**TORONTO ZOO** Attachment 1
**2023 BUDGET EQUATION WORKSHEET**
**2022-09-29**
**(Attendance of 1,220,000)**

| | EXPENDITURES $000s | REVENUE $000s | NET EXPENDITURES $000s |
|---|---|---|---|
| **2022 BUDGET** | 55,259.6 | 37,840.5 | 17,419.1 |
| 2022 In-year adjustments | - | - | - |
| **2022 OPERATING BUDGET** | 55,259.6 | 37,840.5 | 17,419.1 |
| | | | |
| Division Salaries and Benefits (Zero based) | (27,316.6) | - | (27,316.6) |
| Economic Factors | - | - | - |
| Economic Factors - Utilities (Hydro) - 4.7% | 57.6 | | |
| Economic Factors - Water - 3.0% | 35.2 | - | 35.2 |
| Economic Factors - Gasoline - 47.1% | 83.7 | - | 83.7 |
| Economic Factors - Animal food - 5% | 632.2 | - | 632.2 |
| Economic Factors - Natural Gas - 14.3% | 121.1 | - | 121.1 |
| Economic Factors - Printing & Paper Products - 1.9% | 6.3 | - | 6.3 |
| Economic Factors - Bldg/Trade Materials/Tools & Equipment - 4.73% | 0.2 | | |
| Economic Factors - Medical Supplies - 4.73% | 6.4 | | |
| User Fees (Zero based) | - | (37,840.5) | 37,840.5 |
| | | | |
| **2023 ADJUSTED BASE BUDGET** | **28,885.7** | **-** | **28,885.7** |
| | | | |
| Base Salaries & Benefits | 27,316.6 | - | 27,316.6 |
| Reverse 2022 Covid Savings | (1,749.9) | 928.0 | (2,677.9) |
| Salary and Wage adjustment due to contract and exempt COLA | 1,735.7 | - | 1,735.7 |
| sub-total: Other Base Changes | 27,302.4 | 928.0 | 26,374.4 |
| Prior Year revenue breakdown: | - | - | - |
| Base revenue changes (User Fee related Revenues) | - | - | - |
| Admission | - | 15,375.9 | (15,375.9) |
| Parking | - | 4,153.0 | (4,153.0) |
| Membership | - | 4,442.9 | (4,442.9) |
| Retail | - | 2,548.6 | (2,548.6) |
| Rides | - | 1,247.2 | (1,247.2) |
| Food Services | - | 6,494.7 | (6,494.7) |
| Education | - | 884.5 | (884.5) |
| Other | - | 1,765.8 | (1,765.8) |
| | | | |
| **2023 BASE BUDGET PRIOR TO SERVICE CHANGES** | **56,188.1** | **37,840.5** | **18,347.5** |
| | | | |
| Revenue changes - Attendance | - | 2,301.6 | (2,301.6) |
| Revenue changes - Membership | - | 804.6 | (804.6) |
| Revenue changes - Education programming | - | 120.3 | (120.3) |
| Revenue changes - Parking | - | 533.0 | (533.0) |
| Revenue changes - Retail | - | 501.4 | (501.4) |
| Revenue changes - Rides | - | 66.3 | (66.3) |
| Revenue changes - Food Services | - | 687.0 | (687.0) |
| Revenue changes - Other non-Attendance increases | 2,524.7 | 1,193.0 | 1,331.6 |
| sub-total: Service Level Adjustments | 2,524.7 | 6,207.2 | (3,682.5) |
| | | | |
| **2023 OPERATING BUDGET (including Non-Salary Economic Factors)** | **58,712.7** | **44,047.8** | **14,665.0** |
| | | | |
| **VARIANCE FROM PRIOR YEAR APPROVED BUDGET** | **3,453.1** | **6,207.2** | **(2,754.1)** |
| | 6.2% | 16.4% | -15.8% |