toronto zoo

REPORT FOR ACTION

2022 Operating Plan and Budget

Date: 2021-09-15
To: Board of Management of the Toronto Zoo
From: Director, Finance & Technology
Wards: All

SUMMARY

This report submits the Toronto Zoo 2022 Operating Plan and Budget for approval. The Policy & Finance Committee reviewed the 2022 Operating Plan and Budget on 2021-08-25 and recommended it for approval by the Board.

RECOMMENDATIONS

The Director, Finance & Technology recommends that:

1. The Board of Management of the Toronto Zoo approves the 2022 Operating Plan and Budget as attached in Attachment 1.

FINANCIAL IMPACT

Approval of the 2022 Operating Plan and Budget will require net expenditure funding from the City of Toronto in the amount of $17.6 million, consisting of gross expenditures of $55.2 million and revenues and recoveries in the amount of $37.6 million.

DECISION HISTORY

All aspects of Zoo operations have incorporated the key objectives in the new Strategic Plan and the 2019 restructuring. The 2016 Master Plan for the future direction of programs and infrastructure at the Toronto Zoo guided the Zoo's operational framework along with some key reprioritizations related to the Front Entrance Community Conservation Campus project. A process to update to the Master Plan began in 2020 and is nearing completion to connect with the new strategic plan and reflect COVID-19 realities. Collectively, these two plans will provide the direction for new revitalization opportunities for your Toronto Zoo in the areas of guest experience, partnerships, wildlife care, conservation, education, and research.

Base attendance estimation for 2022 is at 1,158.5 thousand, representing an increase of 320.2 thousand compared to 2021 budget levels. This is based on the 2020 and 2021 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 2022 Operating Plan and Budget submission has a Net Operating Cost of $17.6 million which represents a 9.6% decrease from the adjusted budget for 2021 Net Operating Costs.

Gross Program revenues of $37.6 million have increased by 39.7%, due primarily to anticipated increases in attendance levels as vaccinations roll outs for COVID-19 allow for greater occupancy. The revenue projection is based on the Zoo operating safely in a world in which COVID-19 exists while the Community rebuilds and recovers from the impact of COVID-19 in 2020 and 2021.

Program expenditures of $55.2 million have increased by 19.0%, year over year, primarily due to the reopening and welcoming of guests on site year-round while maintaining appropriate levels of expenditures to ensure the safety of animals, staff, and guests. The budget includes additional costs to help continuing the rebuild of your Zoo in a post-pandemic world. The 2022 Operating Budget submission to the Financial Planning Division of the City of Toronto will continue to take place in accordance with prescribed deadlines.

In summary, the 2022 operating budget submission of the Toronto Zoo reflects a balance of serving our community, meeting the operational needs of the Toronto Zoo while mitigating financial pressures on the City. Approval by the Board will assist in the continued implementation of initiatives to address the key strategies of the Board.

CONTACT

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SIGNATURE

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ATTACHMENTS

Attachment 1 - 2022 Operating Plan and Budget