0	0%	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Cost of Goods Sold	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL GROSS EXPENDITURES	8,433.5	7,506.8	7,849.5	7,849.5	7,852.4	2.9	0%	0.0
Grants from Others	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
User Fees	5,891.1	6,170.6	6,533.6	6,533.6	6,599.7	66.1	1%	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE	5,891.1	6,170.6	6,533.6	6,533.6	6,599.7	66.1	1%	0.0
TOTAL NET EXPENDITURES	2,542.4	1,336.1	1,315.9	1,315.9	1,252.7	(63.2)	-5%	0.0
APPROVED POSITIONS	17.1	17.1	17.1	17.1	17.1	0.0	0%	0.0

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE: Operations & Administration								
PURPOSE STATEMENT		The mandate of the Operations & Administration Division includes the management of guest and member services, on-site attractions that generate revenues through attendance (new and repeat), retail and ride services, the provision of services in security, maintenance, repair, renovation and construction of facilities, exhibits and services on site. The business priorities include customer service to guests and members; retail and ride services; computer systems administration and development; provision of accurate financial information and analysis of the sources and uses of Zoo funds. The operating goals are to ensure the safety of all Zoo visitors, employees and the animal collection; the maintenance of the physical plant and grounds; accounting services; and the effective management of project development and construction.						
	2009 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
Salaries and Benefits	7,877.6	9,477.9	9,719.5	9,719.5	9,746.7	27.2	0%	0.0
Materials and Supplies	3,553.9	3,399.1	3,684.6	3,684.6	3,684.6	0.0	0%	0.0
Equipment	313.6	419.8	441.1	441.1	441.1	0.0	0%	0.0
Services & Rents	1,579.9	1,500.2	1,726.8	1,726.8	1,726.8	0.0	0%	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Cost of Goods Sold	1,153.9	1,048.3	1,430.3	1,430.3	1,430.3	0.0	0%	0.0
TOTAL GROSS EXPENDITURES	14,479.0	15,845.3	17,002.4	17,002.4	17,029.6	27.2	0%	0.0
Grants from Others	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
User Fees	3,441.9	3,241.7	4,187.0	4,187.0	4,187.0	0.0	0%	0.0
Other	381.9	404.1	297.3	297.3	297.3	0.0	0%	0.0
TOTAL REVENUE	3,823.8	3,645.7	4,484.3	4,484.3	4,484.3	0.0	0%	0.0
TOTAL NET EXPENDITURES	10,655.2	12,199.5	12,518.0	12,518.0	12,545.2	27.2	0%	0.0
APPROVED POSITIONS	204.1	204.1	204.1	204.1	204.1	0.0	0%	0.0

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE:		General Management						
PURPOSE STATEMENT		The General Management Division is comprised of the Chief Executive Office, Corporate Planning, Human Resource management, and the Development Office. The Chief Executive Office and Corporate Planning provides executive leadership to ensure the effective operation of the Zoo and consistent with the plans and policies approved by the Board of Management. This office provides direction and support to operating divisions, undertakes strategic planning, develops policies, reviews external proposals, and organizes Board sub-committee agendas. The Development Office manages all fundraising programs for the Zoo.						
	2010 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
Salaries and Benefits	5,896.6	6,431.3	6,760.3	6,760.3	6,779.3	19.0	0%	0.0
Materials and Supplies	135.5	101.1	520.3	520.3	520.3	0.0	0%	0.0
Equipment	(3.9)	23.3	13.8	13.8	13.8	0.0	0%	0.0
Services & Rents	593.8	949.4	1,514.5	1,514.5	1,514.5	0.0	0%	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL GROSS EXPENDITURES	6,622.0	7,505.1	8,808.8	8,808.8	8,827.8	19.0	0%	0.0
Grants from Others	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
User Fees	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other	833.3	616.0	2,473.6	2,473.6	2,473.6	0.0	0%	0.0
TOTAL REVENUE	833.3	616.0	2,473.6	2,473.6	2,473.6	0.0	0%	0.0
TOTAL NET EXPENDITURES	5,788.7	6,889.0	6,335.3	6,335.3	6,354.3	19.0	0%	0.0
APPROVED POSITIONS	14.3	14.3	17.3	17.3	17.3	0.0	0%	0.0

SERVICE SUMMARY BY REVENUE CATEGORY

(in \$000s)

SERVICE:		Revenue & Recoveries						
PURPOSE STATEMENT		This service contains all of the revenues for visitor admissions, parking, memberships, the recovery of salaries and wages from the Zoo Capital Works Program and other revenues.						
	2010 Actuals \$	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
Admissions	11,616.4	11,060.0	12,343.0	12,343.0	12,343.0	0.0	0%	0.0
Parking	2,786.2	2,730.2	2,907.6	2,907.6	2,907.6	0.0	0%	0.0
Membership Contribution	3,608.4	3,128.0	3,445.9	3,445.9	3,445.9	0.0	0%	0.0
Other	253.7	728.8	137.5	137.5	137.5	0.0	0%	0.0
Recovery from CWP	76.0	157.0	171.0	171.0	171.0	0.0	0%	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
REVENUE & RECOVERIES	18,340.8	17,804.1	19,005.0	19,005.0	19,005.0	0.0	0%	0.0
Grants from Others	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
User Fees	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
REVENUE	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE & RECOVERIES	18,340.8	17,804.1	19,005.0	19,005.0	19,005.0	0.0	0%	0.0
APPROVED POSITIONS	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE:		Animal Transaction & Endangered Species Reserve Funds						
PURPOSE STATEMENT		The purpose of the Animal Transaction Reserve Fund is to purchase, sell and trade animals and animal embryos for the Zoo and to participate in consortiums for the preservation of endangered animals. The Endangered Species Reserve Fund is to fund conservation, education, and research projects for the preservation of endangered species by the zoo.						
	2009 2011 Actuals	2011 Actuals \$	2011 Approved Budget \$	2012 Projected Actuals \$	2013 Requested Base \$	Change from 2012 Approved Budget		2014 Outlook \$
						\$	%	
Salaries and Benefits	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Materials and Supplies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Equipment	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Services & Rents	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution to Res/Res Fund	136.0	136.0	136.0	136.0	136.0	0.0	0%	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL GROSS EXPENDITURES	136.0	136.0	136.0	136.0	136.0	0.0	0%	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution from Res/Res Fund	136.0	136.0	136.0	136.0	136.0	0.0	0%	0.0
User Fees	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE	136.0	136.0	136.0	136.0	136.0	0.0	0%	0.0
TOTAL NET EXPENDITURES	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
APPROVED POSITIONS	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0