2022 BUDGETS

toronto zoo

BOARD OF MANAGEMENT MEETING

OCTOBER 7, 2021

toronto ZOO

AGENDA

- 2021 Update
- 2022 Operating Plan & Budget
- 2022 Travel Budget
- Capital Works Program 2022-2031

toronto zoo

2021

DYNAMIC & EXCEPTIONAL YEAR SO FAR...

toronto zoo

2021

Dynamic &

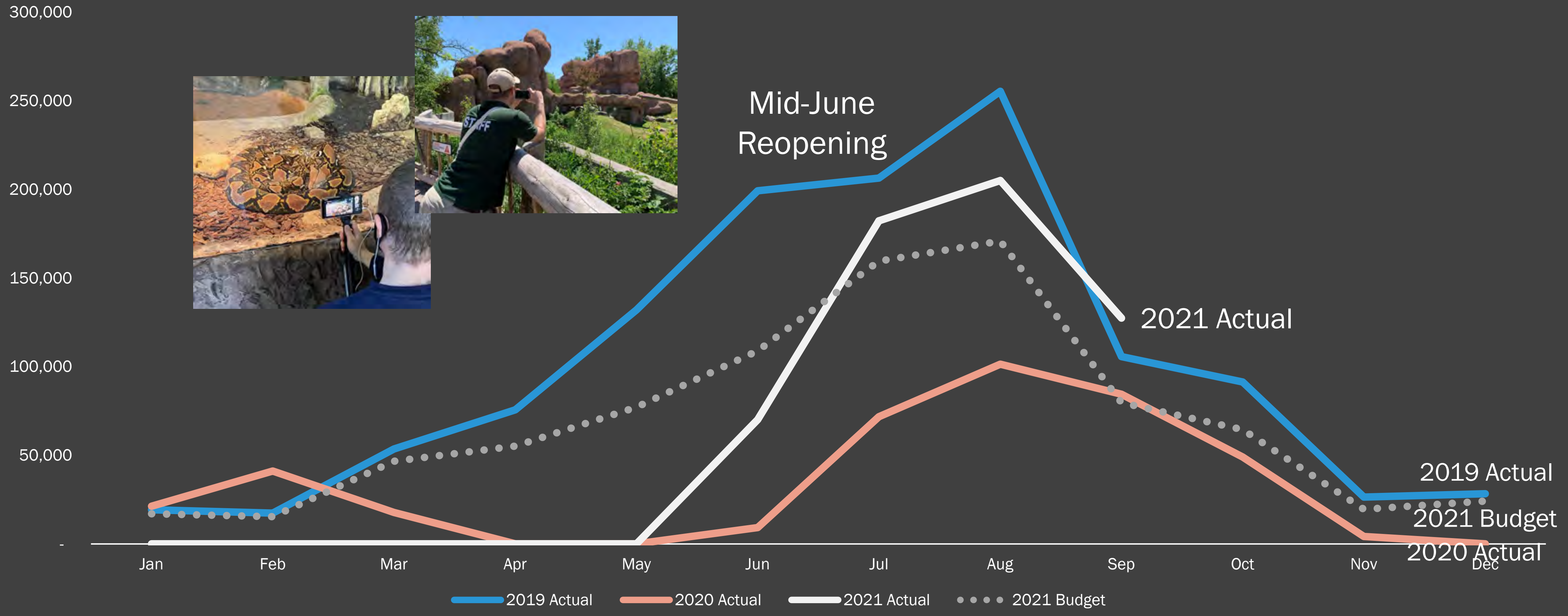
Exceptional Year

So Far...

- Closure until mid June
- Savings achieved
- Online Education Programs127k
- Master Plan
- Attendance
- Revenue
  - ✓Ticket Sales
  - ✓Membership
  - ✓Rides, Retail, Food Sales

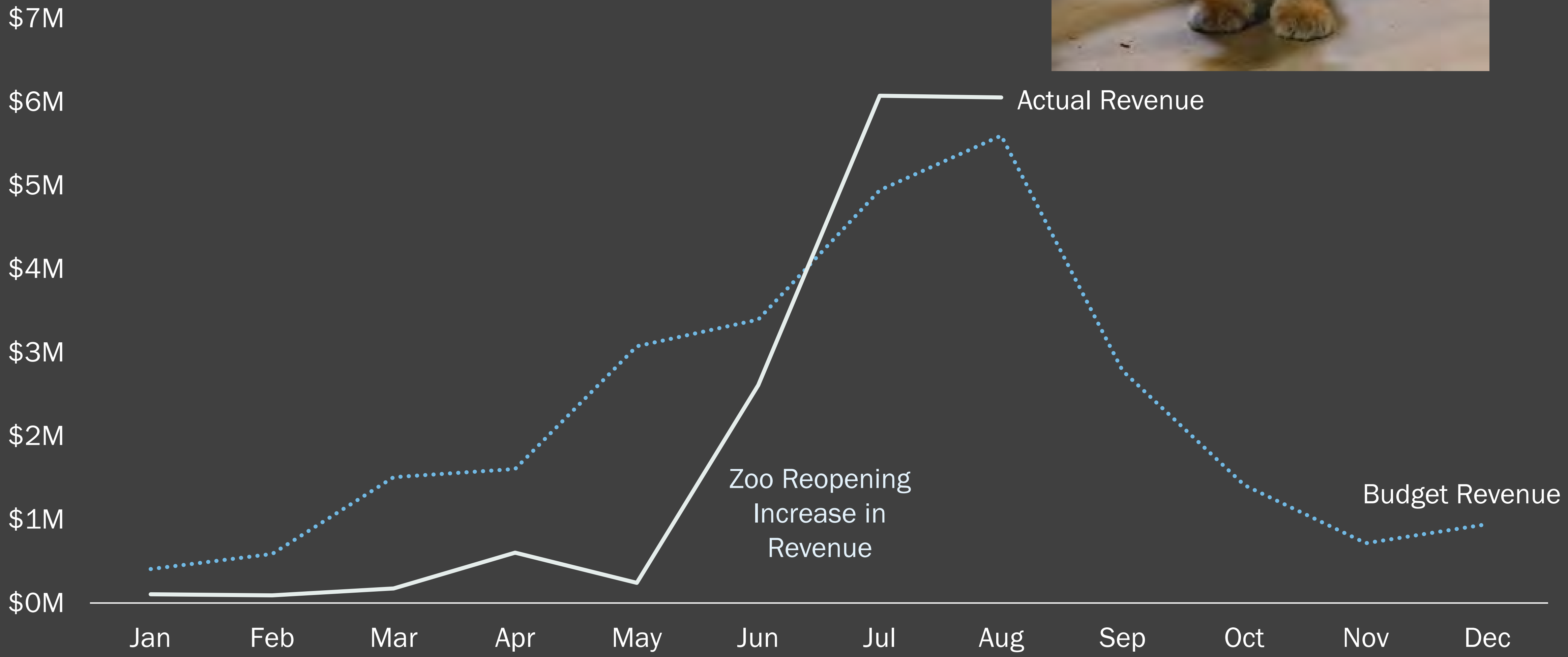
WHERE WE ARE … ATTENDANCE

2021 BUDGET & ACTUAL



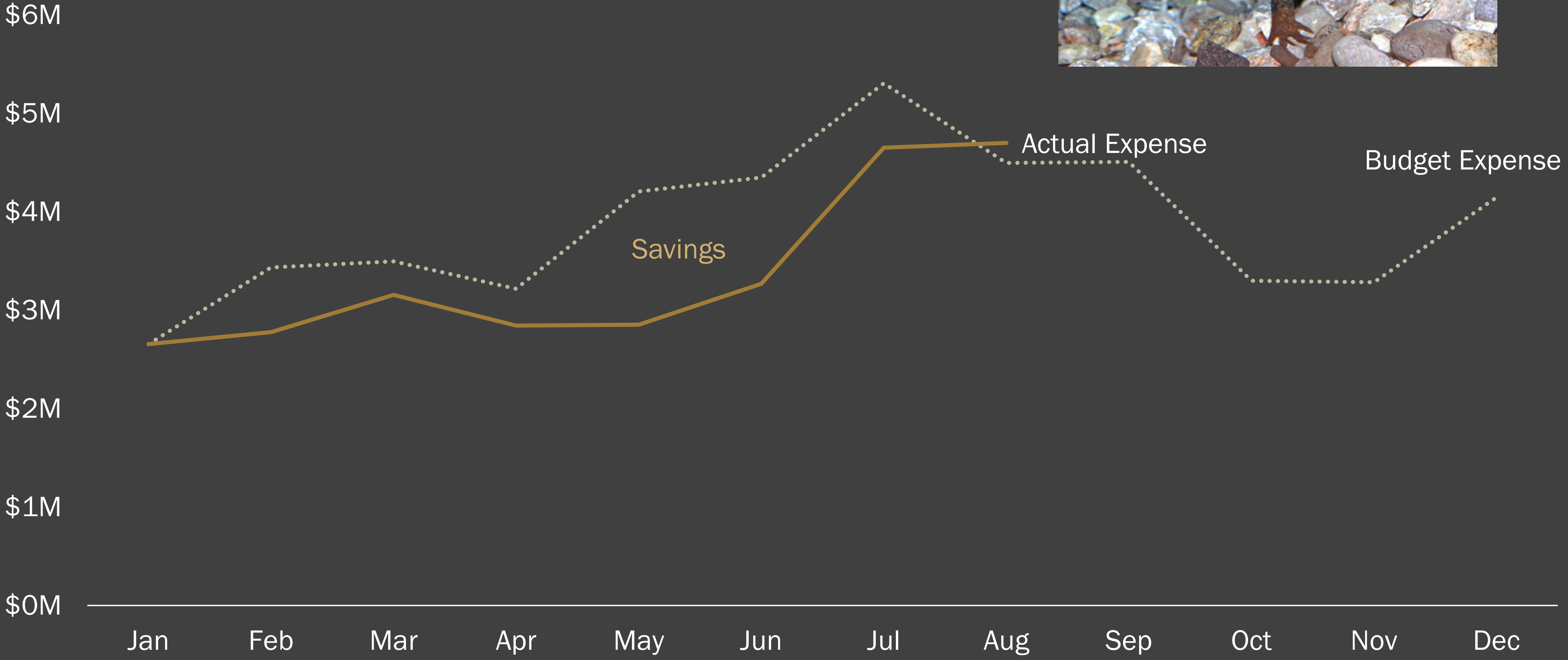
WHERE WE ARE...REVENUE

2021 BUDGET & ACTUAL



WHERE WE ARE…EXPENSE

2021 BUDGET & ACTUAL



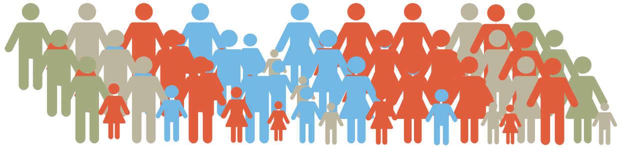
OUR 2021 GOALS

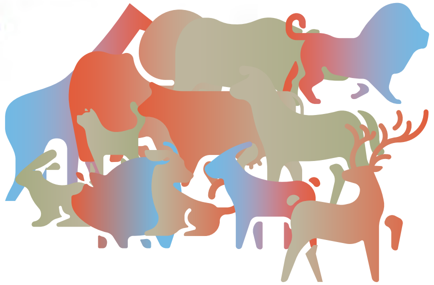
- Continue to welcome guests and offer exceptional experiences
- Manage COVID-19 risks
- Care for our staff, guests, animals and community

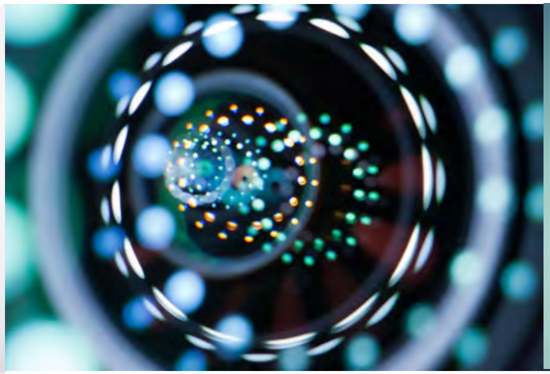

YOUR TORONTO ZOO
MISSION | VISION | STRATEGY | CARE | PURPOSE
toronto zoo

OUR MISSION:

Our Toronto Zoo - Connecting people, animals and conservation science to fight extinction.







OUR VISION:

A world where wildlife and wild spaces thrive.

YOUR ZOO'S MISSION & VISION

OUR TORONTO ZOO // 2020 STRATEGIC PLAN

SAVE WILDLIFE

IGNITE THE PASSION

CREATE WOW

OUR COMMUNITY + OUR ZOO

REVOLUTIONIZE ZOO TECHNOLOGY

WE CARE

BUDGET TIMELINE

June 2021

Budget Strategy & Planning Discussion

July & August 2021

2022 Budget Finalization

Policy & Finance Committee 2022 Budgets Recommendation

September 2021 to February 2022

Budget Submission

City Budget Adjustment

Board Budget Approval Request

City Budget Approval Request

2022

WHAT'S NEW

ICONIC VICTORIES

SAVE WILDLIFE

Successful Accreditations

Association of Zoo and Aquarium (AZA)

Canadian Association of Zoo and Aquarium (CAZA)

OUR COMMUNITY + OUR ZOO

Conservation Impact

Drive Guests to Gate

Science Literacy

Increase Awareness on Our Mission

Philanthropy

IGNITE THE PASSION

Organization Culture

Launch Master Plan

Strategic Plan

Recruitment Process Talent Management

Health & Safety Practices

Equity, Diversity, Inclusion (EDI)

Guest Focus

CREATE WOW

Celebration

Year of the Tiger

Orangutan Outdoor Habitat Opening

REVOLUTIONIZE ZOO TECHNOLOGY

Technology Master Plan Implementation

Wi-Fi Services

Admission & Operating System Upgrades

Dynamic Pricing

Zoo Apps & Interactive Tech

2022 BUDGETS

CITY REQUIREMENTS | ASSUMPTIONS

CITY GUIDANCE

- Operating Budget
  - City Appropriation Reduction from 2020 and 2021 Levels
  - City Lenses
    - Equity Lens
    - Climate Lens
    - Poverty Reduction Lens
  - Economic Factors Adjustments
- Capital Budget
  - Comprehensive Review
  - Historical Spend Ratio

2022 ASSUMPTION

Background

Community & Social Involvement

Minimal Budget increase for several Years

Improve Talent Management

Address Infrastructure Backlog

Pandemic

Care & Address Challenges

2022 ASSUMPTIONS

Attendance

Cost of Goods Sold (Retail & Food)

Staffing

No School Groups

Economic Factors

Savings to offset rate growth

Reorganization

2019 Restructuring Fully Implemented in 2022

Equity, Diversity & Inclusion (EDI)

Accreditations & Regulatory

AZA & CAZA Accreditations

Accessibility (AODA)

Pandemic

Recovery & Growth

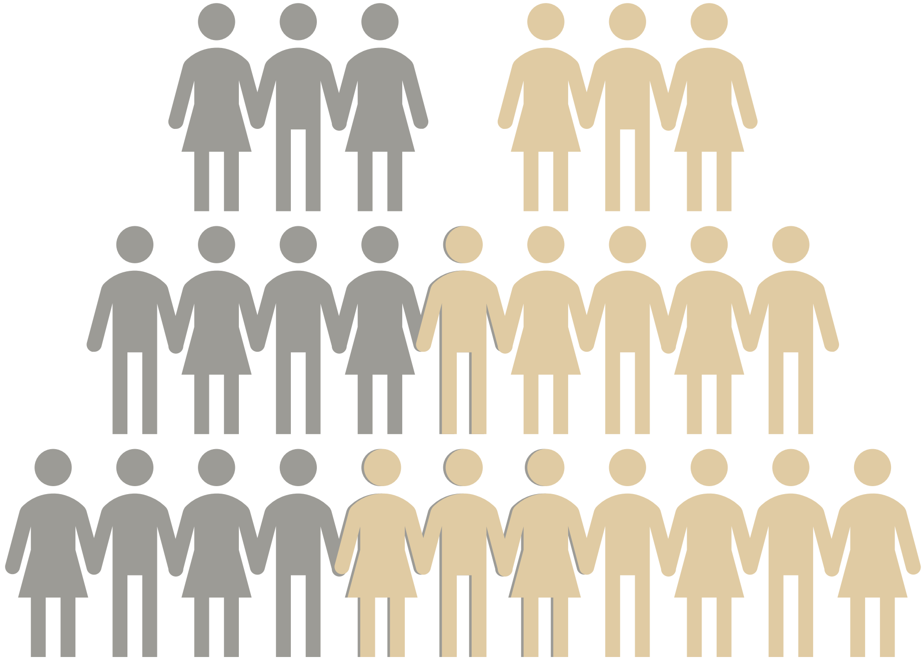
Revenue & Cost Impact

Technology

Enhancing Guest Experience & Animal Care

2022 BUDGETS

OPERATING BUDGET | CAPITAL BUDGET | TRAVEL BUDGET



2022 ATTENDANCE BUDGET

1,158,456 Guests

2022 BASE OPERATING BUDGET

TORONTO ZOO Attachment 1
2022 BUDGET EQUATION WORKSHEET
2021-08-18
(Attendance of 1,158,456 at 5 year Average Mix)

	EXPENDITURES $000s	REVENUE $000s	NET EXPENDITURES $000s
2021 BUDGET	46,423.7	26,955.5	19,468.2
2021 In-year adjustments	(23.9)	-	(23.9)
2021 OPERATING BUDGET	46,399.8	26,955.5	19,444.3
Division Salaries and Benefits (Zero based)	(27,206.9)	-	(27,206.9)
Economic Factors - Utilities	(263.2)	-	(263.2)
Economic Factors - Water	63.8	-	63.8
Economic Factors - gasoline	67.4	-	67.4
Economic Factors - Animal food	83.0	-	83.0
Economic Factors - Natural Gas	49.0	-	49.0
Economic Factors - other	-	-	-
User Fees (Zero based)	-	(25,919.5)	25,919.5
2022 ADJUSTED BASE BUDGET	**19,192.9**	**1,036.1**	**18,156.9**
Base Salaries & Benefits	27,206.9	-	27,206.9
Reverse 2021 Covid Savings	4,854.2	-	4,854.2
Salary and Wage adjustment due to contract and exempt COLA	1,126.1	-	1,126.1
sub-total: Other Base Changes	33,187.1	-	33,187.1
Prior Year revenue breakdown:	-	-	-
Base revenue changes (User Fee related Revenues)	-	-	-
Admission	-	10,628.3	(10,628.3)
Parking	-	2,997.6	(2,997.6)
Membership	-	4,178.5	(4,178.5)
Retail	-	1,844.1	(1,844.1)
Rides	-	1,212.3	(1,212.3)
Food Services	-	4,668.9	(4,668.9)
Education	-	142.1	(142.1)
Other	-	247.6	(247.6)
2022 BASE BUDGET PRIOR TO SERVICE CHANGES	**52,380.1**	**26,955.5**	**25,424.5**
Revenue changes - Non-rate (Attendance)	1,694.2	9,029.7	(7,335.5)
Revenue changes - Non-rate (Membership mix)	-	251.0	(251.0)
Revenue changes - Non-rate (Education programming)	-	1,024.3	(1,024.3)
Revenue changes - Non-rate (Other non-Attendance increases)	1,035.5	401.8	633.7
Service changes - Future anticipated changes	111.8	178.3	(66.5)
sub-total: Service Level Adjustments	2,841.4	10,885.0	(8,043.6)
2022 OPERATING BUDGET (including Non-Salary Economic Factors)	**55,259.6**	**37,840.5**	**17,419.1**
VARIANCE FROM PRIOR YEAR APPROVED BUDGET	**8,859.8**	**10,885.0**	**(2,025.2)**

2022 TRAVEL BUDGET

TRAVEL SUMMARY
2022 OPERATING BUDGET

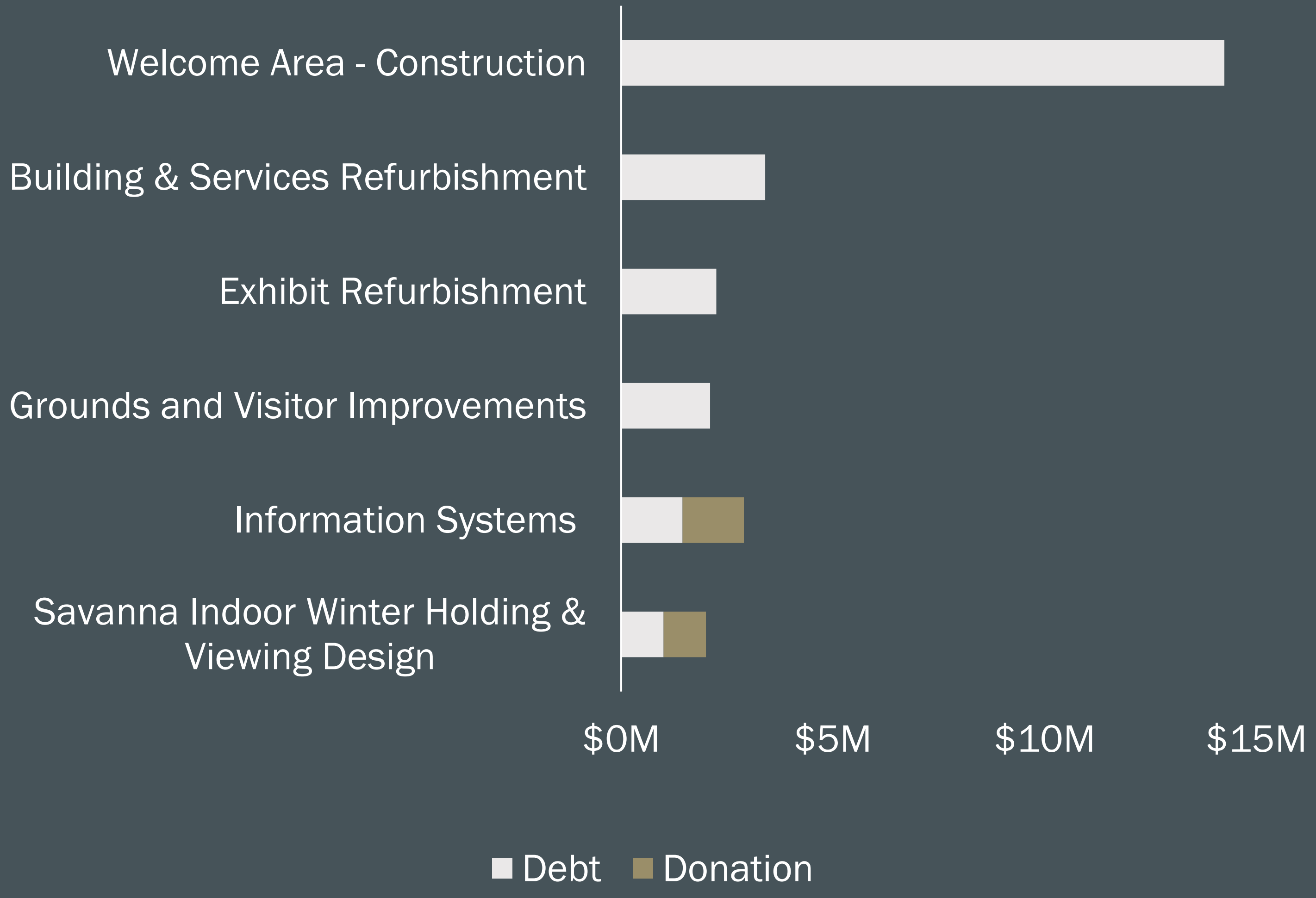
BUSINESS TRAVEL	2020 Budget	2022 Budget
General Management	5,525	1,825
Strategic Communications & Guest Experience	6,045	5,960
Facilities & Infrastructure	12,851	5,210
Conservation Science & Wildlife Care	25,599	28,727
Sub-Total	**50,020**	**41,722**
Recoveries:	5,821	6,255
NET COST	**44,199**	**35,467**
CONFERENCE TRAVEL		
General Management	18,305	18,800
Facilities & Infrastructure	26,415	7,925
Strategic Communications & Guest Experience	30,299	10,125
Conservation Science & Wildlife Care	75,702	59,277
Other	10,000	10,000
Sub-Total	**160,721**	**106,127**
Recoveries:	10,842	0
NET COST	**149,879**	**106,127**
CONFERENCE & BUSINESS TRAVEL TOTAL	**194,078**	**141,594**

2022-2031 CAPITAL BUDGET

CAPITAL WORKS PROGRAM

- $2.25M additional ask over 10 years
- Expecting Update on Capital Plan with Master Plan in 2023

2022 CAPITAL PROJECTS



10-YEAR CAPITAL BUDGET 2022 - 2031

TORONTO ZOO
CAPITAL BUDGET 2022-2031
TO BE SUBMITTED BUDGET IN CAPTOR

($000's)

Priority	Project Title (to be placed in priority order)	Estimate 2021 Carryforward	2022 Gross	2022 Debt	2023 Gross	2023 Debt	2024 Gross	2024 Debt	2025 Gross	2025 Debt	2026 Gross	2026 Debt	2027 Gross	2027 Debt	2028 Gross	2028 Debt	2029 Gross	2029 Debt	2030 Gross	2030 Debt	2031 Gross	2031 Debt	Total from 2022 2031 Gross	Total from 2022 2031 Debt
	Debt Supported Projects																							
1	Winter Accessibility	727																					727	727
2	Welcome Area - Design	490																					490	490
2	Welcome Area - Construction		14,250	12,250	6,344	6,344																	20,594	18,594
3	Savanna Indoor Winter Holding & Viewing Design		1,000	1,000																			1,000	1,000
3	Savanna Indoor Winter Holding & Viewing Construction				10,000	8,000	4,000	2,000															14,000	10,000
4	Zoomobiles				500	500	1,500	1,500															2,000	2,000
5	Wilderness North / Canadian Pavilion - Design				1,000	1,000																	1,000	1,000
5	Canadian Pavilion - Construction						5,700	4,700	4,626	3,626													10,326	8,326
5	Wilderness North - Construction						4,300	4,300	8,000	8,000	7,166	5,166											19,466	17,466
6	Ravens Roost										1,000	1,000	5,471	4,072									6,471	5,072
8	Carolinian Forest Boardwalk										225	225	500	500									725	725
	Discovery Zone																							
9	Wildlife Program Improvements										223	223	601		923	923							1,747	1,146
10	Water Play Expansion												195	195	195	195							390	390
11	4-Season Play & Programs														1,666	1,666	1,176	1,176					2,842	2,842
12	Rhino Ridge Improvements																300	300	2,312	2,312			2,612	2,612
A	Building & Services Refurbishment	303	3,400	3,400	2,900	2,900	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	1,500	1,500	1,000	1,000	24,103	24,103
B	Exhibit Refurbishment	650	2,250	2,250	1,600	1,600	1,288	1,288	1,288	1,288	600	600	600	600	600	600	600	600	300	300	300	300	10,076	10,076
C	Information Systems		1,450	1,450	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	750	750	550	550	300	300	10,250	10,250
D	Grounds and Visitor Improvements	75	2,100	2,100	2,800	2,800	1,300	1,300	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	600	600	600	600	13,475	13,475
	Total - Internally Funded Projects	**2,245**	**24,450**	**22,450**	**26,344**	**24,344**	**21,788**	**18,788**	**18,814**	**17,814**	**14,114**	**12,114**	**12,267**	**10,267**	**8,284**	**8,284**	**6,526**	**6,526**	**5,262**	**5,262**	**2,200**	**2,200**	**142,294**	**130,294**

2022 ORGANIZATION RISKS

Pandemic Operations

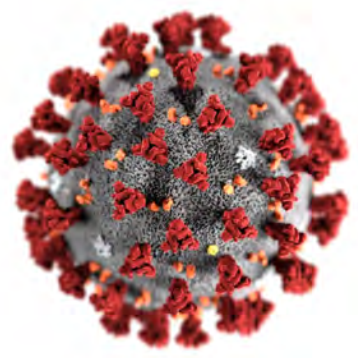
Inflationary Pressures

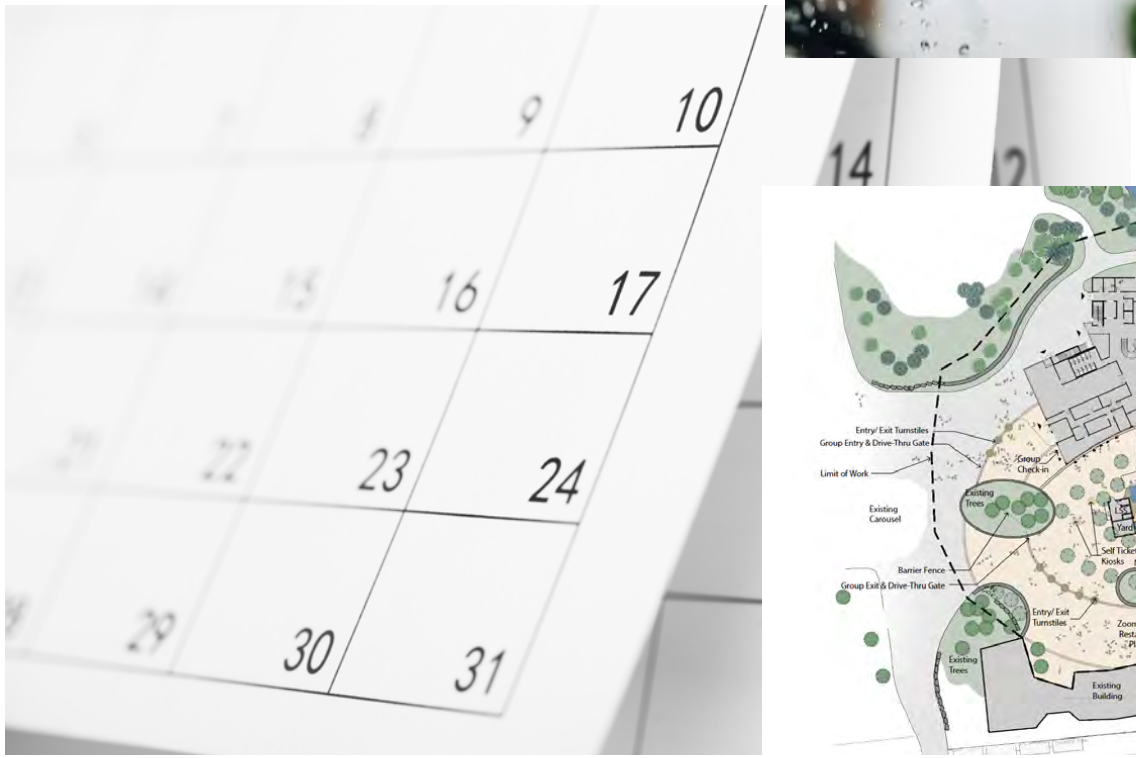
Supply Chain Challenges

Timing of Capital Spend

Talent Management

Weather






QUESTIONS?
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