



2022 BUDGETS



toronto
ZOO

BOARD OF MANAGEMENT
MEETING

OCTOBER 7, 2021



AGENDA

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





2021

DYNAMIC &
EXCEPTIONAL YEAR
SO FAR...



2021

Dynamic &
Exceptional Year
So Far...

Closure until mid June



Savings achieved



Online Education Programs 127k 

Master Plan



Attendance



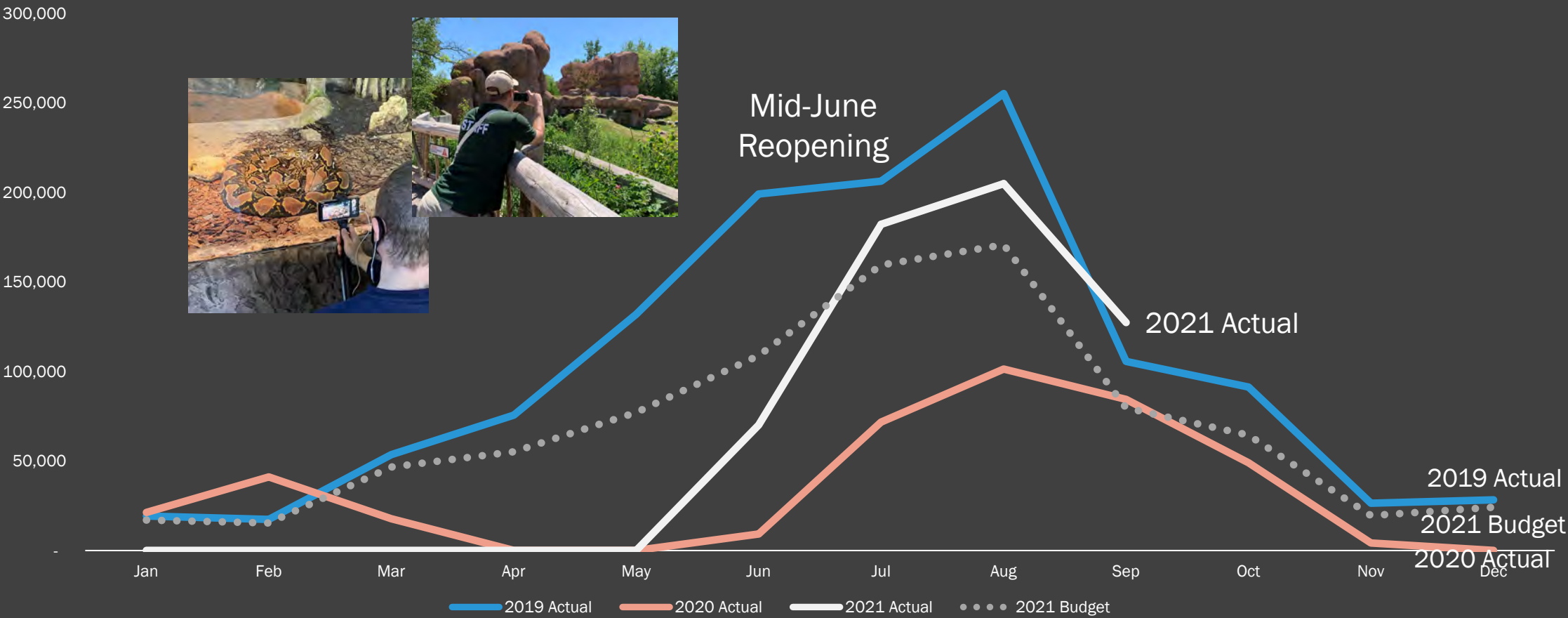
Revenue



- ✓ Ticket Sales
- ✓ Membership
- ✓ Rides, Retail, Food Sales

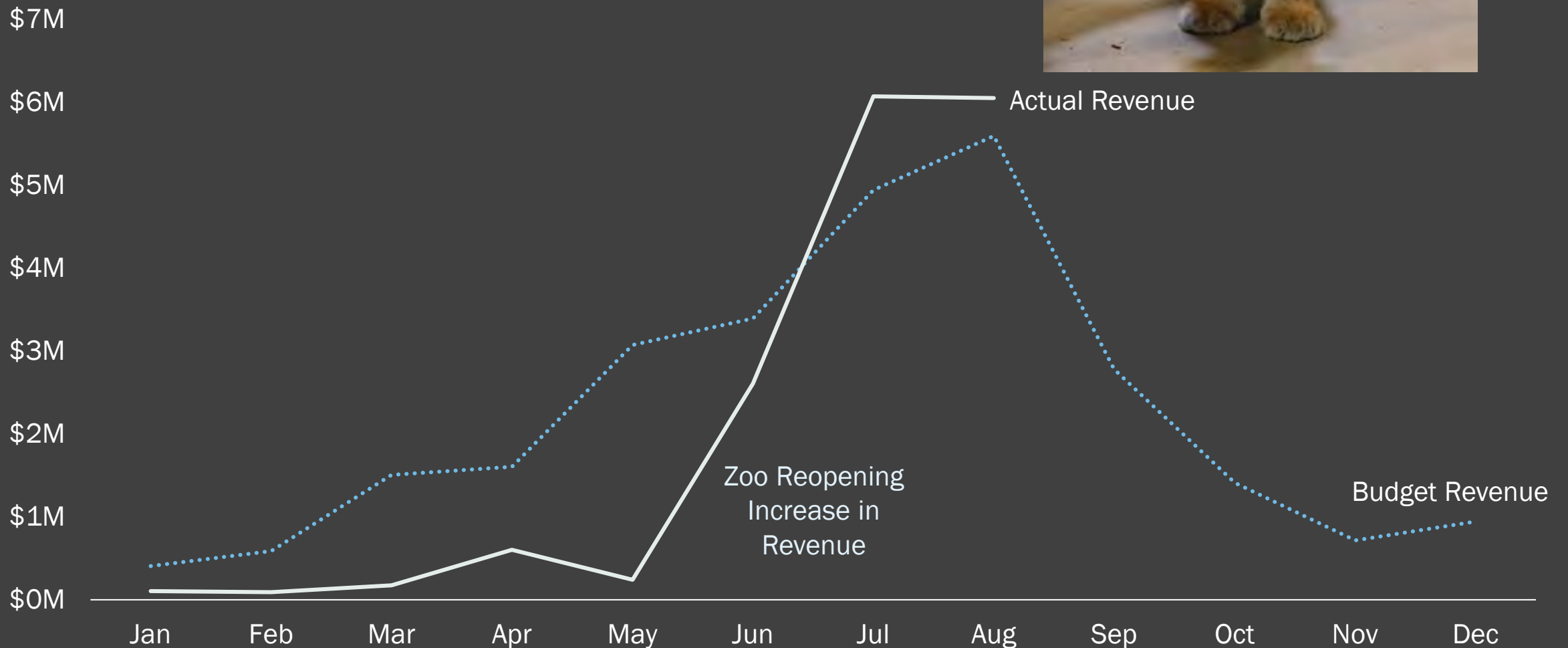
WHERE WE ARE ... ATTENDANCE

2021 BUDGET & ACTUAL



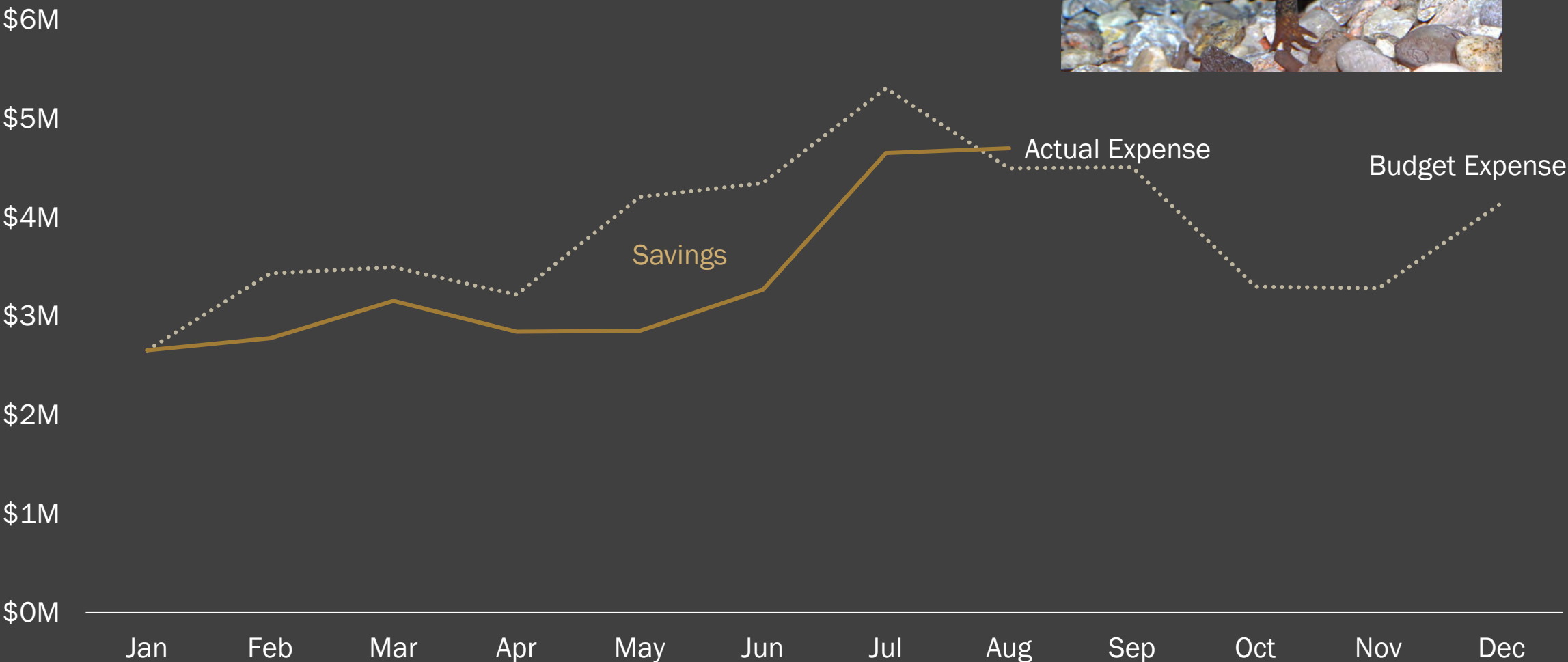
WHERE WE ARE...REVENUE

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

A large moose with prominent antlers is shown in profile, facing right. It is eating from a pile of green leafy branches. The moose is standing in a lush green field with a line of trees in the background.

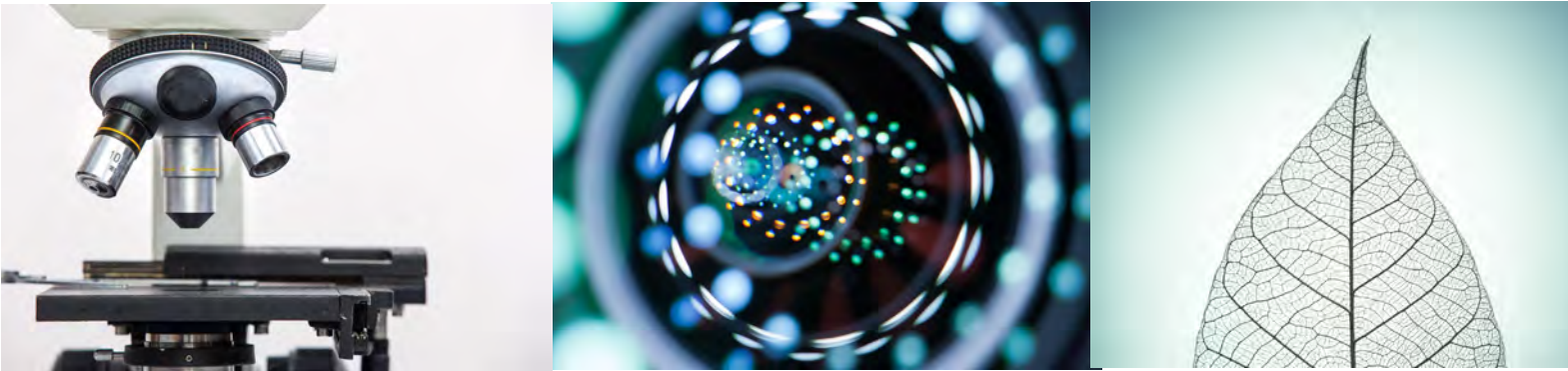
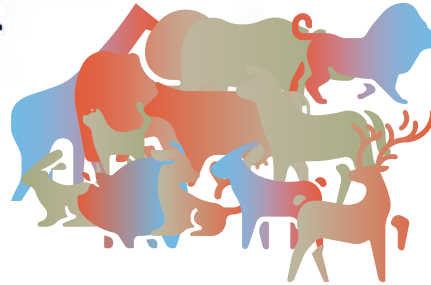
YOUR TORONTO ZOO

MISSION | VISION | STRATEGY | CARE | PURPOSE



OUR MISSION:

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



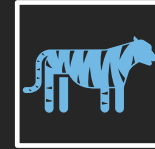
OUR VISION:

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

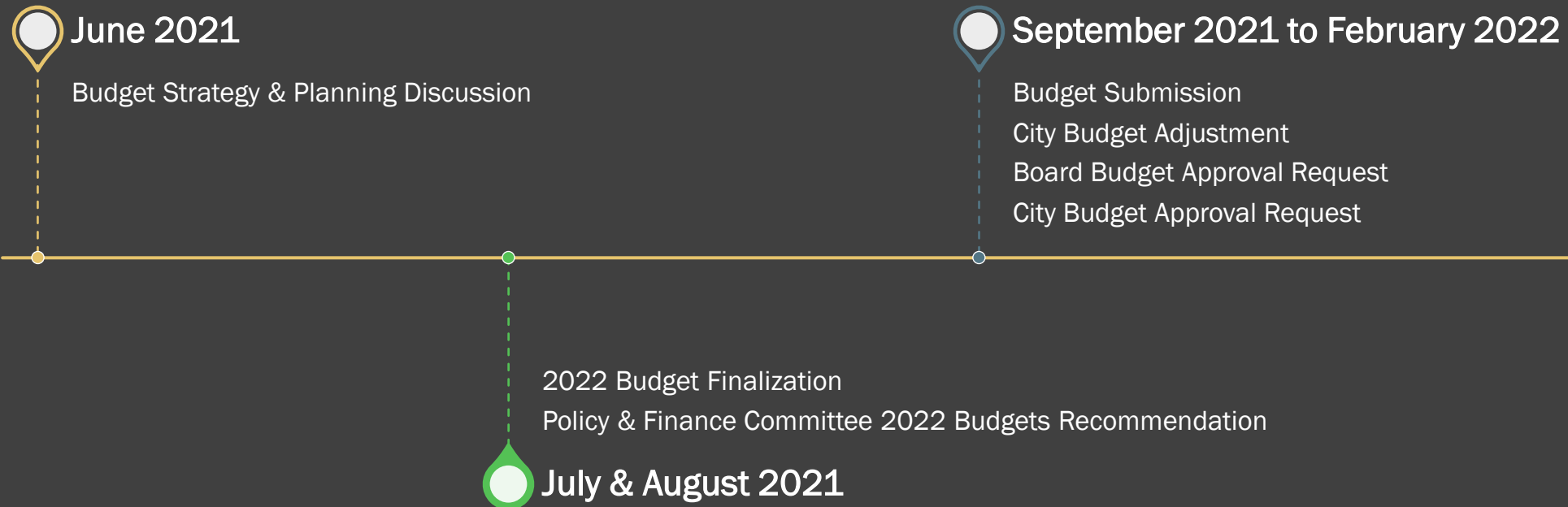


REVOLUTIONIZE
ZOO TECHNOLOGY

WE CARE



BUDGET TIMELINE





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



2019 Reorganization



50th Anniversary

Conservation Campus
New Priorities
New Commitments



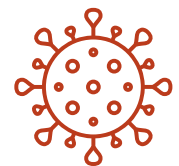
Community & Social Involvement



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



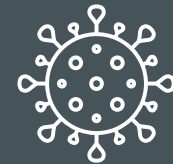
Reorganization

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



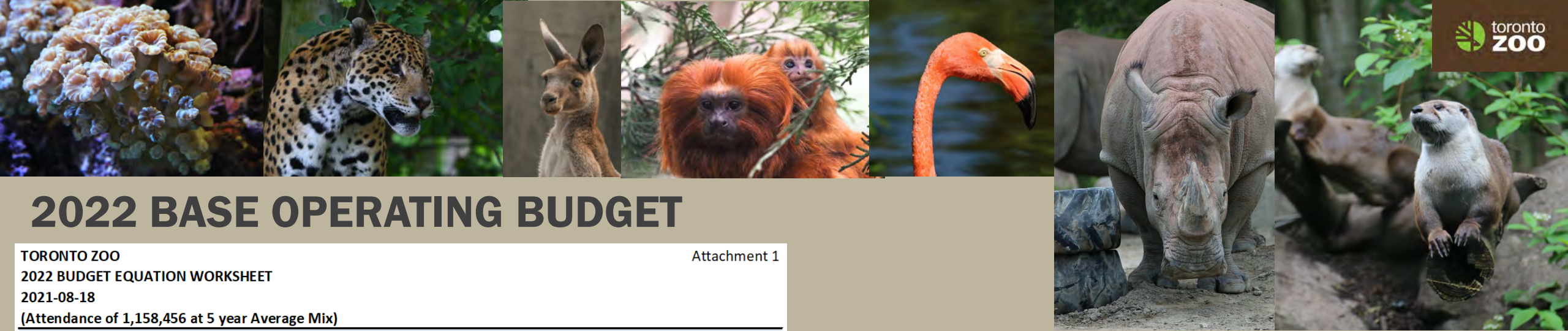
2022 BUDGETS

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	REVENUE	NET EXPENDITURES
	\$000s	\$000s	\$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

	2020 Budget	2022 Budget
BUSINESS TRAVEL		
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



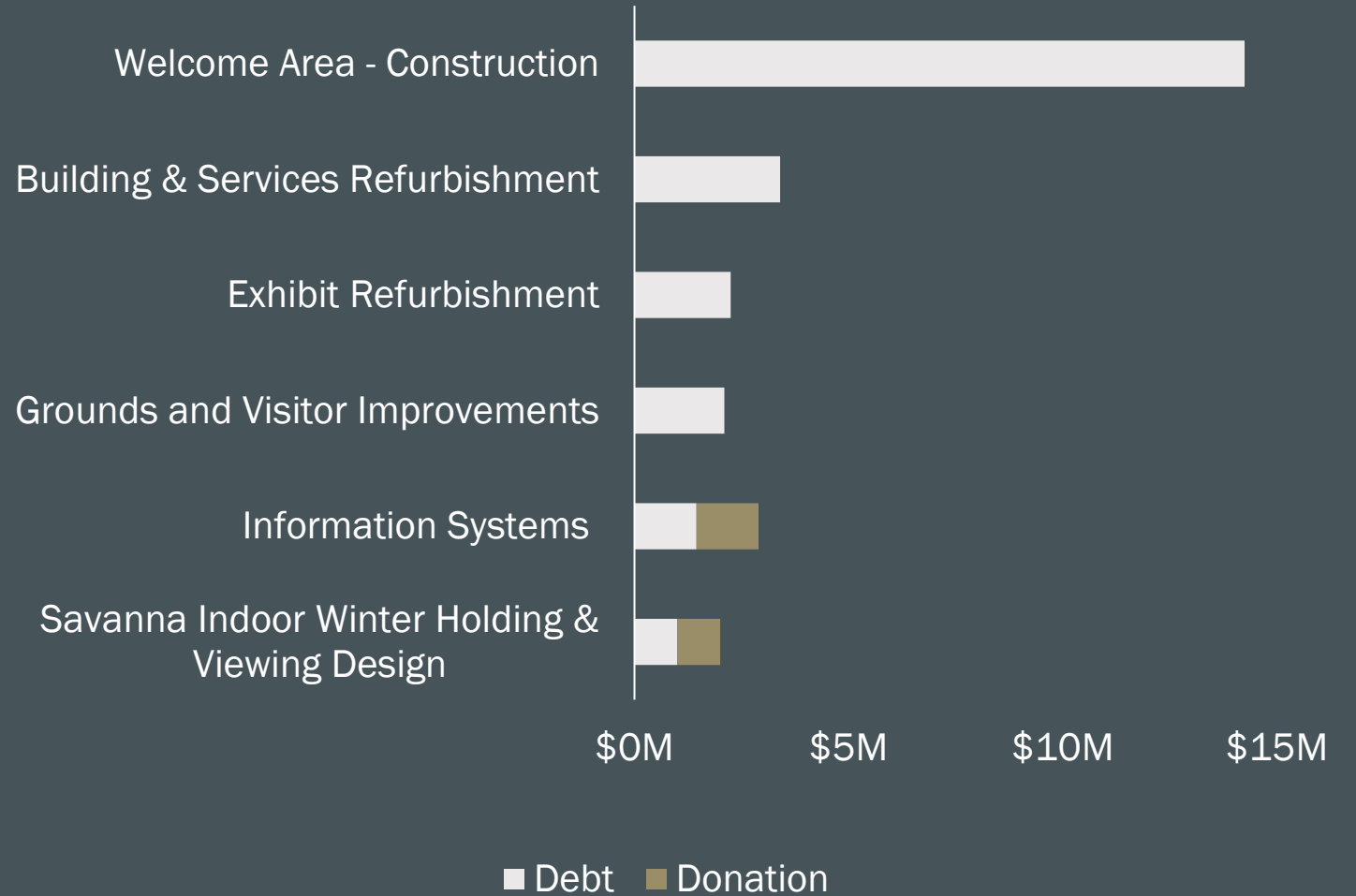
2022-2031 CAPITAL BUDGET

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

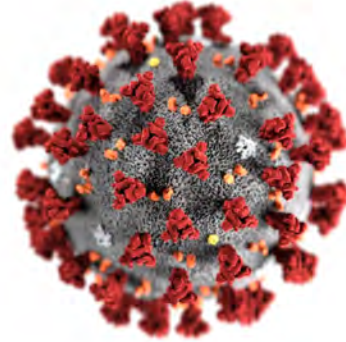
TORONTO ZOO CAPITAL BUDGET 2022-2031 TO BE SUBMITTED BUDGET IN CAPTOR

(\$000's)

Priority	Project Title (to be placed in priority order)	Estimate 2021 Carryforward	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		Total from 2022 2031	
			Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	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?