

Re: ZB12.3 and ZB12.4

Operating Budget 2021

Board of Management Review

October 23, 2020



toronto
ZOO

Operating Budget Review - Contents

2020 Overview

City Guidance

2021 Operating Budget

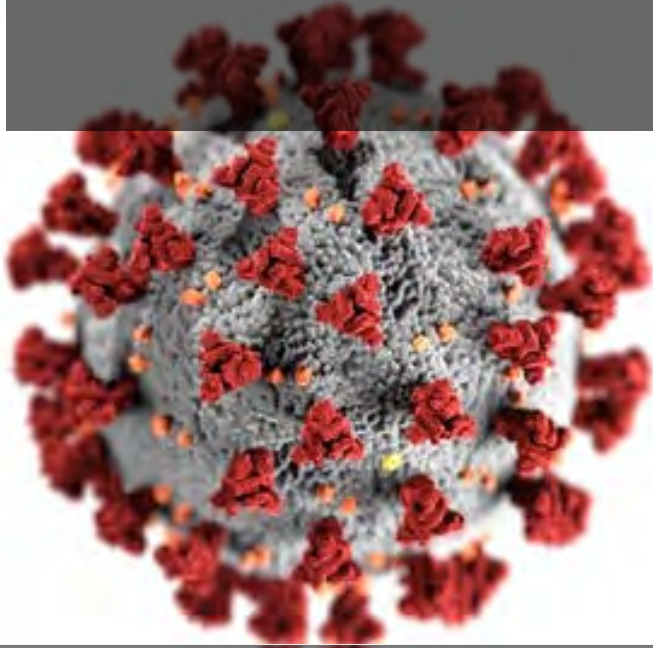


2020

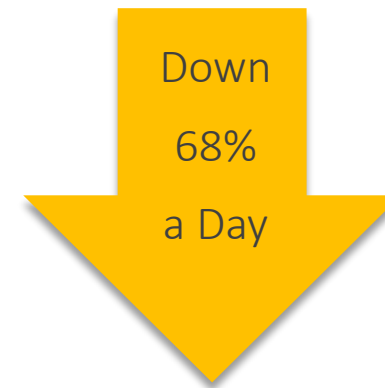


Challenges &
Opportunities

Challenges



Limited to 5000 Guests Per Day



2020

COVID-19

Toronto Zoo Cares



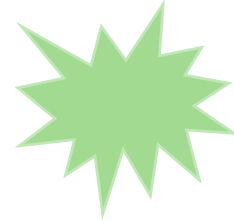
OUR TORONTO ZOO // 2020 STRATEGIC PLAN



SAVE WILDLIFE



IGNITE THE PASSION



CREATE WOW



OUR COMMUNITY + OUR ZOO



REVOLUTIONIZE ZOO
TECHNOLOGY



A close-up photograph of a green lizard's head, showing its eye and scales. A semi-transparent dark grey text box is overlaid on the left side of the image.

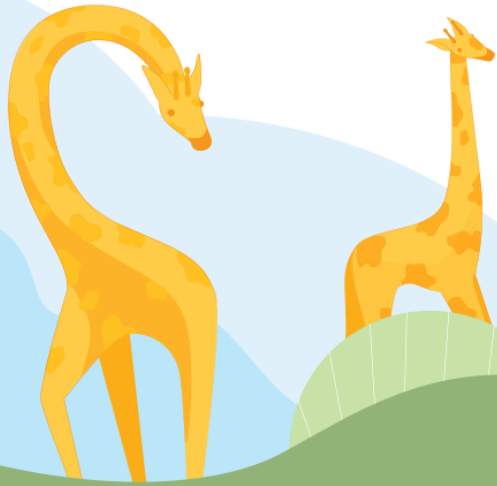
Opportunities

Quick and Effective Transition in Operations to
Ensure Staff, Animals and Guests Safety
During COVID-19 Pandemic

2020

NEW SCENIC SAFARI

FROM THE COMFORT OF YOUR OWN CAR



2020





ZOO TO YOU

Virtual Experiences

2020



CLASSROOM CONNECTIONZ
Bring the Zoo to your school with a virtual twist!



ZOO CONNECTIONZ
Bring the Zoo to your family, business, or community group with a virtual twist!



EDUCATOR/PARENT RESOURCES
Take your learning to the next level With FREE classroom resources



EXTENDED LEARNING
Take your learning to the next level with FREE video resources and printables



SHOUT OUTZ
Build your own customized message from the Zoo



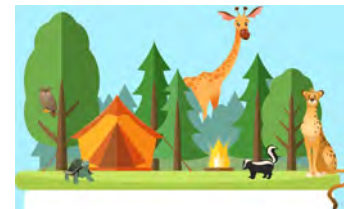
Daily Facebook Live



Parent Resources



Podcast



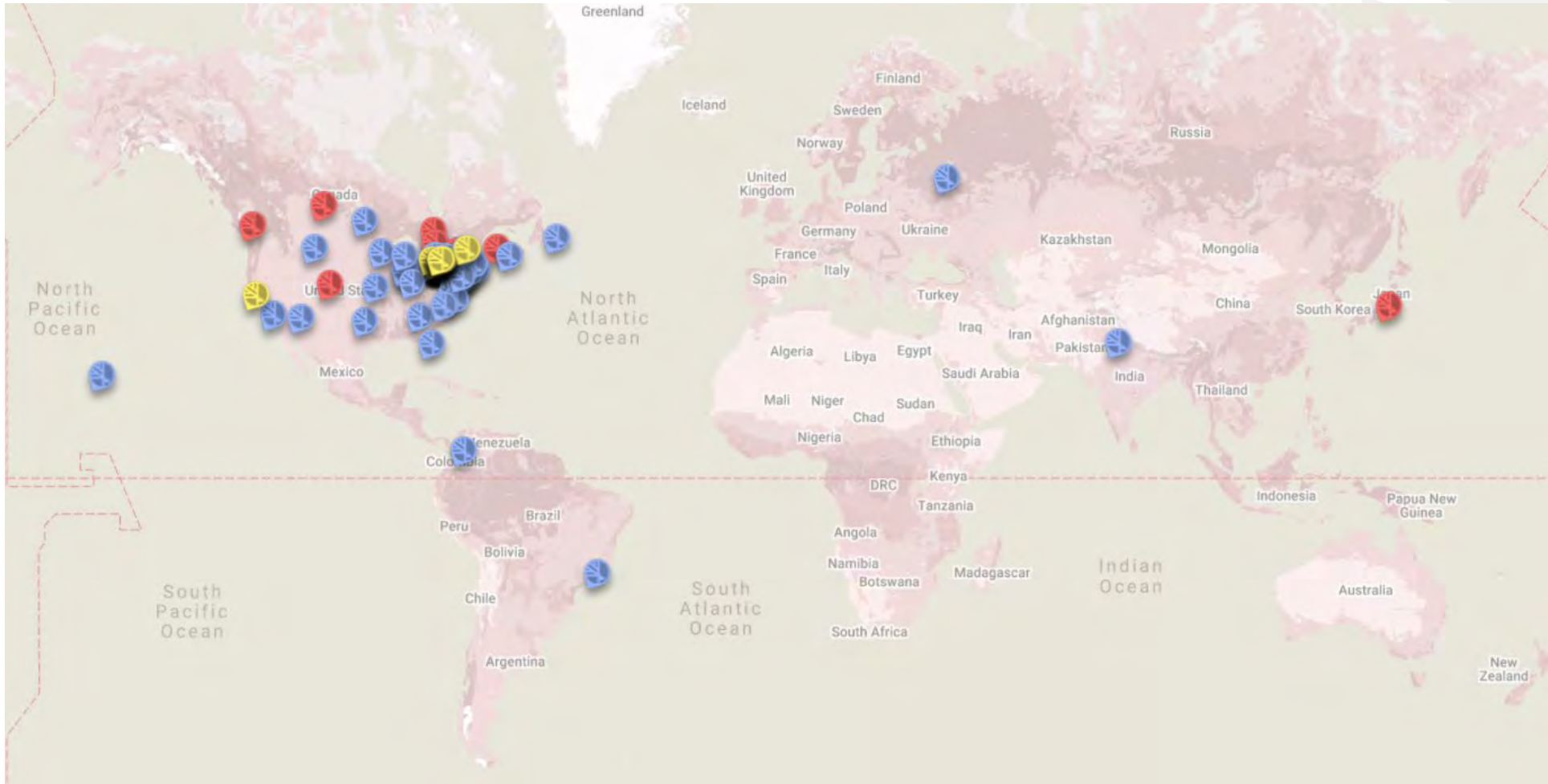
Virtual Campout

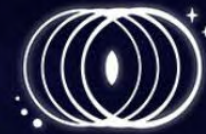


Virtual Birthday Celebration

Our Zoo to The World

Global Reach of Zoo ConnectionZ





TERRA LUMINA

AN ENCHANTED NIGHT WALK
INTO A BRIGHT FUTURE

Early Re-opening in Aug 2020

CREATED BY
**MOMENT
FACTORY**

PRESENTED BY
 **toronto
ZOO**

Many More Initiatives in 2020

Celebrated for Our New Family Members



BREW
at the
ZOO
toronto zoo



TORONTO ZOO
MARKETPLACE



2020 Building New & Enhancing Partnerships

Furthering Our Commitment to Becoming a True Community Hub



Conservation
Science &
Funding
Partners



Technology &
Academic
Partners



Community
Partners

2020 Conservation Science & Funding Partnership



 **toronto zoo**
WILDLIFE
CONSERVANCY

2020 Community Partners



2020 Technology & Academic Partners





The Blanding's Turtles
Head-start program



Black-footed
Ferret
Conservation
Recovery
Program



Remained Conservation- Focused



Puerto Rican
Crested Toad
Captive
Breeding



Vancouver
Island Marmot
Captive
Breeding





Reproductive Science Research

New Foundations for Species Preservation:
Biobanking Animal and Plant Species

CityNews

GROUNDBREAKING REPRODUCTIVE SCIENCE

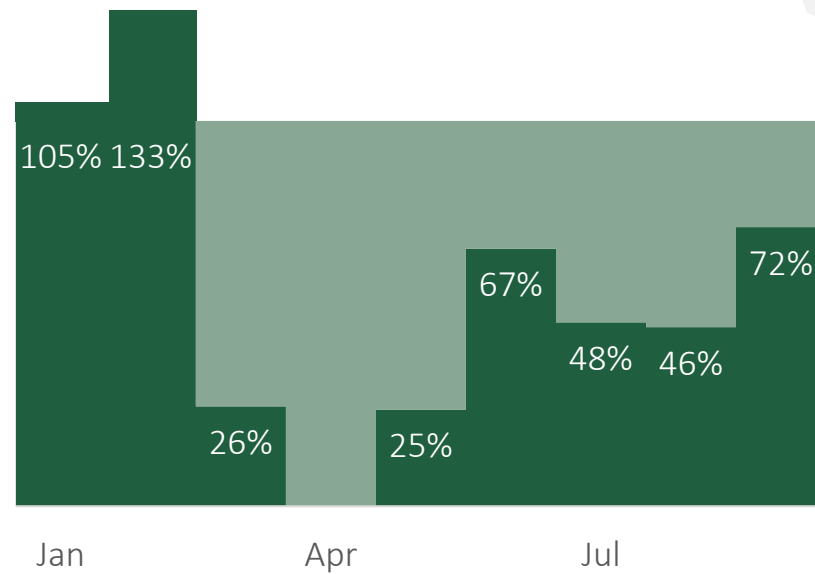
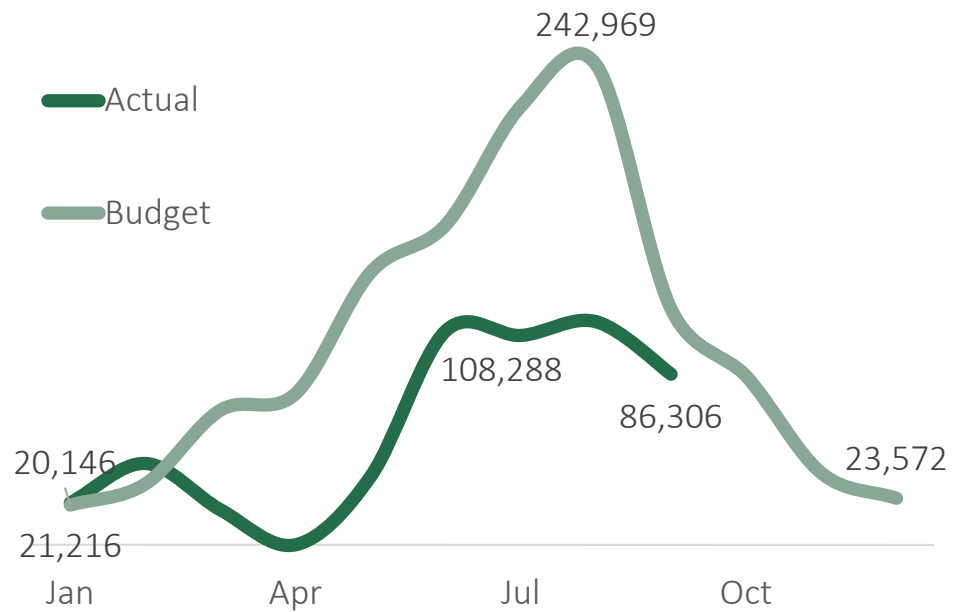
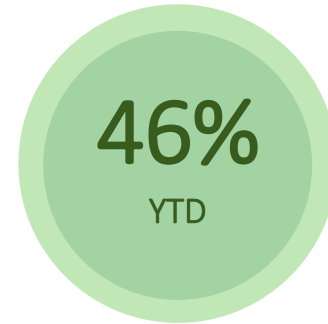
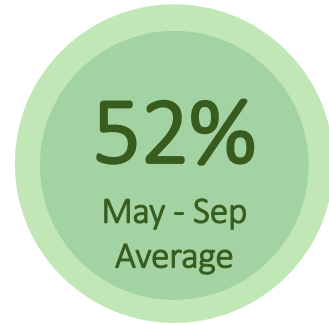
THU
17°

 **toronto
ZOO**

18

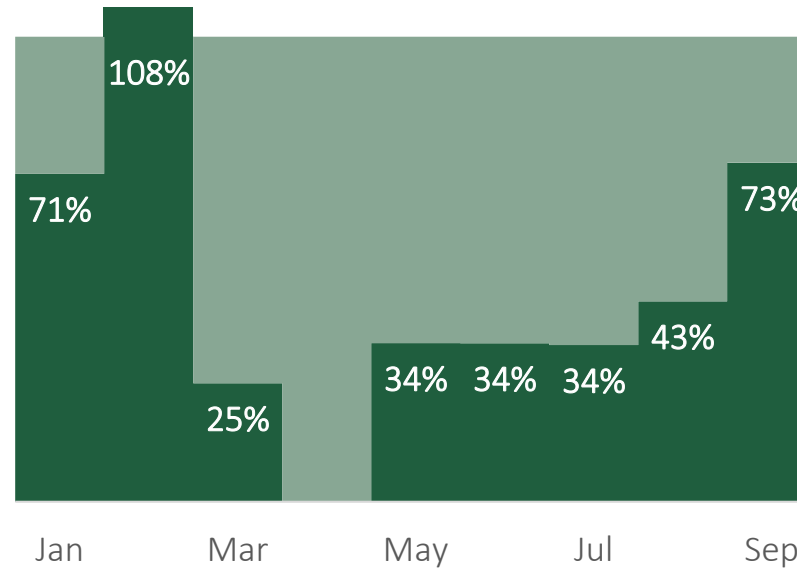
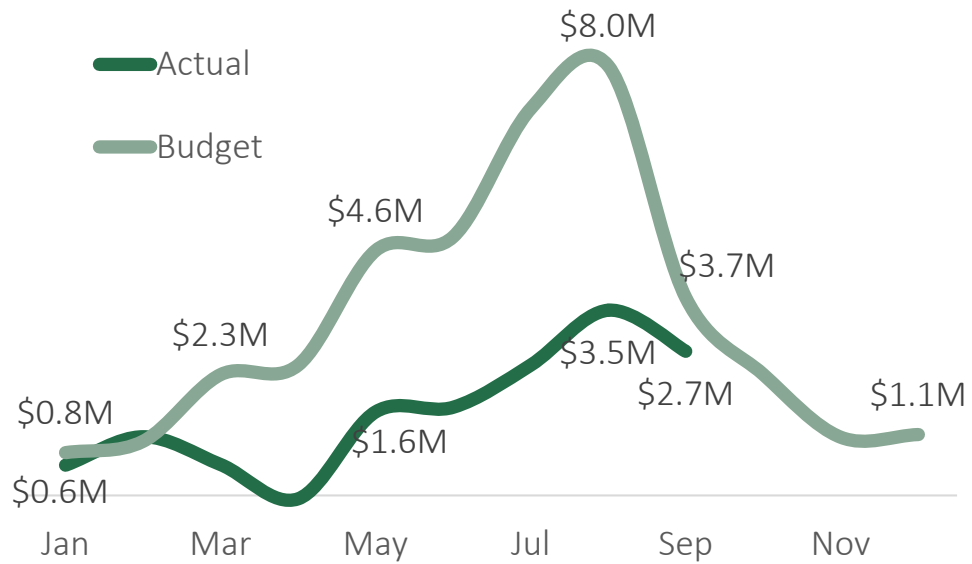
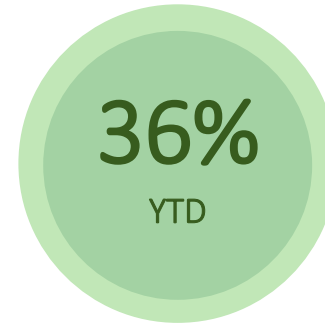
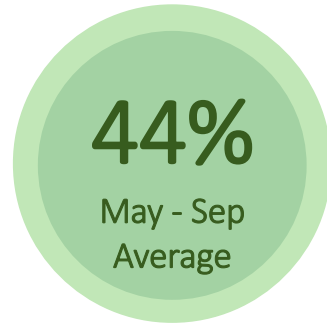
2020 Attendance

Below Budget



2020 Revenue

Below Budget



Updating Our Plans to Align with the New Strategic Plan & to Reflect Our New COVID-19 Realities



MandaWorks
www.mandaworks.com

Technology Master Plan

Master Plan



WSP
www.wsp.com





2021



Assumptions | Expectations | Directions

2021 Budget Process

Our Journey

June

Began with...

- Mission
- Vision
- Strategic Plan
- Goal Setting
- Initiatives Prioritization

July & August

Transformed Ideas to Budget...

- Assign Values to Initiatives
- Divisional Budget Formation
- Goal Alignment
- Consolidation
- Scenarios & Assumptions

September & October

Final Review & Submission...

- Policy & Finance Committee Review
- Budget Submission
- Refine Budget with the City's Financial Planning
- Obtain Approval from the Board of Management



2021 Assumptions

2021 Assumptions

Based on City's Guidance



**Economic
Factors**



Rebuild



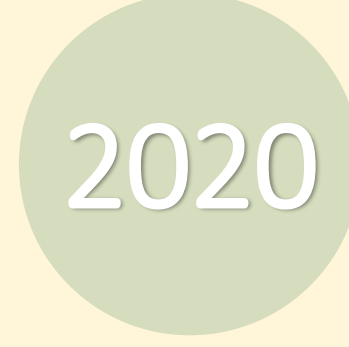
Recovery



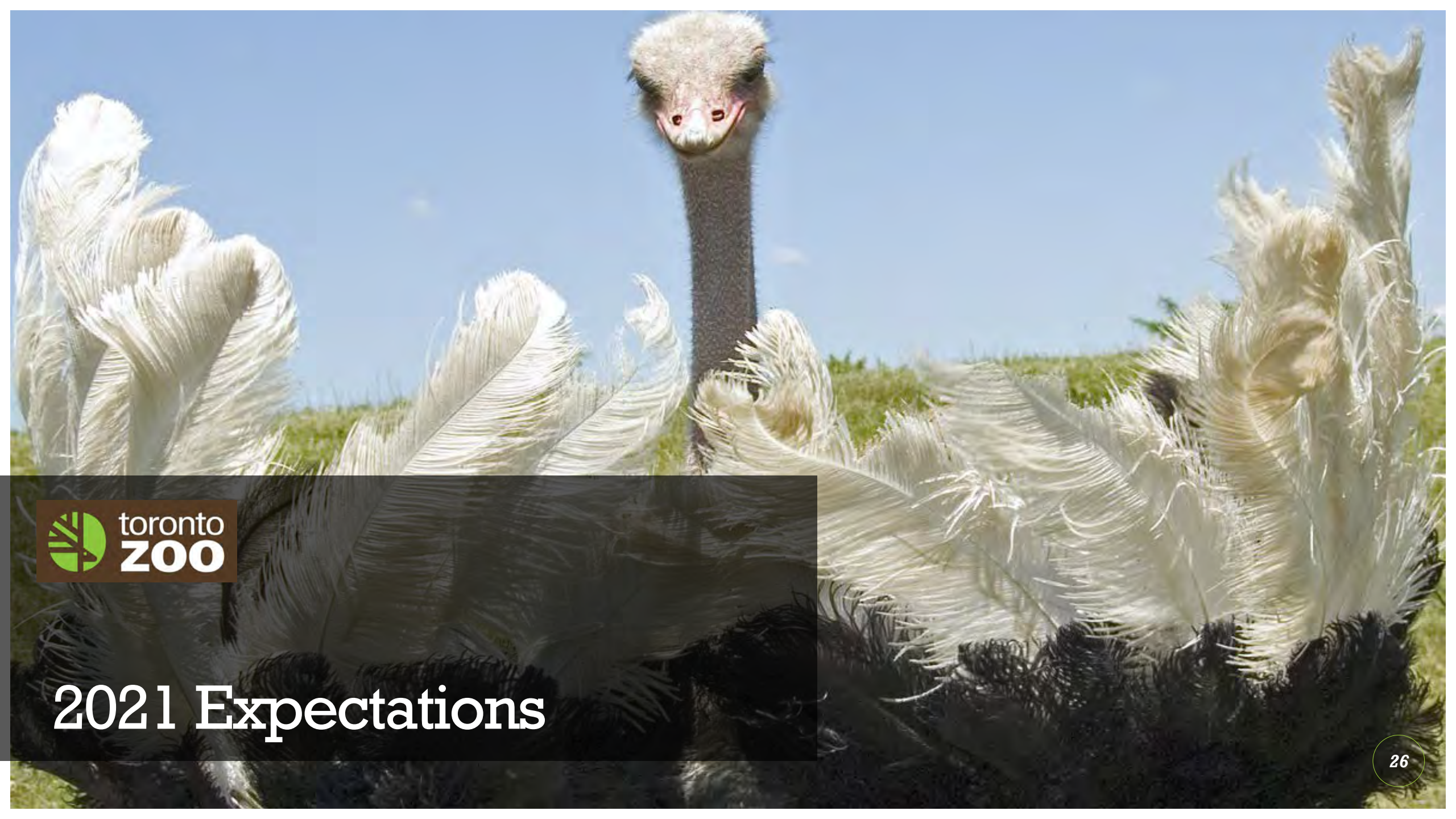
**No Price
Increase**



Digitization



Experience



2021 Expectations

2021 Expectations

Unlikely to See...



Large Crowds



School Field Trips

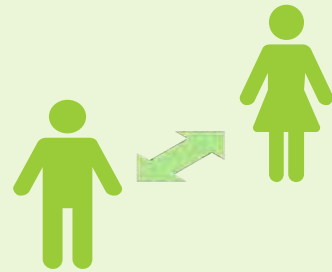
2021 Expectations

Items Being Addressed



Health & Safety Concern

COVID-19
Limitations



Low Density Activities

Drive-Thru
Boutique
Customized
Experiences



Extended Hours

Return of
Zoomobile
Rides
Splash Pad
Zip Lining



Financial Pressure

Reduction in
Revenue



Construction Impact

Pathway
Washroom
Pavilion
Closures



Making the Hidden Zoo Go Extinct
Implement Animal Lives with Purpose
Plan



Ignite Passion
Support Our Staff & Volunteers



Committing to Our Team
Training and Develop Existing Staff



Serving Our Community & Guests



Embracing Technology to Improve
Operation Efficiency



2021 Expectations

Items Identified in the Strategic Planning Process



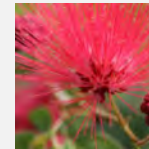
2021 Directions

2021 Overall Direction



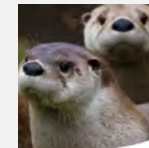
Open Year-round

Serving ~ 100,000 Zoo Members
Limited Capacity of 6000 Guests/Day
Reduced Attendance to 838k Guests Annually



Partner With...

Leading Conservation, Community, Academic Organizations Who are Committed to Fight Climate Change and Biodiversity Loss



Connect With...

First Nations Communities
Young Diverse Families
Our Community by Becoming an Inclusive Site



Virtual Experiences
 Marketplaces
 Adult Only Events
 Senior Active Lifestyle Programs
 And More...

Getting Support From Our Partners

2021 Innovation Direction

Offer Successful Existing Programs and
 Implement New Programs to
 Maximize Revenue



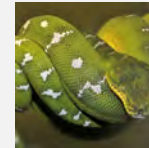
Rebuild & Recovery

Cost Management



Reduction on Cost of Goods Sold
Postponing Operating Projects

Economic Adjustment



Savings in Utilities and
Animal Food

Technology to Rebuild



Technology to Enhance Operation
Efficiency & Guest Experiences

2021 Expenditure Direction



2021 Operating Budget

TORONTO ZOO
2021 OPERATING PLAN AND BUDGET
2020-09-01

(Attendance of 838,229 at 5 year Average Mix)

	EXPENDITURES \$000s	REVENUE \$000s	NET EXPENDITURES \$000s
2020 BUDGET	51,871.4	39,099.1	12,772.3
2020 In-year adjustments (Conservancy Staffing)	263.0	263.0	-
2020 OPERATING BUDGET	52,134.4	39,362.1	12,772.3
Division Salaries and Benefits (Zero based)	(31,340.5)	-	(31,340.5)
Economic Factors - Utilities	(45.3)	-	(45.3)
Economic Factors - Wildlife Nutrition	(22.5)	-	(22.5)
Economic Factors - gasoline	(50.5)	-	(50.5)
Economic Factors - Water	156.2	-	156.2
Economic Factors - Insurance	(25.8)	-	(25.8)
User Fees (Zero based)	-	(36,790.9)	36,790.9
2021 ADJUSTED BASE BUDGET	20,806.0	2,571.2	18,234.8
Base Salaries & Benefits	31,603.5	-	31,603.5
Add: Prior Year Salary Savings	457.6	-	457.6
Less: Covid Salary Savings	(4,854.2)	-	(4,854.2)
sub-total: Other Base Changes	27,206.9	-	27,206.9
Prior Year Revenue Breakdown:			
Admission	-	16,189.6	(16,189.6)
Parking	-	3,976.5	(3,976.5)
Membership	-	4,129.9	(4,129.9)
Retail	-	2,695.0	(2,695.0)
Rides	-	1,771.7	(1,771.7)
Food Services	-	6,823.3	(6,823.3)
Education	-	957.4	(957.4)
Other	-	247.6	(247.6)
2021 BASE BUDGET PRIOR TO SERVICE CHANGES	48,012.9	39,362.1	8,650.8

2021 Base Operating Budget

Prior to Service Changes



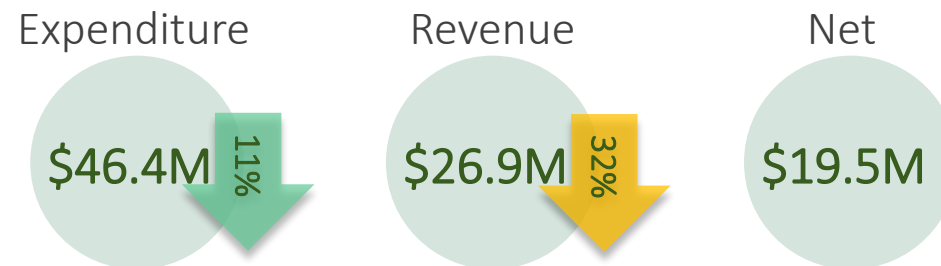
TORONTO ZOO
2021 OPERATING PLAN AND BUDGET
2020-09-01

(Attendance of 838,229 at 5 year Average Mix)

	EXPENDITURES \$000s	REVENUE \$000s	NET EXPENDITURES \$000s
2021 BASE BUDGET PRIOR TO SERVICE CHANGES	48,012.9	39,362.1	8,650.8
Revenue Changes - Non-rate (Attendance - 838,229)	(2,441.3)	(10,104.9)	7,663.5
Revenue Changes - Non-rate (Membership Mix)	-	48.7	(48.7)
Revenue Changes - Non-rate (Education Programming)	-	(800.1)	800.1
Revenue Changes - Non-rate (Other Non-Attendance)	-	(1,569.0)	1,569.0
Economic Circumstances Changes	197.4	-	197.4
Service Expansion - COVID	123.7	-	123.7
Service Expansion - Digitization	517.1	-	517.1
Conservancy Additional Reimbursement	-	4.7	(4.7)
Service Changes - Future Anticipated Changes	-	-	-
sub-total: Service Level Adjustments	(1,603.2)	(12,420.6)	10,817.4
2021 OPERATING BUDGET (Including Non-Salary Economic Factors)	46,409.7	26,941.5	19,468.2
VARIANCE FROM 2020 APPROVED BUDGET	(5,724.7)	(12,420.6)	6,695.9
Variance Percentage From 2020 Approved Budget	-11.0%	-31.6%	52.4%

2021 Operating Budget

Service Changes



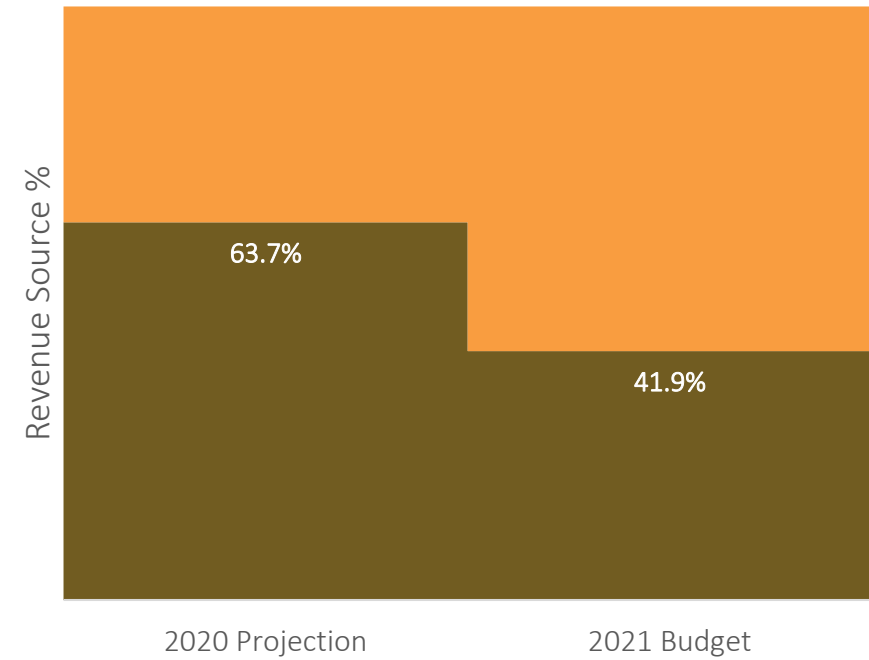
Note: The above proposed 2021 Budget will be subject to the City Council approval



Revenue Sources

Funding from the City
Zoo Revenue

Reduction on City's Support in 2021



■ City ■ Zoo

A vibrant blue and black frog with a yellow stripe on its back, perched on a green leaf. The frog is facing right, and its body is covered in intricate patterns of blue, black, and yellow. The background is a soft, out-of-focus green.

Operating Budget Questions?



Capital Budget 2021

Board of Management Review

October 23, 2020

Capital Budget Review - Contents

2020 Overview

City Guidance

2021 Capital Budget

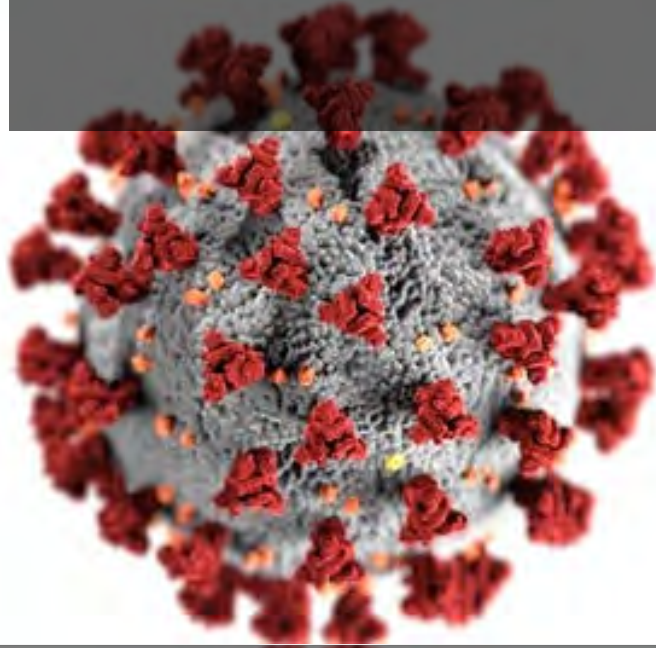


2020



Capital Work Slow Down While
Still Pursuing with Most of Our Capital Projects

Challenges



Capital Expenditure Slow Down
As a City Wide Initiative

2020

COVID-19

Reduced
Capital
Spend

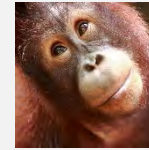
30%

A close-up photograph of a beaver swimming in water. The beaver's brown, wet fur is the central focus, with its head and front paws visible above the water surface. The background is a blurred, dark forest floor.

Major Capital Projects 2020

Completed Projects

Completed Projects



Orangutan Phase I

Commenced Construction

Partnered Toronto Zoo Wildlife Conservancy Funds for Exhibit Improvement



New Zoomobile

Received New Winterized Zoomobiles



Washroom Upgrades

Caribou Café Washroom
Other Guest Washroom Designs

Toronto Zoo Community Conservation Campus

Phase 1 – Campus Design



2021 Assumptions

2021 Assumptions

Based on City's Guidance



Capacity to Spend Model



COVID-19 Stimulus Funding



City's Lenses for Agency Objectives



Debt Facility for the City up to 15% of Property Tax Revenues



Cash Flow Forecast



Technology Enhancement

2021 Major Goals



Master Plan Update

Align with Strategic Plan and Animal Lives with Purpose Plan



Winter Accessibility

Enhance Site Experience



Orangutan Exhibit

Completion in Spring 2021



Community Conservation Campus

Begin Construction



Additional Funding

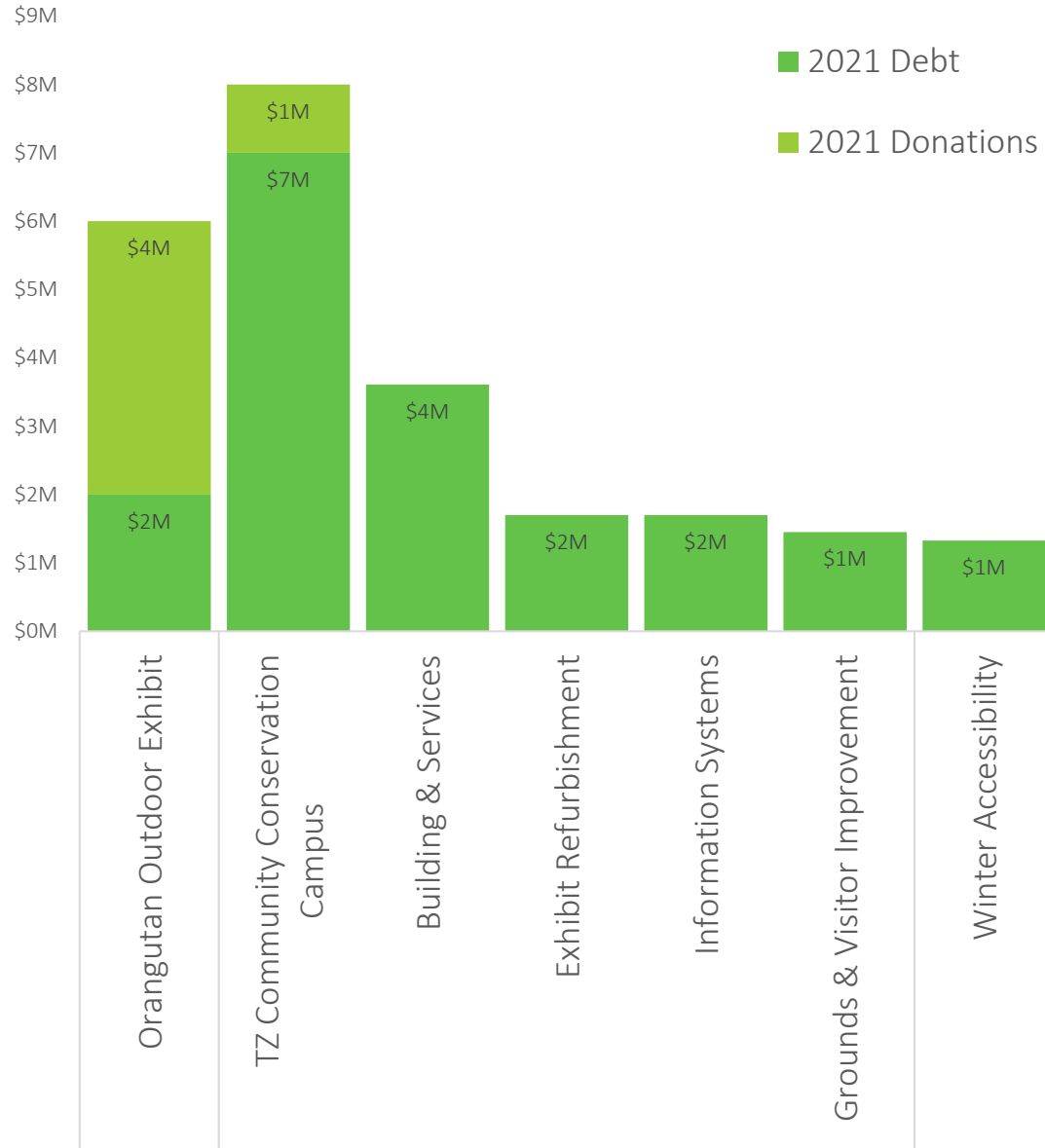
Partnering with
 **toronto zoo**
WILDLIFE CONSERVANCY
and Other Organizations



Maintain Infrastructure

Up keep of State of Good Repair (SOGR)

2021 Capital Budget

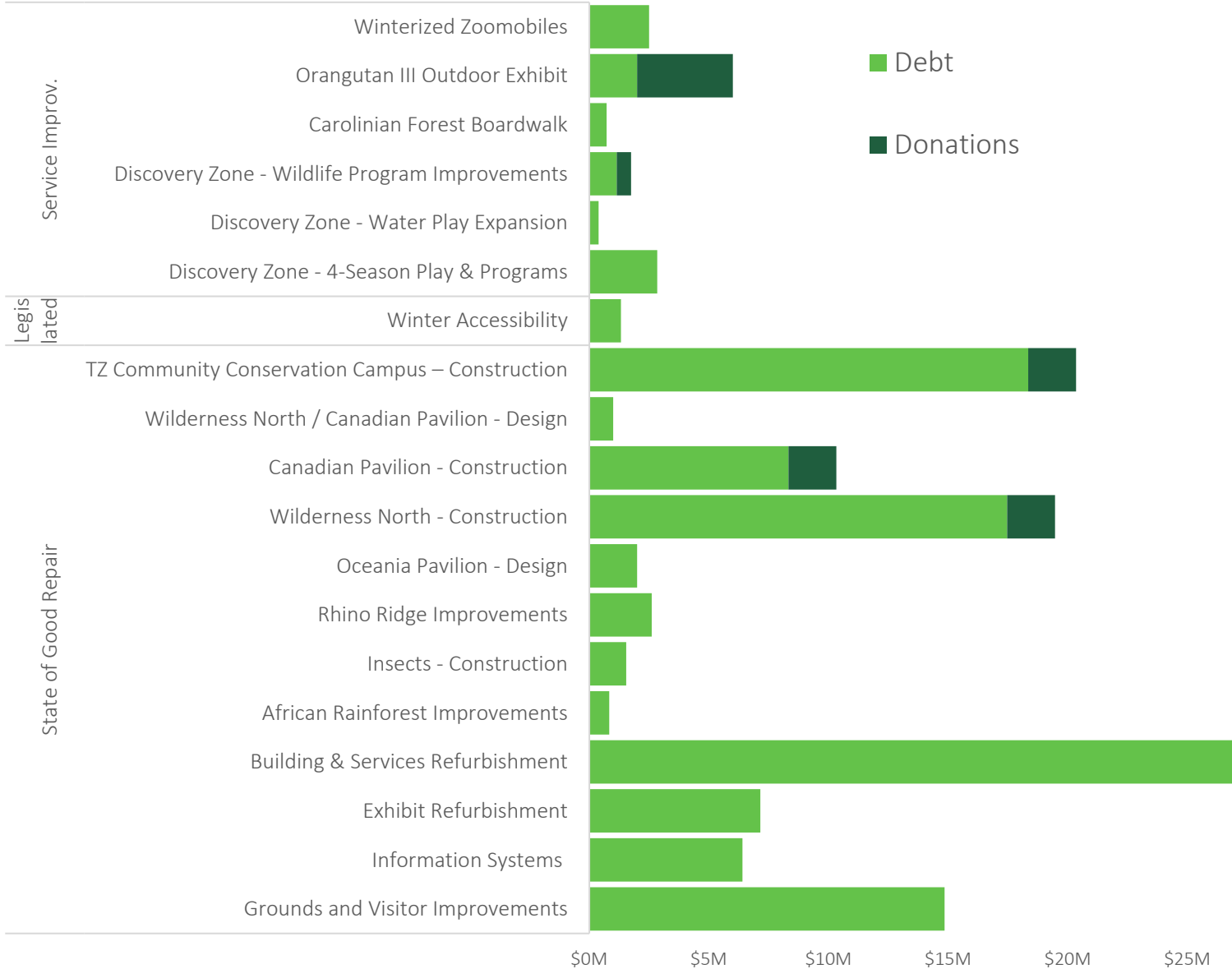


Total

\$5M
2021
Donation
Target

\$19M
2021
Debt

10-Year Capital Plan



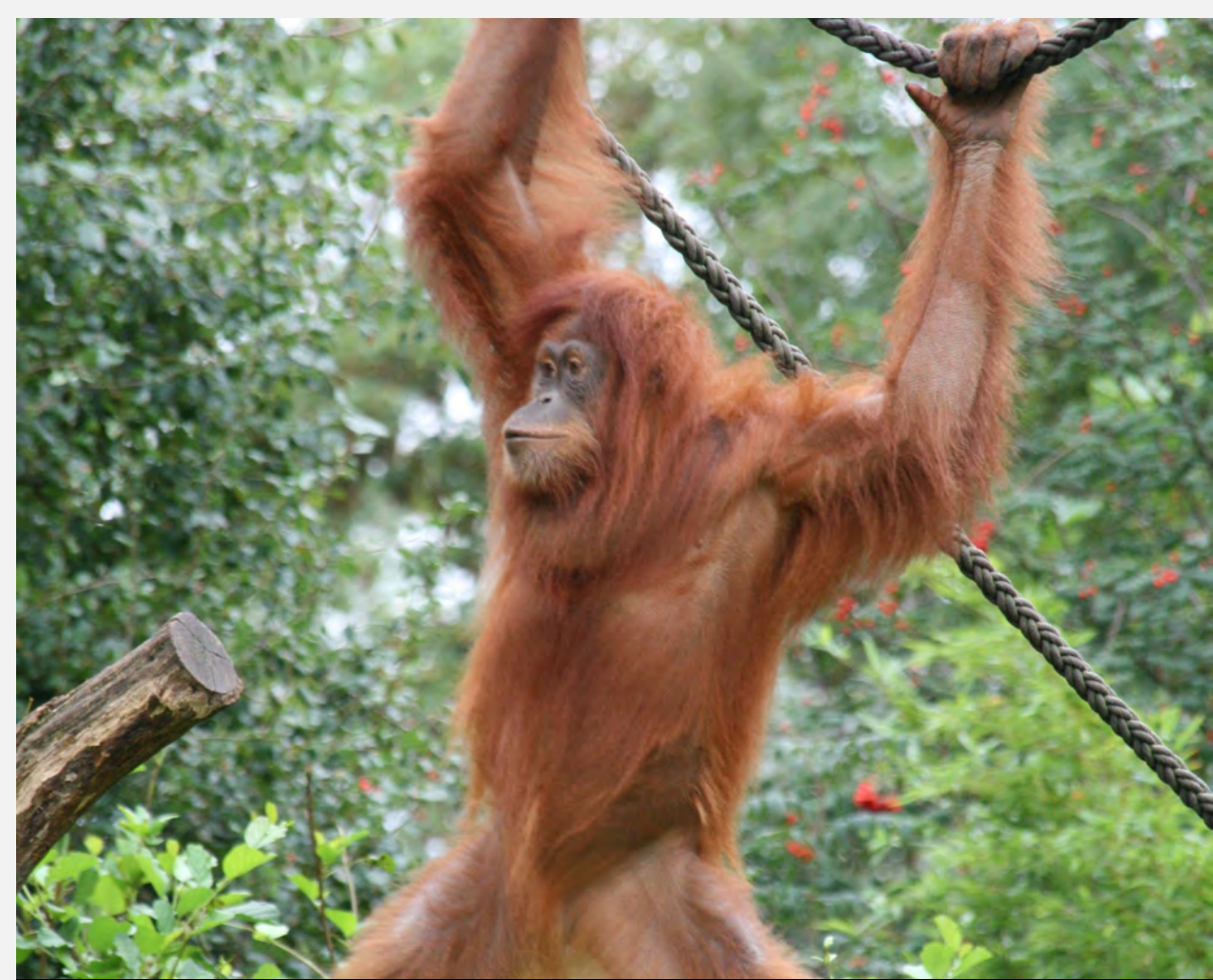
Total

\$12M
Donation Target

\$124M
Debt

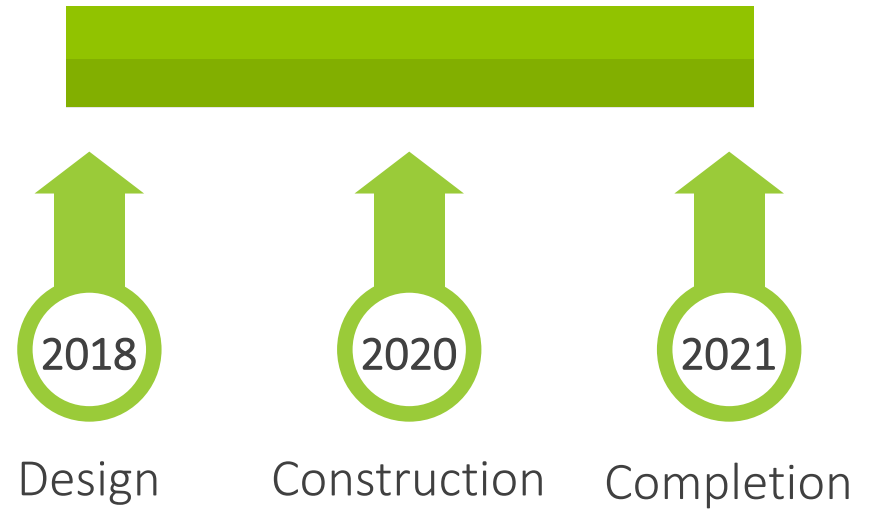


2021 Capital Projects



Orangutan Outdoor Exhibit

Project Timeline



Currently Engaging Our Community
to Raise Funds for The Exhibit



Accreditation



Guest
Experience



Fundraising



toronto
ZOO

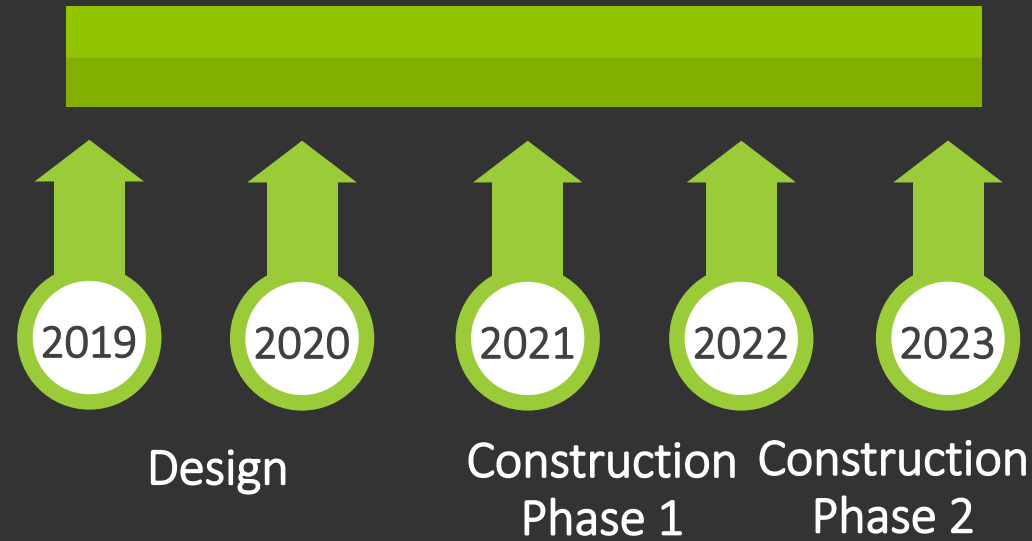


51

Community Conservation Campus



Project Timeline

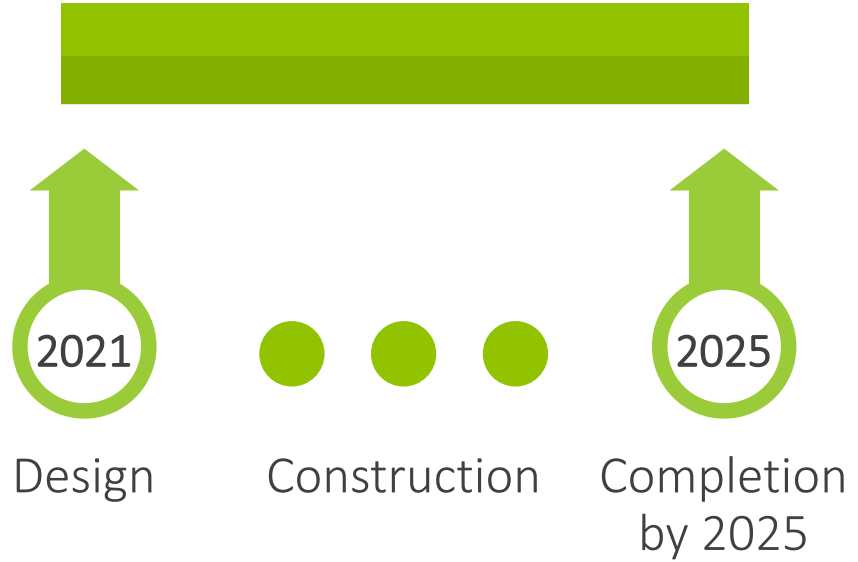


The First and Last Destination for Our Guests
 Arrival Plaza
 Orientation Plaza
 Event Space



Winter Accessibility

Project Timeline



AODA Compliant by 2025
New Boardwalk from Indo-Malaya to African Rainforest
Postponed Due to COVID-19 Budget Reduction



Building & Services Refurbishment

Project Timeline



- Building Audit Repairs & Upgrades
- Facility Condition Assessment
- Roof & Skylight Replacement
- Site Service Study



Project Timeline



Ongoing

Exhibit & Holding Refurbishment

- Polar Bear & Walrus Habitat Upgrade
- Beaver & Otter Exhibit Upgrade
- River Hippo Exhibit Pool Upgrade



Accreditation



Guest Experience



SOGR



Grounds & Visitor Improvements

Project Timeline

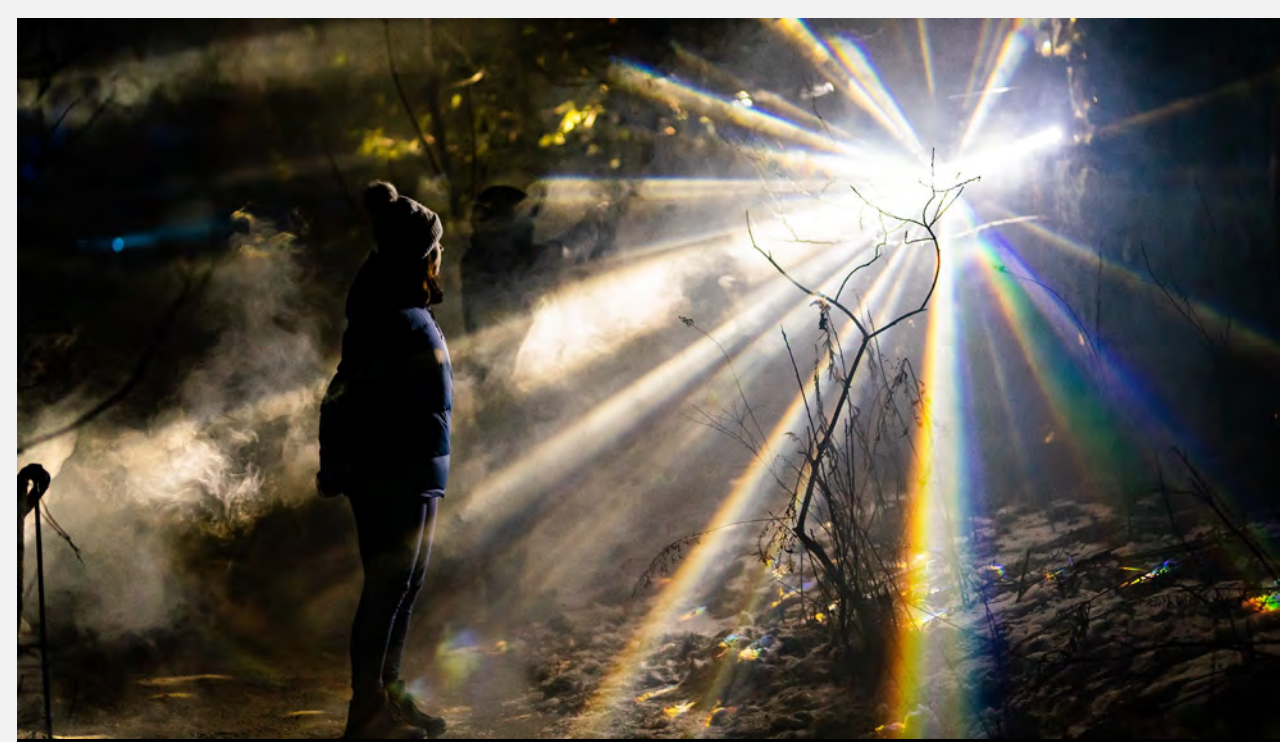


Guest Washroom Upgrades

Dangerous Animal Barriers

Rouge Valley Erosion Control





Technology

Enhancing Experience for Our
Guests
Animals



Zoo App
Zoo-wide Displays Upgrade
Admission System Upgrade
Customer Relationship Management System Upgrade



Animal Care Technology





Technology Master Plan Phase III & Phase IV

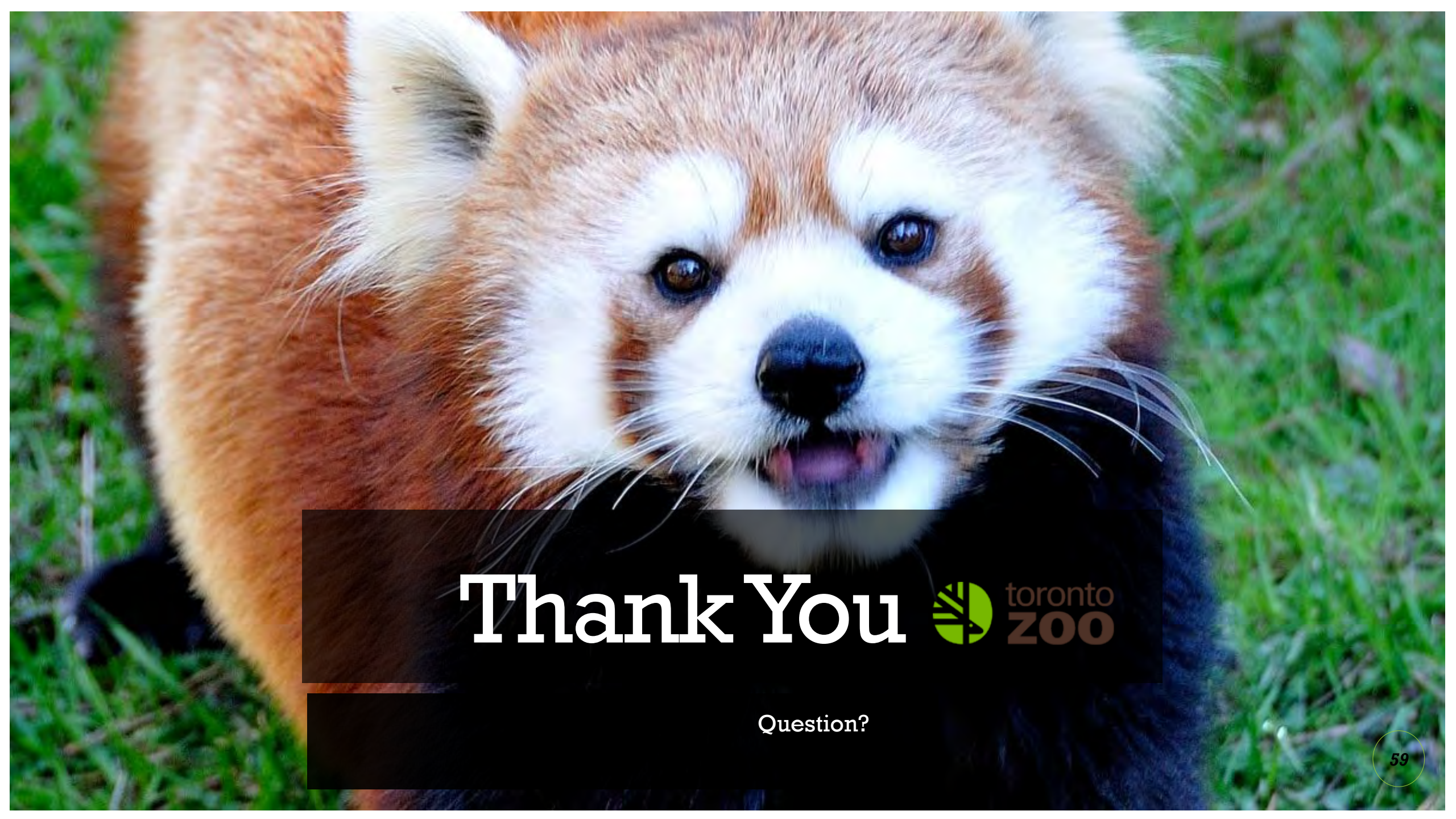
AV Equipment for Boardrooms & Event Spaces

Enterprise Resource Planning System Upgrade

Technology

Enhancing Experience for Our
Staff
Partners
Volunteers





Thank You



**toronto
ZOO**

Question?