

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



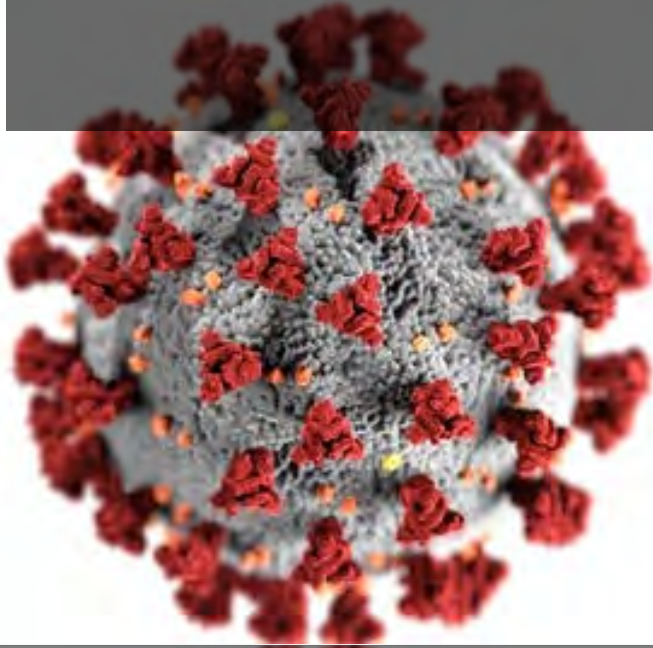


2020

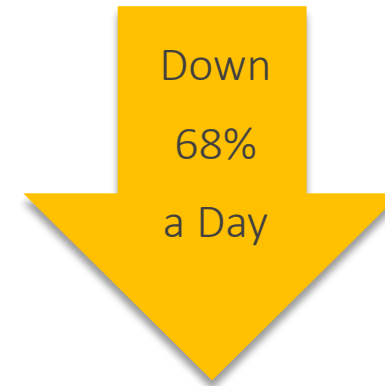


Challenges &  
Opportunities

# Challenges



Limited to 5000 Guests Per Day



2020

COVID-19



# Toronto Zoo Cares



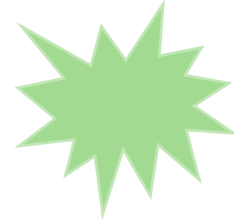
OUR TORONTO ZOO // 2020 STRATEGIC PLAN



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.

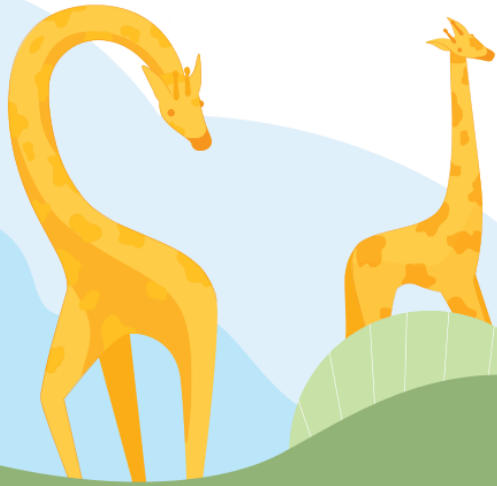
## Opportunities

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



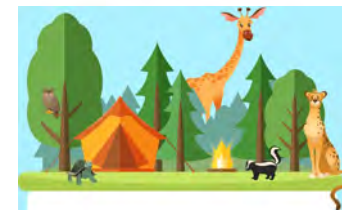
Daily Facebook Live



Parent Resources



Podcast



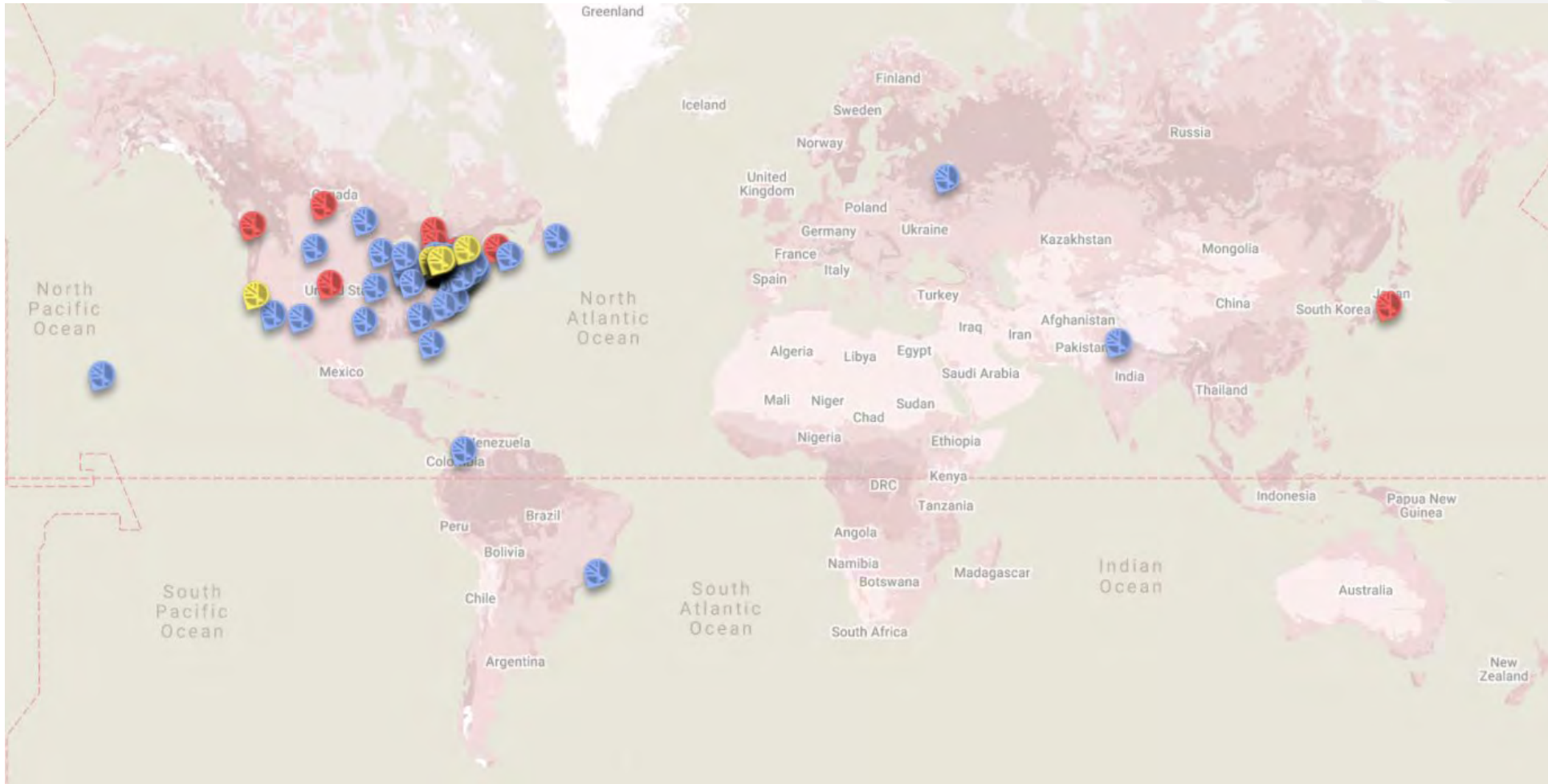
Virtual Campout



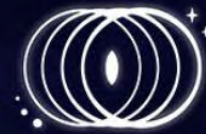
Virtual Birthday Celebration

# 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



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°

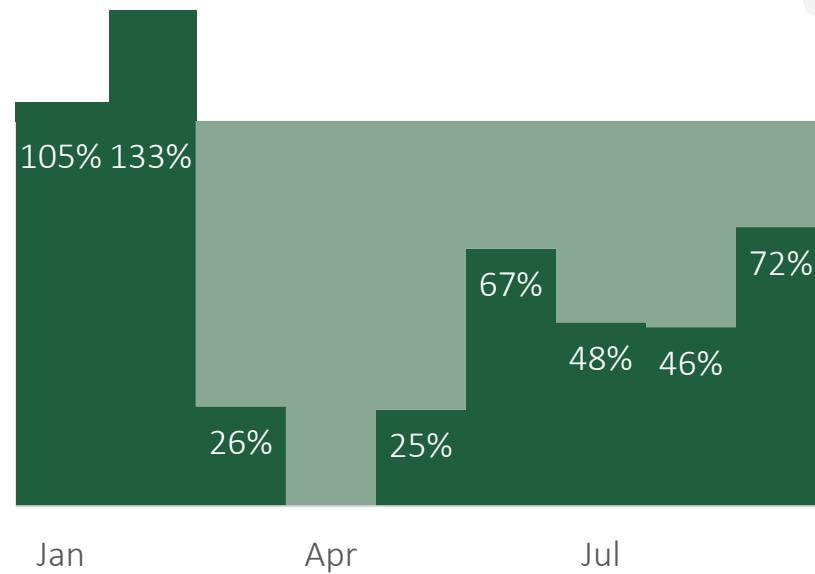
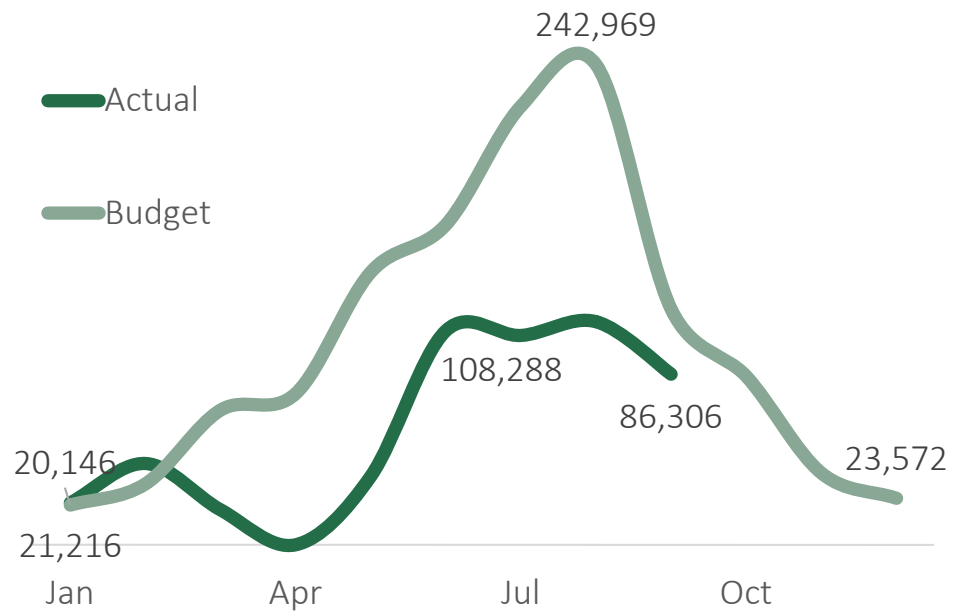
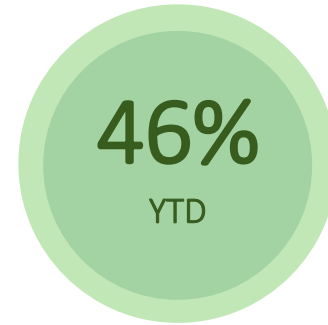
 **toronto  
ZOO**

18



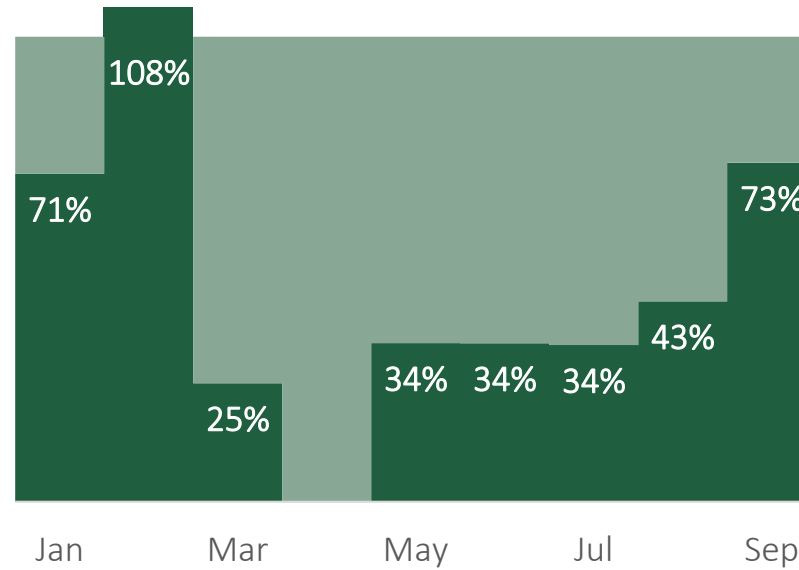
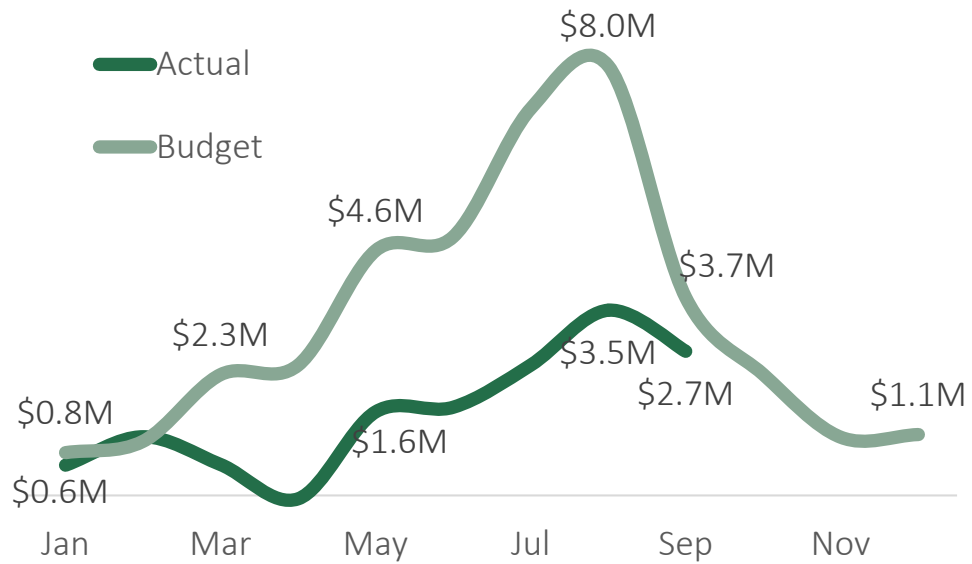
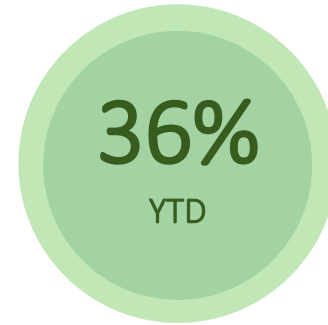
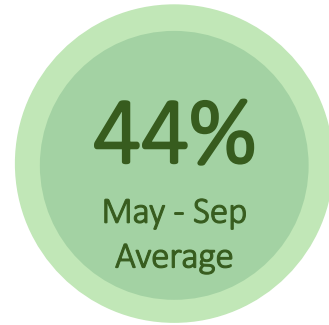
# 2020 Attendance

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](http://www.mandaworks.com)

# Technology Master Plan

# Master Plan



WSP  
[www.wsp.com](http://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**



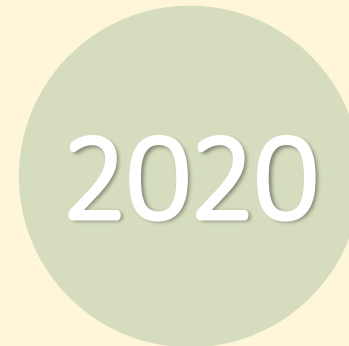
**Recovery**



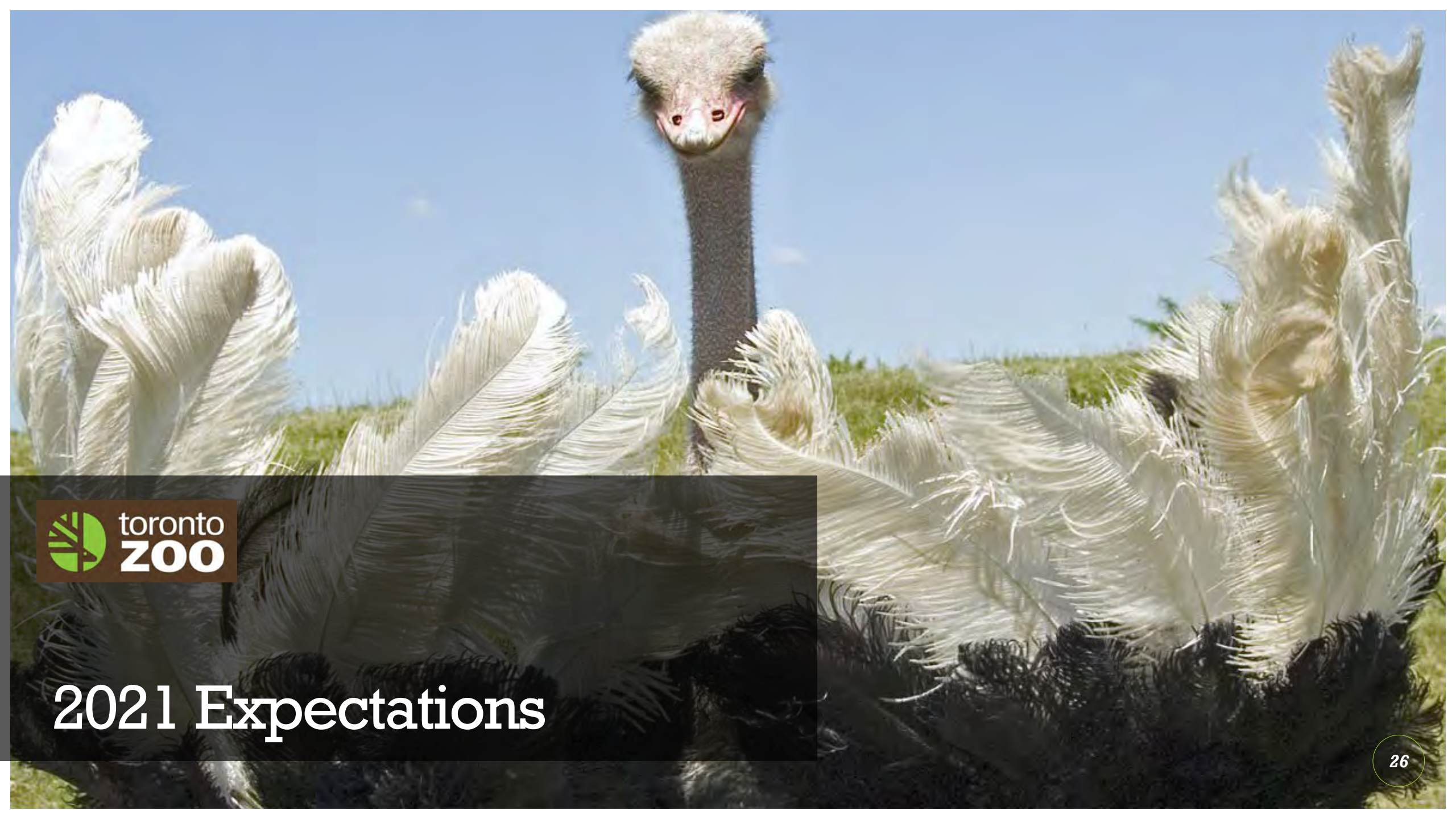
**No Price  
Increase**



**Digitization**



**Experience**



# 2021 Expectations



# 2021 Expectations

Unlikely to See...



**Large Crowds**



**School Field Trips**

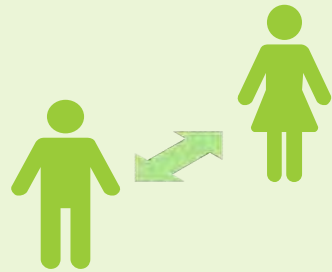
# 2021 Expectations

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



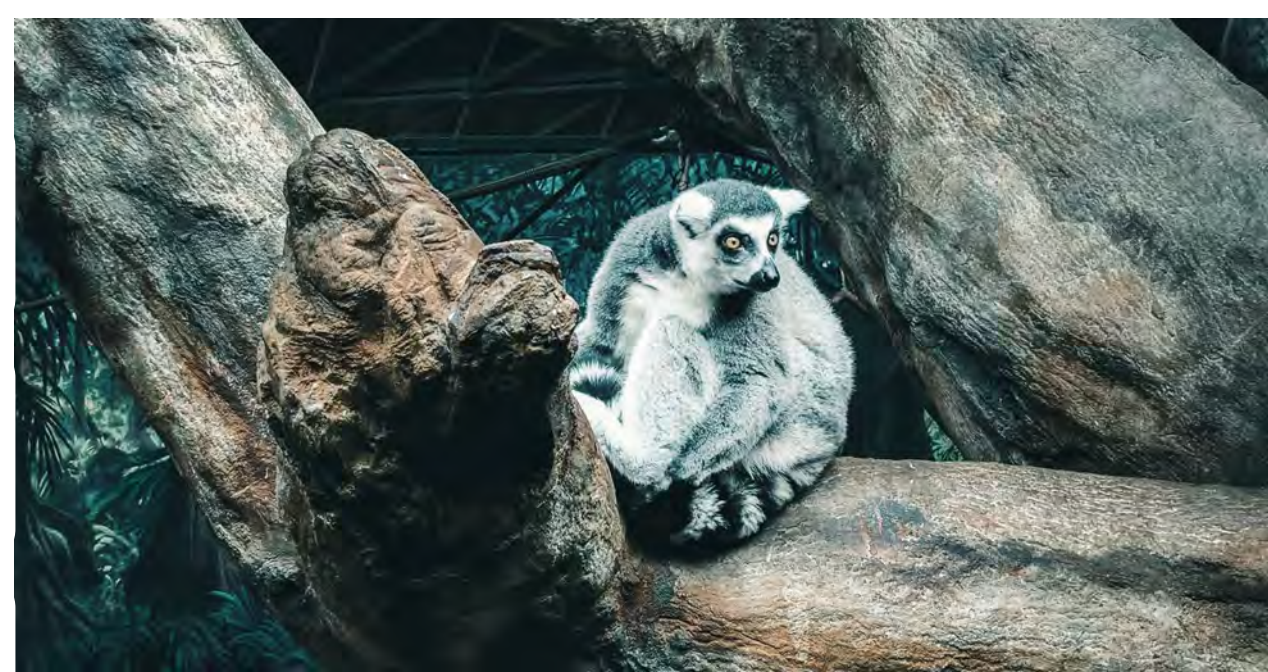
Committing to Our Team  
Training and Develop Existing Staff



Serving Our Community & Guests



Embracing Technology to Improve  
Operation Efficiency



# 2021 Expectations

Items Identified in the Strategic Planning Process



# 2021 Directions

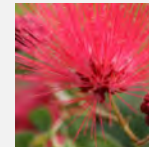


# 2021 Overall Direction



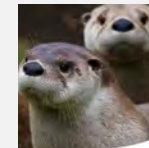
## **Open Year-round**

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





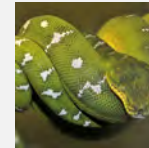
# Rebuild & Recovery

## 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
<b>2020 BUDGET</b>	51,871.4	39,099.1	12,772.3
2020 In-year adjustments (Conservancy Staffing)	263.0	263.0	-
<b>2020 OPERATING BUDGET</b>	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
<b>2021 ADJUSTED BASE BUDGET</b>	<b>20,806.0</b>	<b>2,571.2</b>	<b>18,234.8</b>
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)
<b>2021 BASE BUDGET PRIOR TO SERVICE CHANGES</b>	<b>48,012.9</b>	<b>39,362.1</b>	<b>8,650.8</b>

# 2021 Base Operating Budget

Prior to Service Changes



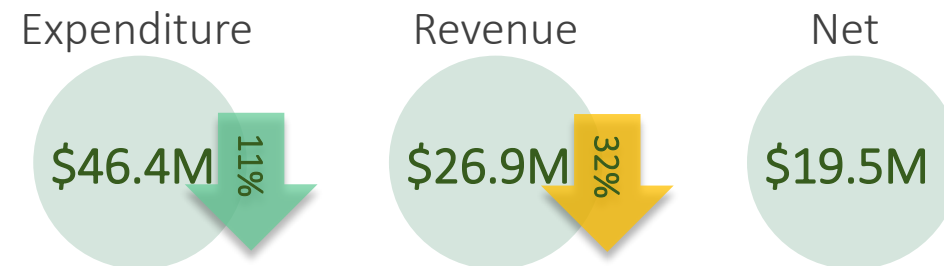
**TORONTO ZOO**  
**2021 OPERATING PLAN AND BUDGET**  
**2020-09-01**

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

	EXPENDITURES \$000s	REVENUE \$000s	NET EXPENDITURES \$000s
<b>2021 BASE BUDGET PRIOR TO SERVICE CHANGES</b>	<b>48,012.9</b>	<b>39,362.1</b>	<b>8,650.8</b>
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
<b>2021 OPERATING BUDGET (Including Non-Salary Economic Factors)</b>	<b>46,409.7</b>	<b>26,941.5</b>	<b>19,468.2</b>
<b>VARIANCE FROM 2020 APPROVED BUDGET</b>	<b>(5,724.7)</b>	<b>(12,420.6)</b>	<b>6,695.9</b>
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

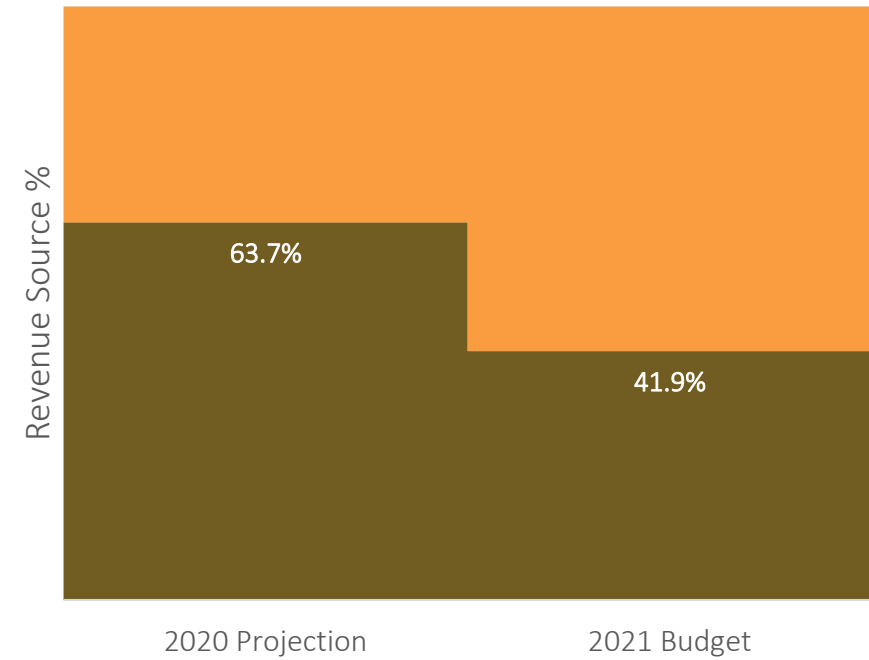




# Revenue Sources

Funding from the City  
Zoo Revenue

## Reduction on City's Support in 2021



■ City ■ Zoo

A vibrant blue and black frog with yellow and white markings, perched on a leaf. The frog has a yellow stripe along its back and white spots on its blue body. It is looking towards the right of the frame.

# Operating Budget Questions?





# Capital Budget 2021

Board of Management Review

October 23, 2020



# Capital Budget Review - Contents

2020 Overview

City Guidance

2021 Capital Budget





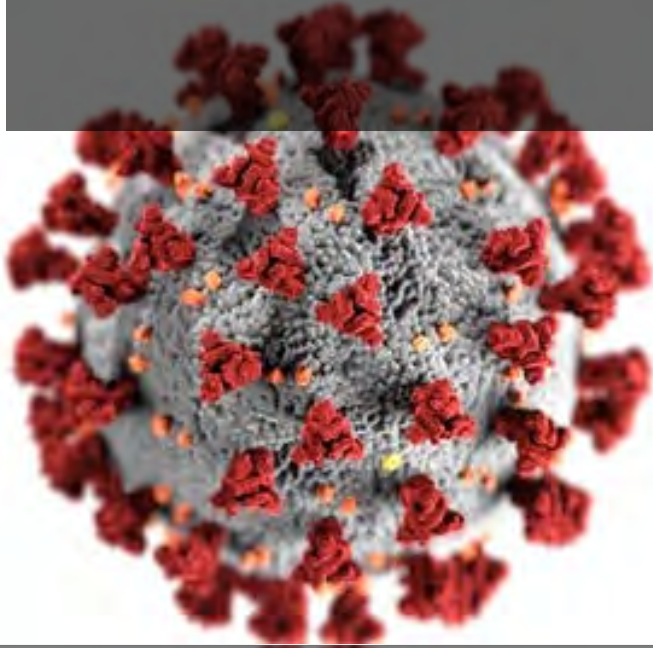
2020



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%**



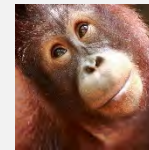
A close-up photograph of a beaver swimming in water. The beaver's brown, wet fur is the central focus, with its head and front paws visible above the water's surface. The background is a dark, out-of-focus natural setting.

# 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

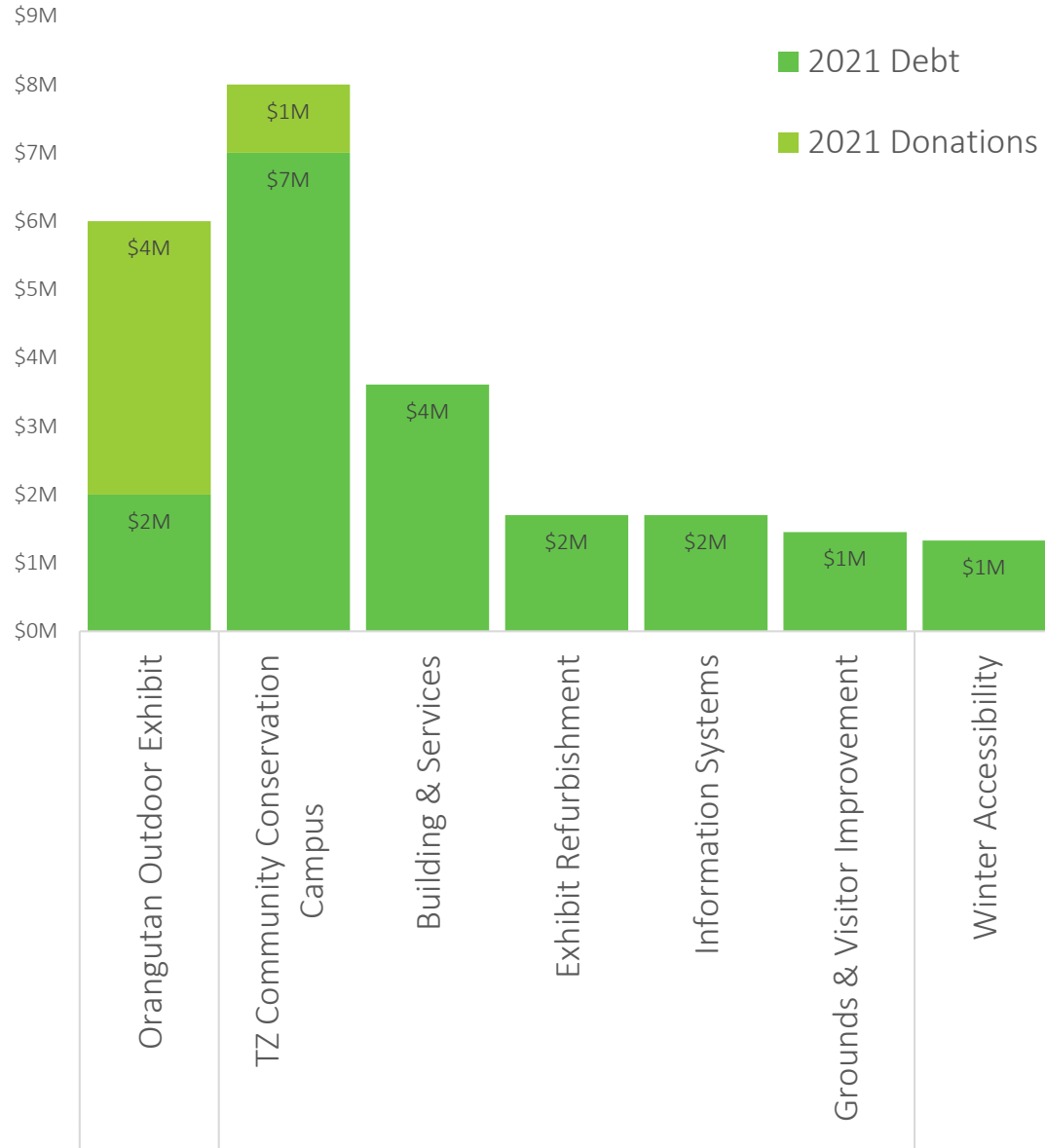
Partnering with  **toronto zoo**  
**WILDLIFE CONSERVANCY**  
and Other Organizations



## Maintain Infrastructure

Up keep of State of Good Repair (SOGR)

# 2021 Capital Budget



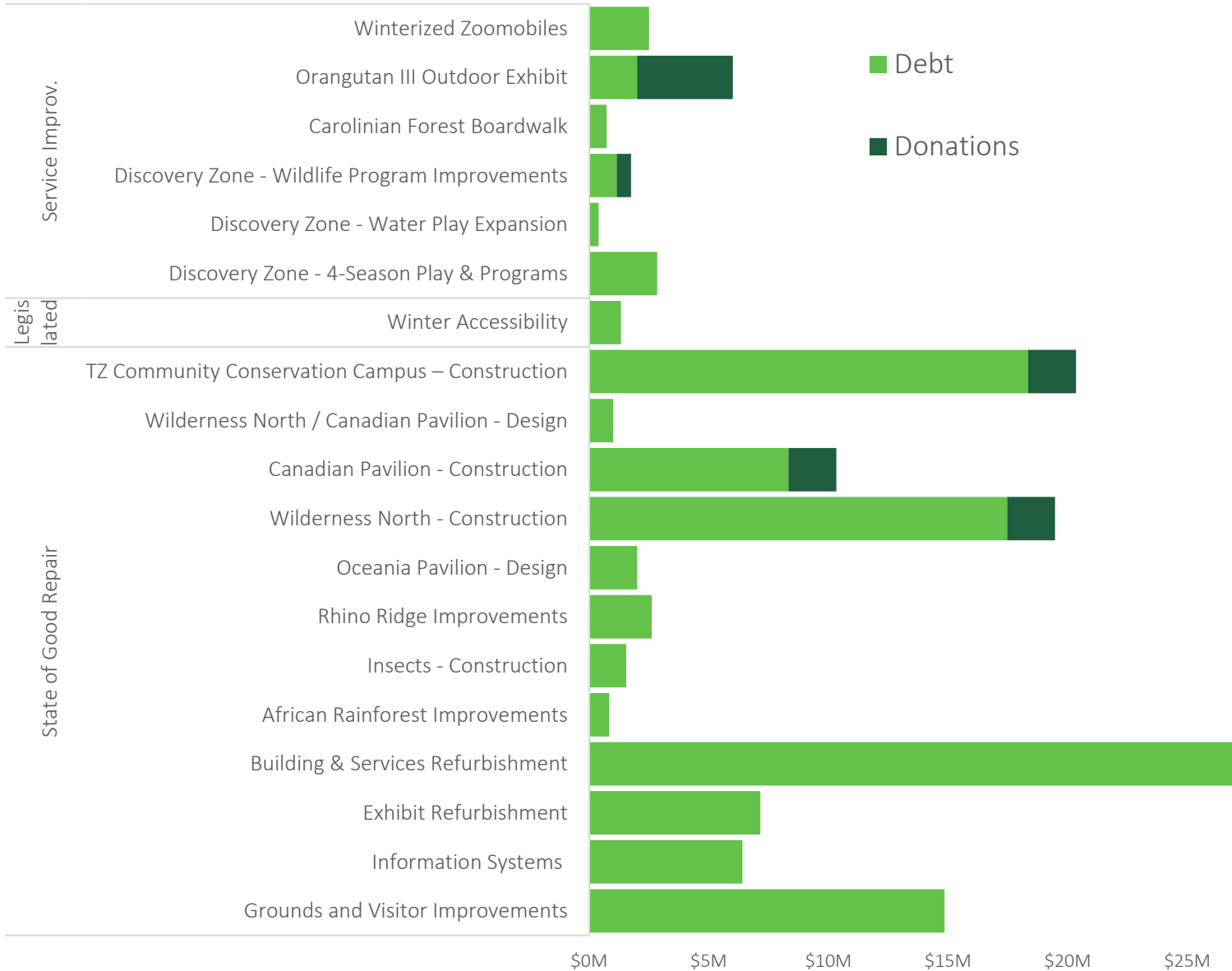
Total

**\$5M**  
2021  
Donation  
Target

**\$19M**  
2021  
Debt



# 10-Year Capital Plan



Total

**\$12M**  
Donation Target

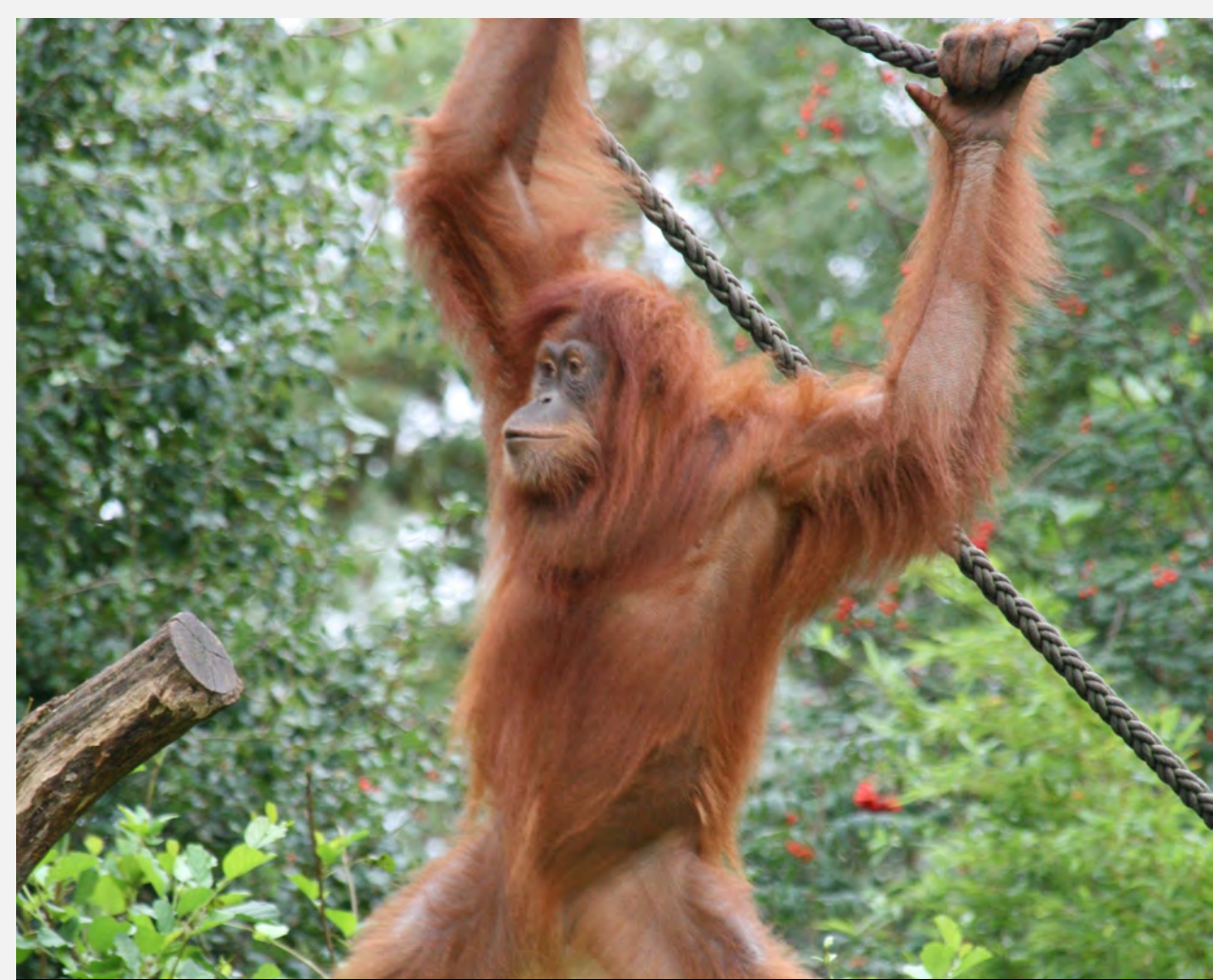
**\$124M**  
Debt





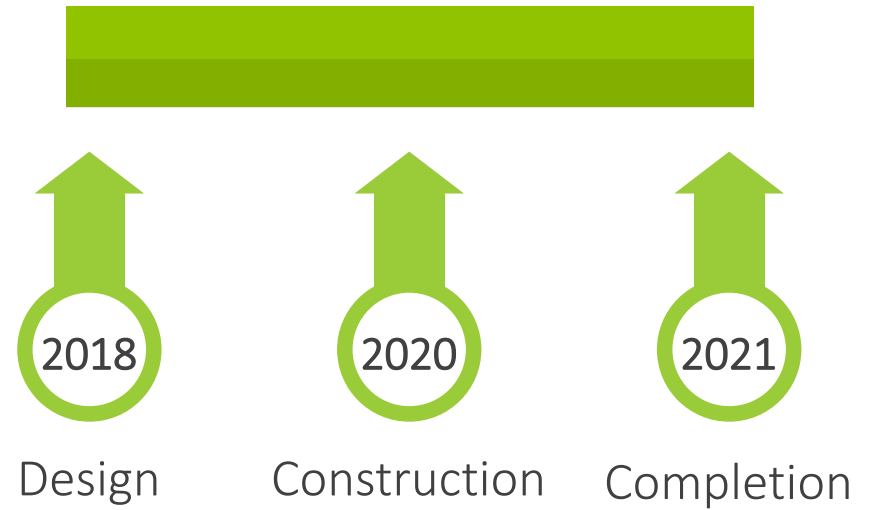
# 2021 Capital Projects





# Orangutan Outdoor Exhibit

## Project Timeline



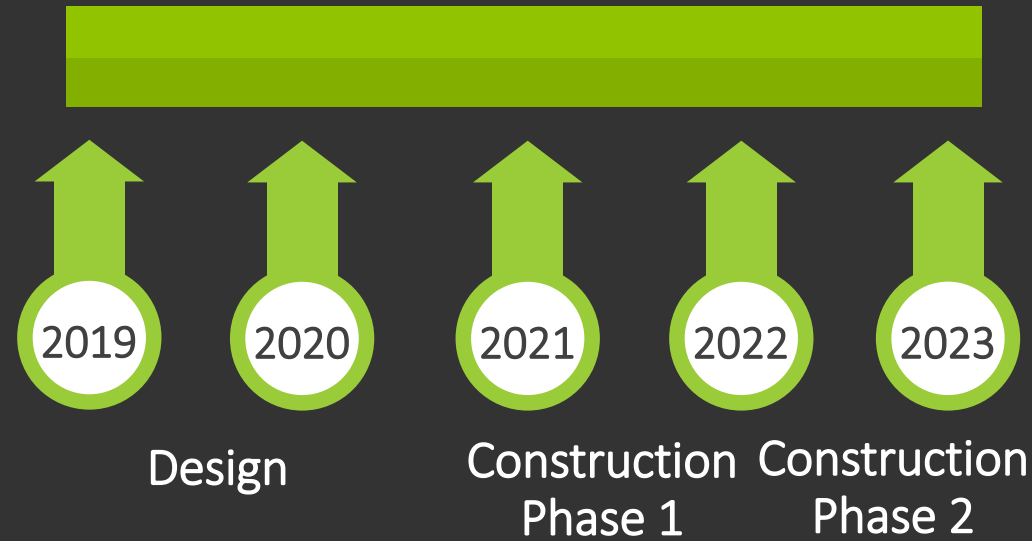
Currently Engaging Our Community  
to Raise Funds for The Exhibit



# 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



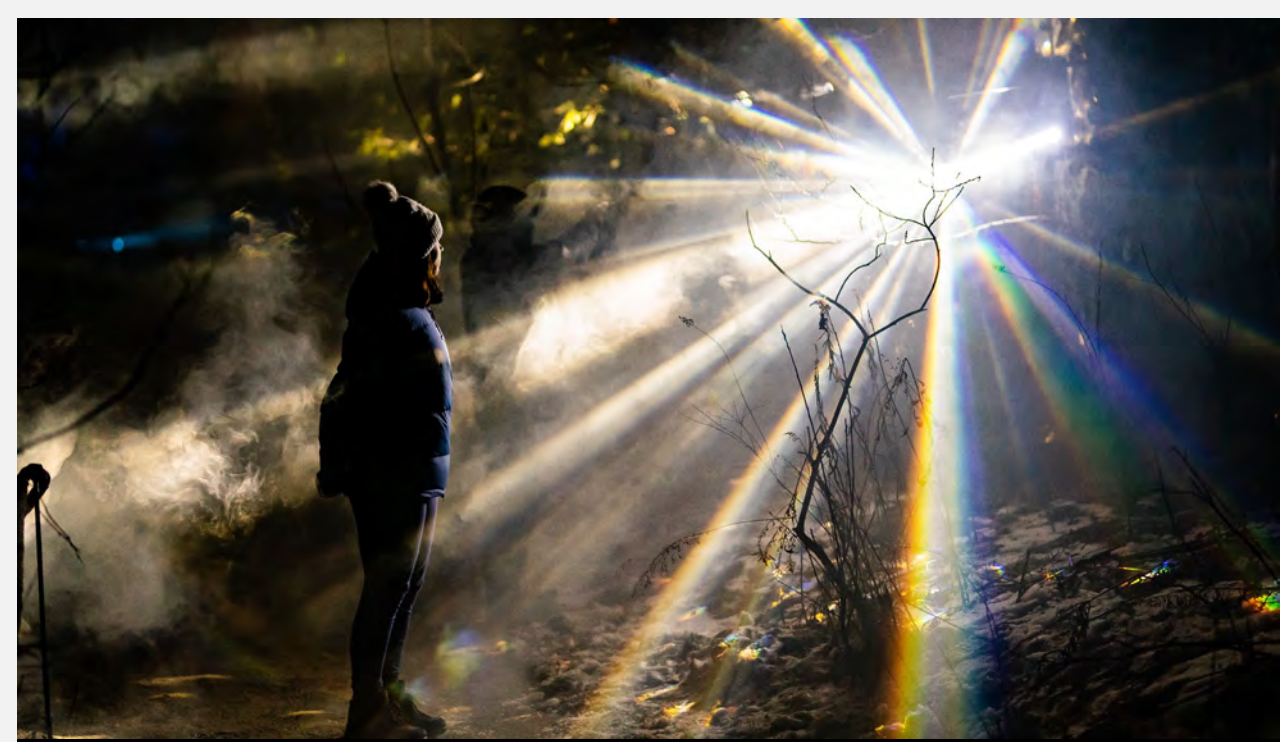
Guest Washroom Upgrades

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

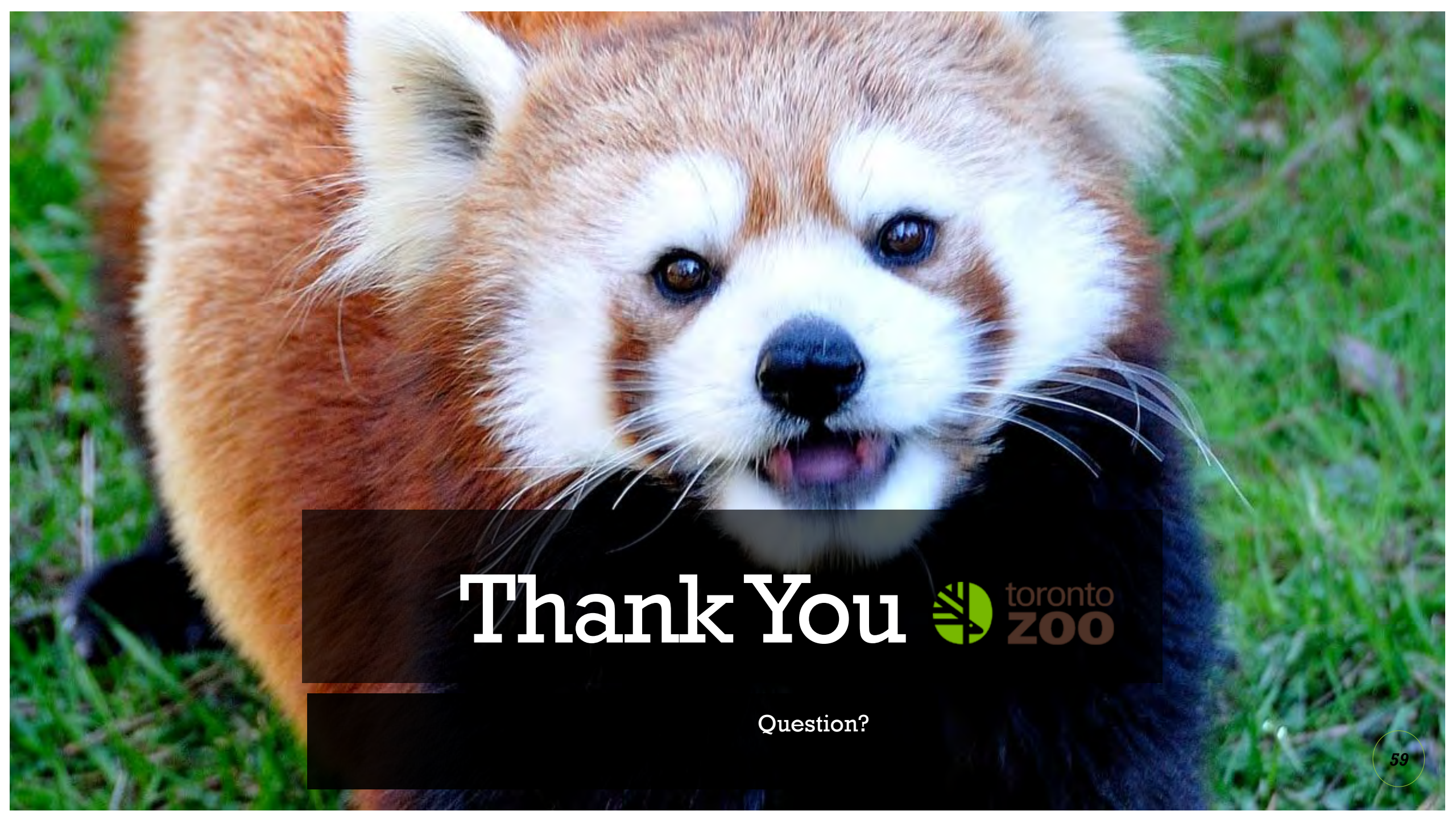
Enterprise Resource Planning System Upgrade

# Technology

Enhancing Experience for Our  
Staff  
Partners  
Volunteers







**Thank You**



**toronto  
ZOO**

Question?