



To: Board of Management  
From: Director, Finance & Technology  
Subject: **2021 OPERATING PLAN AND BUDGET**  
Date: 2020-10-01

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## **SUMMARY:**

This report provides an outline and description of the Toronto Zoo 2021 Operating Plan and Budget for consideration by the Board.

## **RECOMMENDATION:**

**It is recommended that the 2021 Requested Operating Budget be approved by the Board of Management.**

## **FINANCIAL IMPACT:**

Approval of the 2021 Operating Plan and Budget will require net expenditure funding from the City of Toronto in the amount of \$19.5 million, consisting of gross expenditures of \$46.5 million and revenues and recoveries in the amount of \$26.9 million.

## **BACKGROUND:**

Implementation of the key objectives in the new Strategic Plan and the 2019 reorganization have been integrated into all aspects of Zoo operations. The 2016 Master Plan for the future direction of programs and infrastructure at the Toronto Zoo has been incorporated along with some key prioritization changes related to the Front Entrance Community Conservation Campus project. A process to update to the Master Plan has been initiated in 2020 to ensure correlation with the new strategic plan and reflect COVID-19 realities. Collectively, these two plans will provide new revitalization opportunities for the Toronto Zoo in the areas of guest experience, partnerships, wildlife care, conservation, education, and research.

Base attendance is estimated at 838.2 thousand for 2021, representing a reduction of 386.8 thousand compared to 2020 budget levels. This is based on the 2020 actual experience and estimates for safe COVID-19 operations and is reflected in the business case to the Financial Planning Division of the City.

## **COMMENTS:**

In consideration of the direction from the City's Financial Planning Division, the Toronto Zoo's Requested 2021 Operating Plan and Budget submission has a Net Operating Cost of \$19.5 million which represents a 52.4% increase from the adjusted budget for 2020 Net Operating Costs.

Gross Program revenues of \$26.9 million have decreased by 31.6%, due primarily to a reduction in attendance to ensure appropriate physical distancing measures and other guest, staff, and animal health and safety concerns associated with COVID-19. The revenues have been projected to present an operational format of the Zoo safely functioning in a world in which COVID-19 exists while the Community rebuilds and recovers from the impact of COVID-19 in 2020.

Program expenditures of \$46.5 million have decreased by 10.9%, due primarily to reduced salary expectations for the period based on modified operations. The budget includes additional cost requirements to help continuing the rebuilding of the Zoo in a post-COVID world including directly attributable COVID costs and increased digitization costs.

The 2021 Operating Budget was submitted to the Financial Planning Division of the City of Toronto in accordance with prescribed deadlines. Any suggested amendments by the Policy & Finance Committee and the Board will be considered by the City.

In summary, the 2021 operating budget submission of the Toronto Zoo reflects a balance of serving our community, meeting the operational needs of the Toronto Zoo and the animals in our care while attempting to mitigate financial pressures on the City. Approval by the Board will ensure the continued implementation of initiatives to address the key strategies of the Board and Senior Management.

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**ATTACHMENTS:**

Attachment I - 2021 Operating Plan and Budget