

2020 Program Summary

Toronto Zoo

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What we do

Canada's premiere Zoo and a leading conservation organization, the Toronto Zoo hosts over 1.2 million guests per year and is home to over 5,000 animals, representing more than 450 species and surrounded by Canada's new Rouge National Urban Park. The Zoo is open year-round (with the exception of Christmas Day) and is divided into seven zoogeographic regions: Indo-Malaya, Africa, Americas, Tundra Trek, Australasia, Eurasia, and the Canadian Domain. Boasting over 10 kilometers of walking trails, the Toronto Zoo is one of the largest zoos in the world. The Zoo also includes gift shops, animal exhibits, rides, zipline and canopy tour, food services and guest services. Toronto Zoo delivers the following services:

- Zoo Visitor Services
- Zoo Conservation & Science

Toronto Zoo has stewardship over buildings, infrastructure, natural resource assets, and the wildlife population.

Why we do it

Toronto Zoo provides a living centre for education and science and is committed to compelling guest experiences and inspiring passion to protect wildlife. One of the largest tourist sites in the City, employing 700 FT/PT staff and 500 volunteers while serving as a significant economic driver in the east end of the City.

Who we serve

Zoo Visitor Services

- Community Groups
- Schools and School Boards
- Tour Groups
- Tourists

Beneficiaries

- Residents
- Businesses (Hotels & Restaurants)
- City & Agency Staff
- Strategic Partners

Zoo Conservation & Science

- Educational Institutions
- Educators and Scientists
- Wildlife Researchers & Societies
- Zoological Institutes
- Accrediting Bodies

Beneficiaries

- Residents
 - Environmental Organizations
 - Strategic Partners
 - Provincial & Federal Government
 - City & Agency Staff
-

Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$39.1	\$39.5	\$39.9	Gross Expenditures	\$16.9	\$100.1	\$117.0
Gross Expenditures	\$51.9	\$52.9	\$53.5	Debt	\$ 9.4	\$ 91.6	\$100.9
Net Expenditures	\$12.8	\$13.4	\$13.6				
Approved Positions	399.2	399.2	399.2				

Key service outcomes

Outcomes	Description
Grow attendance and improve guest satisfaction	Add new elements and services to grow visitation. Ensure quality guest experiences as guests receiving high levels of service show loyalty to an organization through membership, repeat business, and positive word of mouth.
Increase awareness of the Zoo and programming to build support	Build connection to the Toronto Zoo via social media and digital storytelling to increase visitation, memberships and fundraising results.
Establish new partnerships that support the Zoo's mandate	Support the development of the Toronto Zoo Wildlife Conservancy to generate funding to support Zoo re-development. Initiate new partnerships to increase the reach and impact of the Zoo mission. Expand existing partnerships to create stronger relationships and to generate growth and funding opportunities.
Complete re-organization of Zoo structure	Implement re-organization of Zoo structure to shift to a guest centric culture and establish the Zoo as a Centre of Conservation Excellence in Canada. Alignment of staff to focus on the 4 Cares of the Toronto Zoo; 1) Animals, 2) Staff/Volunteers, 3) Guests, and 4) Community. Further integrate and invest in the Zoo's scientific "areas of excellence" e.g. nutrition, reproduction, conservation science, and animal care, welfare and behavior.

Goals and metrics

Planned Activities to Achieve Outcomes	2018 Actual	2019 Proj. Actual	2020 Target	Status
 Blanding's Turtles Released	116	48	60	●
 Social Media Fanbase	304,499	365,500	425,000	●
 External funds raised (restricted and unrestricted)	\$2.09 M	\$3.12 M	\$4.00 M	●

This document reflects the 2020 Operating Budget and 2020-2029 Capital Budget and Plan as approved by City Council, which differs from the budget approved by the Toronto Zoo board. Please refer to appendix 11 for details

Our experience and success

- 8% attendance growth from 2018 levels
- Celebrated the Zoo's 45th Anniversary with 19,049 guests in attendance on a single day.
- Completed the execution of the agreement with Parks Canada on the transfer of lands and the placement of a new Welcome Centre
- Hosted "Washed Ashore" the first Canadian install of this temporary exhibit on plastic pollution.
- Entered agreement with Moment Factory for the creation, production, and launch of Terra Lumina.
- Increased collaboration and opportunities for partners, e.g. UTSC, Centennial College, TRCA, sponsors and donors, community/business organizations to support wildlife and habitats in our priority areas and our conservation focus.

Key challenges and risks

- An \$86 million State of Good Repair backlog and dated infrastructure is negatively impacting the Guest Experience.
- Accessibility for all guests, regardless of physical, mental or fiscal barriers
- Aging animal population
- Increased competition in the City for share of wallet and time

Priority actions

- Enhance animal habitats and ongoing improvement and monitoring of animal welfare.
- Establish a guest centric culture through implementation of the re-organization.
- Improve guest experience through technology upgrades including a digital app and public Wi-Fi on site
- Develop new and attractive public spaces for day-use and revenue generation via events
- Collaborate with various partners to increase reach, visitation and conservation outcomes. Critical partners include Parks Canada, Environment Canada, CITES, Canadian Wildlife Federation, University of Toronto Scarborough, University of Guelph, Centennial College, Wildlife Preservation Canada, Royal Ontario Museum, and City of Toronto agencies.
- Build on community partnerships to provide opportunities to inspire a future generation of wildlife and climate change conservationists.

Our key service levels



Visitor attendance level at
1.225 million



60 Blanding's turtles
released into wild habitats



\$4.0 million in external
fundraising

Key service deliverables

- Complete the 2021-2025 Strategic Plan and update the 2016 Master Plan based on the new Strategic Plan
- Construct the new Orangutan habitat to improve care and guest experience
- Complete the design for the new entrance welcome centre & conservation campus to enhance guest experience.
- Modernize technology infrastructure to enhance guest experience, including an app and WIFI to appeal to a more diverse audience and inspire conservation action
- Obtain and maintain accreditation with various accrediting and regulatory authorities

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for Toronto Zoo of \$51.9 million gross, \$12.8 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Zoo Visitor Services	32,677.5	37,056.2	(4,378.7)
Zoo Conservation & Science	19,193.9	2,042.9	17,151.0
Total Program Budget	51,871.4	39,099.1	12,772.3

2. City Council approve the 2020 staff complement for Toronto Zoo of 399.2 operating positions.
3. City Council approve the 2020 fees above inflation and discontinued user fees for Toronto Zoo identified in Appendix 8, to reflect in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve the 2020 Capital Budget for Toronto Zoo with cash flows and future year commitments totaling \$18.904 million as detailed by project in appendix 5a.
5. City Council approve the 2021-2029 Capital Plan for Toronto Zoo totalling \$98.123 million in project estimates as detailed by project in Appendix 5b.
6. City Council direct that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2020 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

2020 OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
						\$	%
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Zoo Visitor Services	30,246.5	34,303.2	37,056.2	0.0	37,056.2	2,753.0	8.0%
Zoo Fundraising & Strategic Partnerships	775.1	368.2	0.0	0.0	0.0	(368.2)	(100.0%)
Zoo Conservation & Science	1,982.8	2,187.1	2,042.9	0.0	2,042.9	(144.2)	(6.6%)
Total Revenues	33,004.4	36,858.5	39,099.1	0.0	39,099.1	2,240.6	6.1%
Expenditures							
Zoo Visitor Services	31,945.2	32,561.5	32,677.5	0.0	32,677.5	116.0	0.4%
Zoo Fundraising & Strategic Partnerships	464.6	366.8	0.0	0.0	0.0	(366.8)	(100.0%)
Zoo Conservation & Science	16,060.5	17,275.9	19,193.9	0.0	19,193.9	1,918.0	11.1%
Total Gross Expenditures	48,470.3	50,204.3	51,871.4	0.0	51,871.4	1,667.1	3.3%
Net Expenditures	15,465.9	13,345.8	12,772.3	0.0	12,772.3	(573.5)	(4.3%)
Approved Positions	396.0	397.0	399.2	0.0	399.2	2.2	0.6%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$51.9 million gross reflecting an increase of \$1.7 million in spending above 2019 projected year-end actuals, predominantly arising from:

- Salaries and benefits increases due to cost of living adjustment and benefit changes.
- Inflationary adjustments to utilities based on economic factors.
- Cost containment in previous years to mitigate the impact of below budgeted revenues driven by low attendance.
- Additional revenues as a result of inflationary adjustments to admission prices offset by attendance realignment based on actual experience.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in the Toronto Zoo's 2020 Operating Budget do not have any equity impacts

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Toronto Zoo is \$1.7 million gross or 3.3% above than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	30,201.1	30,075.3	31,340.5	1,265.2	4.2%
2 Materials & Supplies	6,946.3	6,966.6	8,073.6	1,106.9	15.9%
3 Equipment	299.5	244.0	555.1	311.1	127.5%
4 Service and Rent	10,037.1	11,770.9	10,730.0	(1,040.9)	-8.8%
5 Contribution To Capital					
6 Contribution To Reserves	986.3	1,147.5	1,172.2	24.8	2.2%
7 Other Expenditures					
Total Expenditures	48,470.3	50,204.3	51,871.4	1,667.2	3.3%
Revenues					
1 Provincial Subsidies	1,428.0	1,011.5	1,011.5		
2 Federal Subsidies					
3 User Fees & Donations	30,358.1	34,855.8	36,809.9	1,954.0	5.6%
4 Transfers From Capital	171.0	171.0	171.0		
5 Other Revenues	1,047.2	820.1	1,106.8	286.6	34.9%
Total Revenues	33,004.4	36,858.5	39,099.1	2,240.7	6.1%
Net Expenditures	15,465.9	13,345.8	12,772.3	(573.5)	-4.3%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Salaries and benefits represent operations at almost full complement with an expectation for reasonable recruitment timelines to fill the 2019 vacancies in 2020.

Prior Year Impacts:

Efforts have been made in past periods to holdback expenditures to mitigate the impacts of revenue shortfalls, thus under-representing necessary expenditure needs. Expenditures are adjusted and aligned with targeted attendance of 1.225 million guests in 2020.

User Fees:

Revenue has been right sized to reflect attendance to historical levels of 1.225 million while including an inflationary based price increase in admission price.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	36,858.5	39,099.1	39,489.3	39,879.4
Gross Expenditures	50,204.3	51,871.4	52,871.8	53,493.6
Net Expenditures	13,345.8	12,772.3	13,382.5	13,614.2
Approved Positions	397.0	399.2	399.2	399.2

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Impacts of 2020 decisions

- Improved guest experiences and new onsite Wi-Fi will result in increased profile, partnership and promotion to help draw repeat business.

Salaries and Benefits

- Anticipated increases in salaries and benefits due to cost of living increases.

Growth

- Upon completion of the new Orangutan Outdoor Exhibit, set to open in Fall 2020, it is anticipated that attendance will grow in 2021 as it marks the first full summer that the new habitat experience is available to guests.

Revenue Changes

- A moderate growth in attendance will generate additional revenue for the Zoo based on target attendance at 1.250 million in 2021.

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

Salaries and Benefits

- Anticipated increases in salaries and benefits due to cost of living adjustments.

Growth

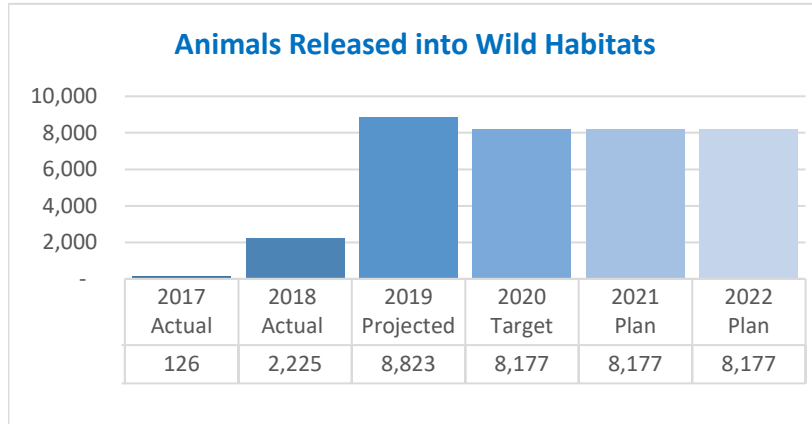
- The new Rouge National Urban Park education and welcome centre will be built on the lands currently operated as the Zoo's overflow parking lot 4. It is anticipated that the centre will draw traffic to the Zoo.

Revenue Changes

- Increase in revenues connected to growth in attendance at 1.275 million in 2022.

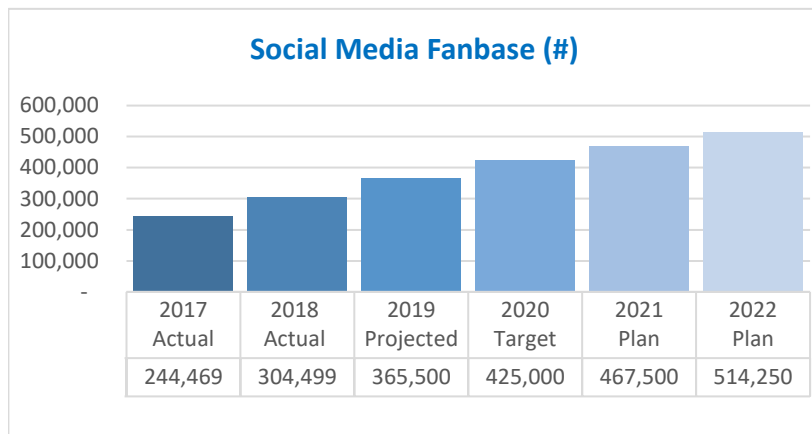
How well we are doing

Performance measures

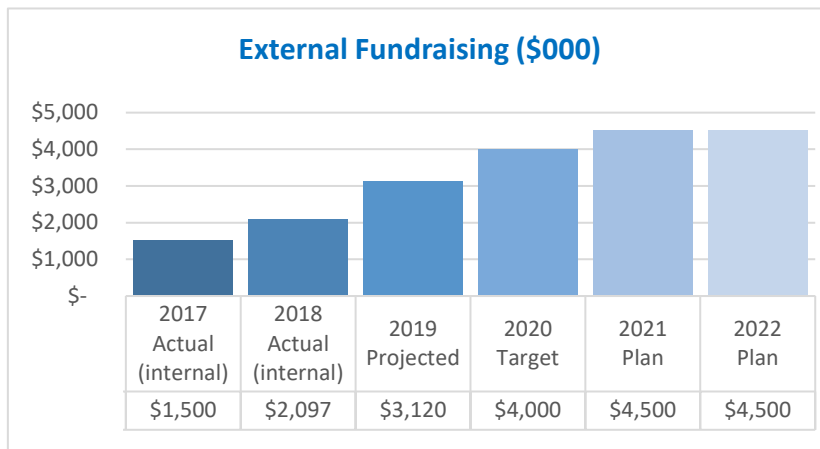


Behind the numbers

- Animals released from captive breeding programs and subsequently released into wild habitats include the following:
 - Eastern loggerheaded shrikes
 - Vancouver Island marmots
 - Black-footed ferrets
 - Puerto Rican crested toads (none in 2017)
 - Blanding's turtles
 - Wood turtles



- New onsite Wi-Fi will be used to increase connections.
- Continue strategy to build the Zoo's reputation and profile to drive attendance and awareness of conservation issues.

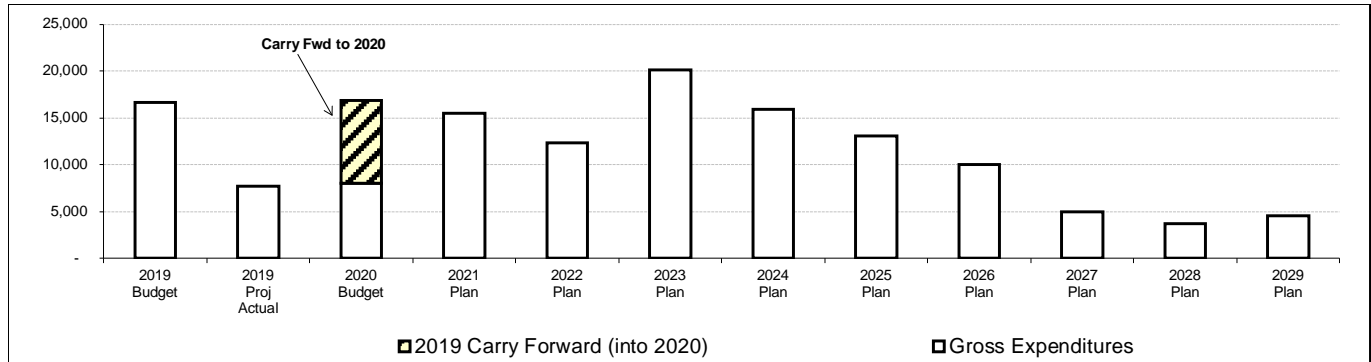


- Build the reputation and profile of the Toronto Zoo Wildlife Conservancy to enhance experiences for Zoo guests, serve the animals and to support conservation science.
- Historical fundraising component was completed by the Toronto Zoo and included in the operational budget. In 2019, the Toronto Zoo Wildlife Conservancy was established to fundraise.

2020 – 2029 CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



	2019		2020 Capital Budget and 2021 - 2029 Capital Plan													2020 - 2024	2025 - 2029	Total 10 Year Plan	
	Budget	Projected Actual	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029							
	Gross Expenditures by Project Category:																		
Health & Safety & Legislated	1,327	-	1,327	-	-	-	-	-	-	-	-	-	-	-	-	-	1,327	-	1,327
SOGR	13,414	7,131	10,193	13,500	12,300	20,144	15,926	11,666	3,200	2,200	2,500	4,512	-	-	-	-	72,063	24,078	96,141
Service Improvement & Growth	1,928	544	5,384	2,000	-	-	-	1,448	6,767	2,784	1,176	-	-	-	-	-	7,384	12,175	19,559
Total by Project Category	16,669	7,675	16,904	15,500	12,300	20,144	15,926	13,114	9,967	4,984	3,676	4,512					80,774	36,253	117,027
Financing:																			
Debt	1,327	-	9,380	13,937	11,300	19,144	14,926	11,114	7,967	4,984	3,676	4,512	-	-	-	-	68,687	32,253	100,940
Reserves/Reserve Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Debt Recoverable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	15,342	-	7,524	1,563	1,000	1,000	1,000	2,000	2,000	-	-	-	-	-	-	-	12,087	4,000	16,087
Total Financing	16,669		16,904	15,500	12,300	20,144	15,926	13,114	9,967	4,984	3,676	4,512					80,774	36,253	117,027

Changes to Existing Projects
(\$1.4M)

The 2020-2029 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2020-2028):

- \$7.700 million – Increase in *Grounds and Visitors Improvement* to address the needs of public concerning visitor amenities.
- \$4.000 million – Increase in *Information Systems* project to upgrade existing technology including installation of Wi-Fi access.
- \$0.935 million – Change in scope for the *Orangutan Outdoor Exhibit* project due to changes in architects and an addition of aerial habitat outside the front of the Indo-Malayan Pavilion.
- (\$11.268) million – The *Tropical Americas Gallery* project is deferred.

New Projects
(\$27.2M)

The 2020-2029 Capital Budget and Plan include the following new projects:

- \$21.466 million – The *Wilderness North* project is being added to the 10-Year Capital Plan in conjunction with the *Canadian Pavilion* Project which will allow more visitors to experience the diversity of species in their habitats native to Canada.
- \$5.752 million - Phase B of the *Conservation Campus (Welcome Area)* is added to improve access and the first impression for visitors arriving at the Zoo.

Capital Needs Constraints
(\$24.9M)

Toronto Zoo has one capital needs constraints project over the 10-year planning horizon:





- \$24.945 million - The construction of the *Oceania Pavilion* to replace the aged Indo-Malayan Pavilion which would reduce the ongoing maintenance costs. Funding for the design phase is included in the 10-Year Capital Plan which is anticipated to be completed in 2025-2026.

Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively.

2020 – 2029 CAPITAL BUDGET AND PLAN

\$117.0 Million 10-Year Gross Capital Program

			
Aging Infrastructure	Information Technology	Wildlife Habitats	Accessibility & Service
\$29.6 M 25%	\$8.0 M 7%	\$40.7 M 35%	\$38.7 M 33%
Conservation Campus SOGR	Wi-Fi System Upgrades	Orangutan Outdoor SOGR	Winter Improvements Winterized Zoomobile SOGR

How the Capital Program is Funded

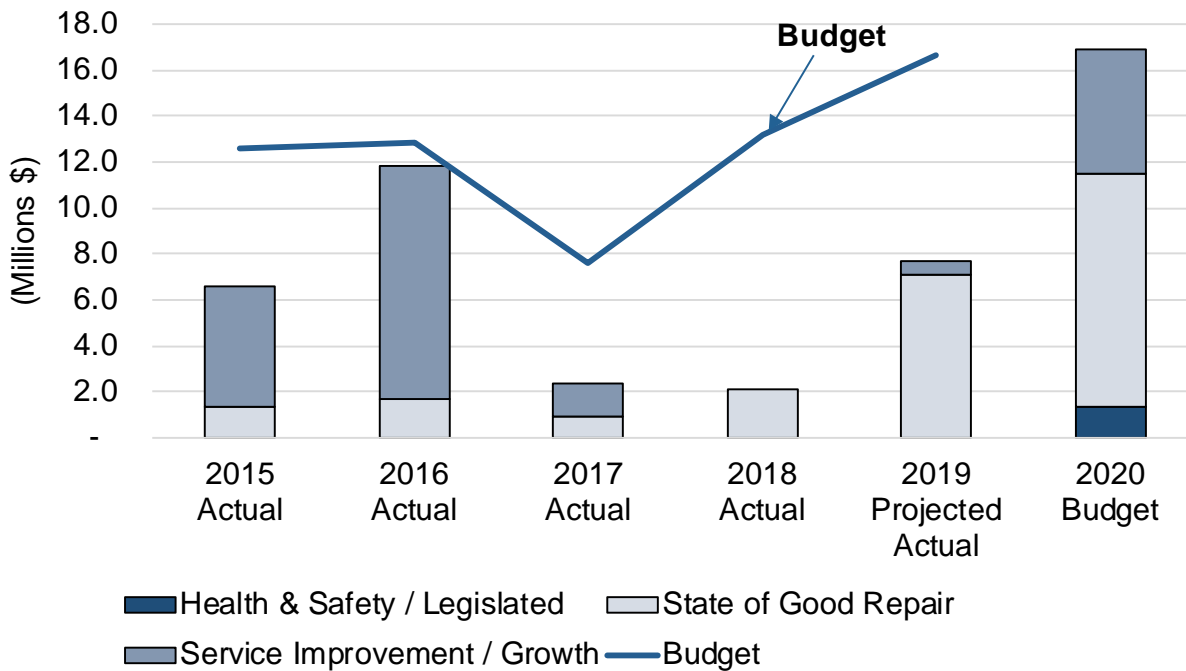
City of Toronto		Toronto Zoo Wildlife Conservancy		Provincial Funding	Federal Funding
\$107.7 M 93%		\$9.3 M 7%		\$0.0 M	\$0.0 M
Debt	\$100.9 M	Donations	\$ 9.3 M		
Other	\$ 6.8 M				

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Toronto Zoo's ability to spend and the markets capacity to deliver.

Key component in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	-	-	-	-	-	1.3
State of Good Repair	1.4	1.7	0.9	2.2	7.1	10.2
Service Improvement / Growth	5.2	10.1	1.4	-	0.5	5.4
Total	6.6	11.9	2.4	2.2	7.7	16.9
% Spent	53%	92%	31%	16%	46%	

Capacity to Spend Review Impact on the 10-Year Plan

Toronto Zoo's actual spending over the previous five years, from 2014 to 2018, has averaged \$5.3 million per year. In 2019, Toronto Zoo is forecasting to spend \$7.7 million or 46% of the 2019 Council Approved Capital Budget.

Toronto Zoo reviewed its historical capital spending trends and capacity to deliver projects, \$2.0 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years for the project below:

- The *Orangutan Outdoor Exhibit* project 2020 cash flow has been deferred by \$2.0 million to 2021 to reflect updated project delivery timelines.

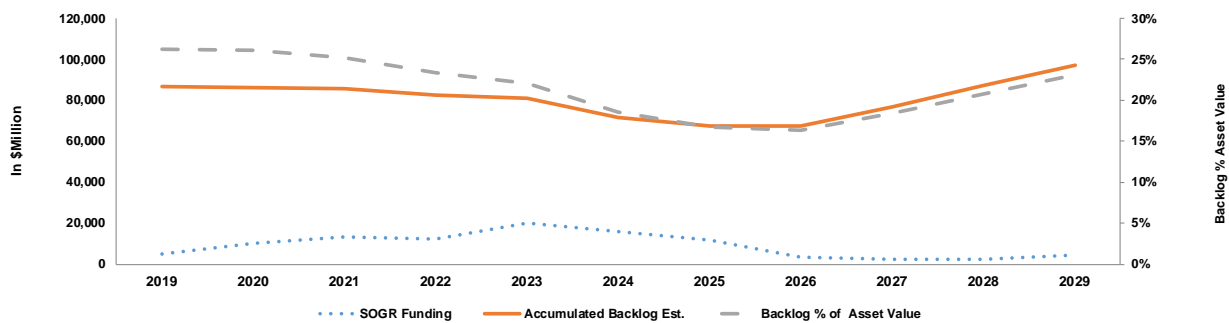
Despite adjustment as noted above, Toronto Zoo still requires cash flow funding of \$16.9 million in 2020 to continue the capital work. The 2020 cash flow is higher than the historic 5-year average spending and is attributed to the requirements below:

- To improve winter accessibility to the boardwalk ramp from the Indo-Malaya Pavilion to the African Rainforest Pavilion to address AODA legislative requirements.
- To upkeep the facility and enhance guest experiences by redesigning the Conservation Campus (Welcome Area), repairing and replacing building components, renovating smaller exhibits and improving public concerning visitor amenities.
- To invest in refurbishing exhibits including the Orangutan Outdoor Exhibit, Wilderness North and the Canadian Pavilion.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates Toronto Zoo:

Chart 3: Total SOGR Funding & Backlog



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	5,208	10,193	13,500	12,300	20,144	15,926	11,666	3,200	2,200	2,500	4,512
Accumulated Backlog Est.	86,568	86,068	85,763	82,456	80,755	71,579	67,225	67,608	76,808	87,104	97,166
Backlog % of Asset Value	26%	26%	25.2%	23.3%	22.1%	18.6%	16.7%	16.4%	18.4%	20.8%	23.1%
Total Asset Value	330,000	329,595	339,788	353,288	365,588	385,732	401,658	413,324	416,524	418,724	421,224

The foundation of the 10-Year Plan is guided by the Toronto Zoo's 2016 Master Plan. Recommendations from the Wayfinding Study, the Building Audit Report and Site Services Study are taken into consideration in establishing the Zoo's 10-Year Capital Plan.

The 2020-2029 Capital Budget and Plan will fund \$96.141 million of SOGR projects within Toronto Zoo over the 10-year period, providing an average of \$9.614 million annually. Based on this plan, the accumulated backlog will increase from \$86.068 million in 2020 to an anticipated \$97.166 million by 2029.

The construction of the Oceania Pavilion could not be accommodated during the 2020 Budget process and has been included in the "Capital Needs Constraints". The SOGR backlog shows an increasing trend starting 2025 as the Oceania Pavilion project addresses many SOGR issues in the Indo-Malayan Pavilion that was constructed in 1972. For further details about this project, please refer to Appendix 7.

APPENDICES

Appendix 1

2020 Operating Budget by Expenditure Category

Category (In \$000s)	2017 Actual	2018 Actual	2019 Budget	2019 Projected Actual *	2020 Total Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	632.5	1,428.0	1,011.5	1,011.5	1,011.5		
Federal Subsidies							
Other Subsidies							
User Fees & Donations	32,075.0	30,358.1	38,340.9	34,855.8	36,809.9	1,954.0	5.6%
Licences & Permits Revenue							
Transfers From Capital	171.0	171.0	171.0	171.0	171.0		
Contribution From Reserves/Reserve Funds	136.0	386.0	386.0	386.0	386.0		
Sundry and Other Revenues	926.1	661.2	721.2	434.1	720.8	286.6	66.0%
Inter-Divisional Recoveries							
Total Revenues	33,940.7	33,004.4	40,630.6	36,858.5	39,099.1	2,240.7	6.1%
Salaries and Benefits	28,486.4	30,201.1	31,384.0	30,075.3	31,340.5	1,265.2	4.2%
Materials & Supplies	7,837.4	6,946.3	8,534.5	6,966.6	8,073.6	1,106.9	15.9%
Equipment	560.4	299.5	493.9	244.0	555.1	311.1	127.5%
Service and Rent	10,762.7	10,037.1	11,509.2	11,770.9	10,730.0	(1,040.9)	(8.8%)
Contribution To Capital							
Contribution To Reserves/Reserve Funds	833.3	986.3	1,167.0	1,147.5	1,172.2	24.8	2.2%
Other Expenditures			3.7				
Inter-Divisional Charges							
Total Gross Expenditures	48,480.1	48,470.3	53,092.3	50,204.3	51,871.4	1,667.2	3.3%
Net Expenditures	14,539.4	15,465.9	12,461.8	13,345.8	12,772.3	(573.5)	(4.3%)
Approved Positions	394.0	396.0	397.0	397.0	399.2	2.2	0.6%

* Year-End Projection Based on Q3 2019 Variance Report

** Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Appendix 2

Summary of 2020 Service Changes

Not Applicable

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

Not Applicable

Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

Not Applicable

Appendix 5

2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TZ001	Winter Accessibility	1,327	-	-	-	-	-	-	-	-	-	1,327	1,327		
TZ002	Winter Zoomobile	1,384	-	-	-	-	-	-	-	-	-	1,384			1,384
TZ003	Wildlife Health Centre	1,191	-	-	-	-	-	-	-	-	-	1,191		1,191	
TZ004	Building & Services Refurbishment	3,200	2,100	1,850	1,200	1,200	1,500	1,200	1,200	1,200	1,200	15,850		15,850	
TZ005	Exhibit Refurbishment	1,000	600	350	-	-	-	-	-	-	-	1,950		1,950	
TZ006	Grounds and Visitor Improvement	2,392	2,000	1,300	2,800	1,300	1,200	200	200	200	200	11,792		11,792	
TZ007	Information Systems	800	800	800	800	800	800	800	800	800	800	8,000		8,000	
TZ008	Orangutan Outdoor	4,000	2,000	-	-	-	-	-	-	-	-	6,000			6,000
TZ009	Welcome Area Redesign	1,610	7,000	7,000	5,344	-	-	-	-	-	-	20,954		20,954	
TZ010	Ravens Roost	-	-	-	-	-	1,000	5,471	-	-	-	6,471			6,471
TZ011	Carolinian Forest Boardwalk	-	-	-	-	-	225	500	-	-	-	725			725
TZ012	Discovery Zone Refurbishment	-	-	-	-	-	223	796	2,784	1,176	-	4,979			4,979
TZ013	Oceania Pavilion - Design	-	-	-	-	-	1,000	1,000	-	-	-	2,000		2,000	
TZ014	Rhino Ridge	-	-	-	-	-	-	-	-	300	2,312	2,612		2,612	
TZ015	Wilderness North/Canadian Pavilion	-	1,000	1,000	10,000	12,626	7,166	-	-	-	-	31,792		31,792	
	Total Expenditures (including carry forward from 2019)	16,904	15,500	12,300	20,144	15,926	13,114	9,967	4,984	3,676	4,512	117,027	1,327	96,141	19,559

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TZ001	Winter Accessibility	1,327										1,327	1,327		
TZ002	Winter Zoomobile	1,384										1,384	1,384		
TZ003	Wildlife Health Centre	1,191										1,191			1,191
TZ004	Building & Services Refurbishment	3,200										3,200	452		2,748
TZ005	Exhibit Refurbishment	1,000										1,000	29		971
TZ006	Grounds and Visitor Improvement	2,392										2,392	242		2,150
TZ007	Information Systems	800										800			800
TZ008	Orangutan Outdoor	4,000	2,000									6,000	5,063	937	
TZ009	Welcome Area Redesign	1,610										1,610	1,417		193
	Total Expenditure (including carry forward from 2019)	16,904	2,000	-	-	-	-	-	-	-	-	18,904	9,914	937	8,053

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Toronto Zoo to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TZ004	<i>Building & Services Refurbishment</i>	2,100	1,850	1,200	1,200	1,500	1,200	1,200	1,200	1,200	12,650		12,650	
TZ005	<i>Exhibit Refurbishment</i>	600	350	-	-	-	-	-	-	-	950		950	
TZ006	<i>Grounds and Visitor Improvement</i>	2,000	1,300	2,800	1,300	1,200	200	200	200	200	9,400		9,400	
TZ007	<i>Information Systems</i>	800	800	800	800	800	800	800	800	800	7,200		7,200	
TZ009	<i>Welcome Area Redesign</i>	7,000	7,000	5,344	-	-	-	-	-	-	19,344		19,344	
TZ010	<i>Ravens Roost</i>	-	-	-	-	1,000	5,471	-	-	-	6,471			6,471
TZ011	<i>Carolinian Forest Boardwalk</i>	-	-	-	-	225	500	-	-	-	725			725
TZ012	<i>Discovery Zone Refurbishment</i>	-	-	-	-	223	796	2,784	1,176	-	4,979			4,979
TZ013	<i>Oceania Pavilion - Design</i>	-	-	-	-	1,000	1,000	-	-	-	2,000		2,000	
TZ014	<i>Rhino Ridge</i>	-	-	-	-	-	-	-	300	2,312	2,612		2,612	
TZ015	<i>Wilderness North/Canadian Pavilion</i>	1,000	1,000	10,000	12,626	7,166	-	-	-	-	31,792		31,792	
Total Expenditures (including carry forward from 2019)		13,500	12,300	20,144	15,926	13,114	9,967	4,984	3,676	4,512	98,123	-	85,948	12,175

Appendix 6

Reporting on Major Capital Projects: Status Update

Not Applicable

Appendix 7

Summary of Capital Needs Constraints (In \$ Millions)

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)											
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2025 - 2029	
<i>Oceania Pavilion - Construction</i>	24.945	6.000	18.945	-	-	-	-	-	-	-	-	8.315	8.315	8.315	24.945
Total	24.945	6.000	18.945	-	-	-	-	-	-	-	-	8.315	8.315	8.315	24.945

In addition to the 10-Year Capital Plan of \$117.0 million, staff have also identified \$24.9 million in capital needs constraints for the Toronto Zoo as reflected in the table above.

The new Oceania Pavilion will replace the aged Indo-Malaya Pavilion that was constructed in 1974. Efforts have been made to maintain the buildings to meet health and safety requirements but given the age of the buildings, the maintenance costs and their frequency has become unsustainable. Construction of a new facility will reduce the ongoing maintenance cost. The Oceania Pavilion will focus not just on Indo-Malayan species but also on other important areas of the South Pacific.

Included in the 2020-2029 Capital Budget and Plan is the design of the Oceania Pavilion (\$2.0 million) which will commence in 2025-2026. The construction of the pavilion (\$24.945 million) is included in the Capital Needs Constraints due to limitations on debt servicing cost and the project readiness to proceed. This project will be included in the list of Capital Needs Constraints in future year budget process for consideration.

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

Table 8b – Fees Above Inflation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019	2020		2021	2022
					Approved Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
TZ001	General Admission to the Toronto Zoo - Non-peak time	Zoo Visitor Services	Market Based	Daily	\$20.35	\$1.85	\$22.20	\$22.20	\$22.20
TZ001.1	General Admission to the Toronto Zoo - Peak time	Zoo Visitor Services	Market Based	Daily	\$25.66	\$2.33	\$27.99	\$27.99	\$27.99
TZ002	Admission to the Toronto Zoo- Children (ages 3-12), non-peak time	Zoo Visitor Services	Market Based	Daily	\$12.39	\$1.11	\$13.50	\$13.50	\$13.50
TZ002.1	Admission to the Toronto Zoo - Children (ages 3-12) -Peak time	Zoo Visitor Services	Market Based	Daily	\$16.81	\$1.49	\$18.30	\$18.30	\$18.30
TZ003	Admission to the Toronto Zoo - Seniors (over 65) -Non-peak time	Zoo Visitor Services	Market Based	Daily	\$15.93	\$1.42	\$17.35	\$17.35	\$17.35
TZ003.1	Admission to the Toronto Zoo- Seniors (over 65) - Peak time	Zoo Visitor Services	Market Based	Daily	\$21.24	\$1.91	\$23.15	\$23.15	\$23.15
TZ007	Access to the Toronto Zoo parking lot for vehicles of individuals.	Zoo Visitor Services	Market Based	Daily	\$12.00	\$2.00	\$14.00	\$14.00	\$14.00
TZ008	Annual Family membership for two named adults and up to 4 children/grandchildren (ages 3 to 15) living in the same household.	Zoo Visitor Services	Market Based	Annual	\$172.57	\$13.27	\$185.84	\$185.84	\$185.84
TZ009	Family membership for two named adults and up to 4 children/grandchildren (ages 3 to 15) living in the same household - Biannual	Zoo Visitor Services	Market Based	Bi-Annual	\$327.43	\$13.28	\$340.71	\$340.71	\$340.71
TZ014	Single family membership for one named adult and up to 4 children/grandchildren (ages 4 to 15) living in the same household - Annual	Zoo Visitor Services	Market Based	Annual	\$132.74	\$13.28	\$146.02	\$146.02	\$146.02
TZ015	Single family membership for two named adults and up to 4 children/grandchildren (ages 4 to 15) living in the same household. - Bi-Annual	Zoo Visitor Services	Market Based	Bi-Annual	\$247.79	\$13.27	\$261.06	\$261.06	\$261.06

Table 8c - User Fees for Discontinuation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2019 Approved Rate	Year Introduced	Reason for Discontinuation
TZ030	Camel Ride	Zoo Visitor Services	Market Based	Per Rider	\$6.00	Pre-1998	Services no longer desired
TZ031	Pony Rides for Children	Zoo Visitor Services	Market Based	Per Rider	\$5.00	Pre-1998	Services no longer desired

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds 2020 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		984.0	984.0	984.0	984.0
Zoo Endangered Species Reserve Fund	XR3006				
<i>Withdrawals (-)</i>			(136.0)	(136.0)	(136.0)
<i>Contributions (+)</i>			136.0	136.0	136.0
Total Reserve / Reserve Fund Draws / Contributions			(0.0)	(0.0)	(0.0)
Balance at Year-End		984.0	984.0	984.0	984.0

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		20.8	20.8	41.6	62.4
Zoo Stabilization Reserve	XQ2032				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			20.8	20.8	20.8
Total Reserve / Reserve Fund Draws / Contributions		20.8	20.8	20.8	20.8
Balance at Year-End		20.8	41.6	62.4	83.3

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		29,462.4	29,462.4	26,035.0	22,540.0
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			269.4	269.4	269.4
Total Reserve / Reserve Fund Draws / Contributions		-	269.4	269.4	269.4
Other Program / Agency Net Withdrawals & Contributions			(3,696.8)	(3,764.4)	(3,417.4)
Balance at Year-End		29,462.4	26,035.0	22,540.0	19,392.0

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		25,183.1	25,183.1	16,736.2	8,289.3
Sick Leave Reserve Fund	XR1007				
<i>Withdrawals (-)</i>			(250.0)	(250.0)	(250.0)
<i>Contributions (+)</i>			250.0	250.0	250.0
Total Reserve / Reserve Fund Draws / Contributions		-	-	-	-
Other Program / Agency Net Withdrawals & Contributions			(8,446.9)	(8,446.9)	(2,770.3)
Balance at Year-End		25,183.1	16,736.2	8,289.3	5,519.0

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		687.9	687.9	833.9	979.9
Vehicle Reserve-Zoo	XQ1703				
<i>Withdrawals (-)</i>			(350.0)	(350.0)	(350.0)
<i>Contributions (+)</i>			496.0	496.0	496.0
Total Reserve / Reserve Fund Draws / Contributions		-	146.0	146.0	146.0
Other Program / Agency Net Withdrawals & Contributions			-	-	-
Balance at Year-End		687.9	833.9	979.9	1,125.9

* Based on 9-month 2019 Reserve Fund Variance Report
Updated Fleet Services Capital Withdrawal is included.

Appendix 10

Glossary of Terms

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

Staff Recommended Operating / Capital Budget: An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

Appendix 11

Board Approved Vs. City Council Approved Budget

2020-2029 Capital Budget and Plan – Board Approved Vs. City Council Approved Budget

\$ Millions	Board	City Council	Difference	
	Approved	Approved	\$	%
2020				
Gross Expenditures	16.9	16.9		
Debt	16.9	9.4	7.5	80.2%
2021-2029				
Gross Expenditures	125.1	100.1	24.9	24.9%
Debt	125.1	91.6	33.5	36.6%
Total				
Gross Expenditures	142.0	117.0	24.9	21.3%
Debt	142.0	100.9	41.0	40.6%

At its meeting on October 24, 2019, the Board of Management of Toronto Zoo approved the 2020-2029 Capital Budget and Plan which requires a total cash flow funding of \$141.972 million funded entirely by debt. Decisions of the meeting can be accessed via the following link <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.ZB7.4>.

The 2020-2029 City Council Approved Capital Budget and Plan for Toronto Zoo, however, is not consistent with the 10-Year Capital Plan approved by the Board of Management of Toronto Zoo at its meeting for the following reasons:

- Cash flow funding of \$24.945 million for Oceania Pavilion, funded by \$18.945 million debt and \$6.0 million donation, could not be accommodated in the 10-Year Capital Plan due to City's affordability and therefore is included in the Capital Needs Constraints for consideration in future year budget processes.
- Donations from Toronto Zoo Wildlife Conservancy of \$9.320 million is added to the 10-Year Capital Plan to reduce reliance on City's debt funding over the 10 year horizon.