



toronto
ZOO

ANNUAL REPORT | 2020

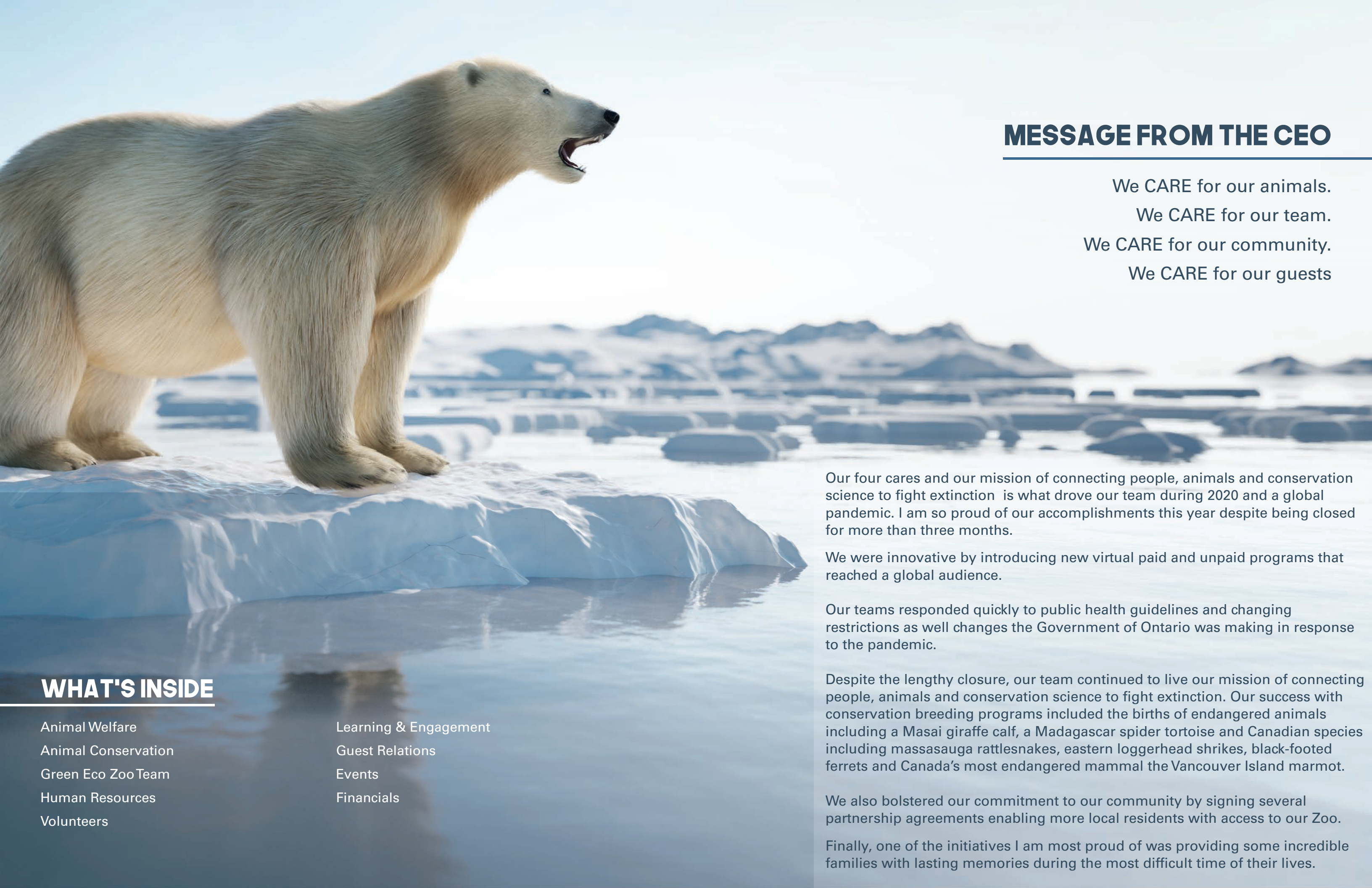
OUR MISSION:

**OUR TORONTO ZOO - CONNECTING
PEOPLE, ANIMALS AND CONSERVATION
SCIENCE TO FIGHT EXTINCTION.**



OUR VISION:

**A WORLD WHERE WILDLIFE
AND WILD SPACES THRIVE.**



MESSAGE FROM THE CEO

We CARE for our animals.
We CARE for our team.
We CARE for our community.
We CARE for our guests

Our four cares and our mission of connecting people, animals and conservation science to fight extinction is what drove our team during 2020 and a global pandemic. I am so proud of our accomplishments this year despite being closed for more than three months.

We were innovative by introducing new virtual paid and unpaid programs that reached a global audience.

Our teams responded quickly to public health guidelines and changing restrictions as well changes the Government of Ontario was making in response to the pandemic.

Despite the lengthy closure, our team continued to live our mission of connecting people, animals and conservation science to fight extinction. Our success with conservation breeding programs included the births of endangered animals including a Masai giraffe calf, a Madagascar spider tortoise and Canadian species including massasauga rattlesnakes, eastern loggerhead shrikes, black-footed ferrets and Canada's most endangered mammal the Vancouver Island marmot.

We also bolstered our commitment to our community by signing several partnership agreements enabling more local residents with access to our Zoo.

Finally, one of the initiatives I am most proud of was providing some incredible families with lasting memories during the most difficult time of their lives.

WHAT'S INSIDE

Animal Welfare

Animal Conservation

Green Eco Zoo Team

Human Resources

Volunteers

Learning & Engagement

Guest Relations

Events

Financials



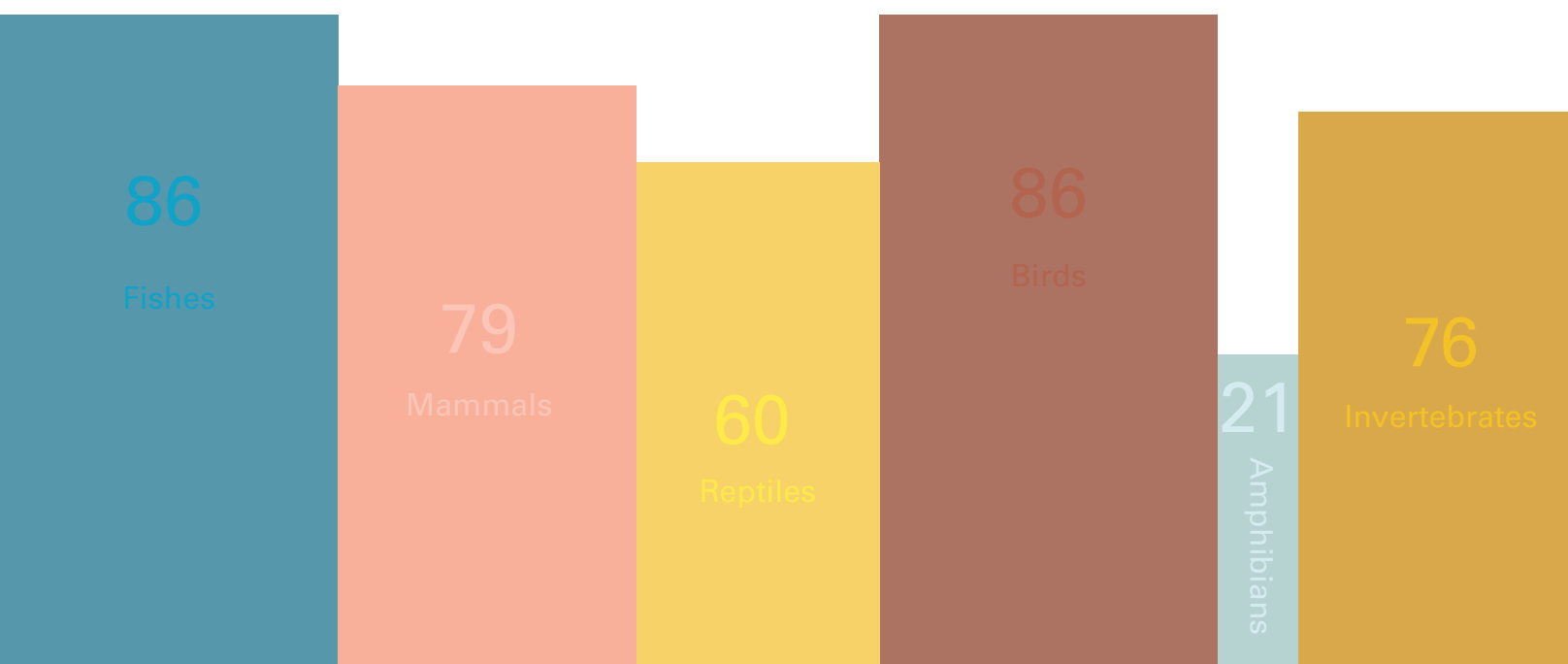
ANIMAL WELFARE

The protection of the health and well-being of animals and how an animal is coping with the conditions in which it lives.

The welfare of animals within AZA (*Association of Zoos & Aquariums*) and CAZA (*Canada's Accredited Zoos and Aquariums*) has grown accordingly in recent years. In 2017 AZA introduced a number of new accreditation standards making animal welfare a condition of the accreditation process - AZA Accreditation Standard 1.5.0 Animal Welfare, Care, and Well-Being. The institution must have a process for assessing animal welfare and wellness and animal welfare considerations will impact every component of accreditation. This means all areas of Zoo operations, from Facilities to Education, Public Relations, etc. must all consider animal welfare.

Animal welfare has always been a top priority for your Toronto Zoo. As we move forward, we will be taking a more scientific approach to evaluate the well-being of animals in our care. As we learn more about the importance of individual animal's experiences, physical health, behavioural health, and overall environment, we are challenged to find ways to assess the comprehensive welfare of animals on a consistent basis and ensure that animals residing in our care are given ample opportunities to thrive.

IN 2020 YOUR TORONTO ZOO WAS HOME TO 4306 INDIVIDUAL ANIMALS. THOSE ANIMALS ARE MADE MADUP OF 408 DIFFERENT SPECIES



YOUR TORONTO ZOO HIGHLIGHTS

Your Toronto Zoo is a major player when it comes to conservation initiatives and produces many noteworthy achievements each year. In 2020 the Zoo had many animal achievements but just a few highlights are listed below.

- Toronto Zoo successfully hatched a baby Madagascar spider tortoise. This is **the first hatching of a Madagascar spider tortoise at the Toronto Zoo**. The Madagascar spider tortoise is listed as Critically Endangered by the International Union for Conservation of Nature (IUCN). Populations in the wild are declining due to habitat alteration and collection for the pet trade and food trade.
- Toronto Zoo has been involved in wood bison conservation since 1977 and since that time, efforts from various organizations have resulted in the species being down listed from “endangered” to “threatened”. Your Toronto Zoo had 17 female bison voluntarily entered the chute and received the first of three hormone injections, allowing our Reproductive Sciences team to synchronize their reproductive cycle. 30 days post-ovulation, teams from Wildlife Care, Wildlife Health, Reproductive Science and University of Saskatchewan performed ultrasounds on each female bison, but unfortunately no fetal heartbeats were detected. While the trials were unsuccessful the research gained is a great success for the conservation breeding program.
- In October of 2020, your Toronto Zoo pleased to announce that Canada’s Accredited Zoos and Aquariums (CAZA) recognized the called Washed Ashore – Art To Save The Sea temporary exhibit and your zoo with the Eleanore Oakes Award for Education Program Design. This award recognizes the **#EveryActionCounts** program for outstanding achievement and innovation in education program design that enhances conservation knowledge and/or promotes positive conservation attitudes and behaviour.



Since 1974 your Toronto Zoo has participated in some of the most significant conservation efforts in the zoological industry. Your zoo prides itself in the work it does for endangered Ontario species through conservation programs such as the Blanding’s Head-start program, Black-footed Ferret, Vancouver Island Marmot and Eastern Loggerhead Shrikes captive breeding programs, and many more species recovery programs.

2020 Conservation births and releases

Eastern Loggerhead Shrike

Born - 12
Released - 9

Vancouver Island Marmot

Born - 8
Released - 7

Black-footed Ferret

Born - 6

Blanding’s turtles

Released - 120

Wood Turtles

Released - 68



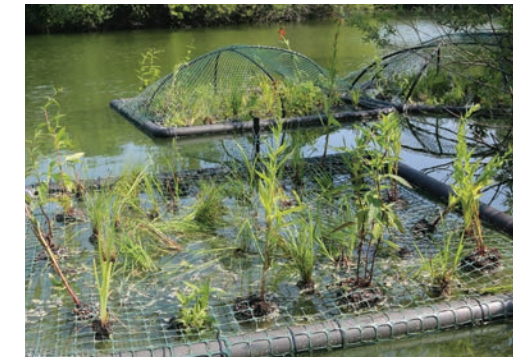


GREEN ECO ZOO TEAM

The Green Eco-Zoo Team (GEZT), a non-technical advisory committee to the CEO, addresses the environmental impacts of Zoo operations, policies and procedures, and makes recommendations that will lessen our ecological footprint in the Rouge Valley, the City of Toronto, and on the earth.

The Toronto Zoo is pleased to report a total of nine water bottle filling stations now exist at the Zoo. The Toronto Zoo installed its first water bottle filling station in 2018, five in 2019, and an additional three units were purchased and installed in public locations in 2020.

In a continued effort to improve water quality and aesthetics of the series of ponds running through the Zoo; a second floating wetland was added. This floating wetland was installed in a highly visible location at the Americas wetland/Eurasia Wilds courtyard. Additional signage installations highlight the value of utilizing nature to maintain the health of ecosystems. Efforts continue to expand these platforms through the series of ponds at the Zoo creating layout designs that are both functional and pleasing to the visitors.



The Zoo participated in the 2020 Association for Zoos and Aquarium's (AZA) Gorillas on the Line... Answer the Call Campaign; an awareness and fundraising program to help Gorilla Conservation in Africa. The Toronto Zoo collected 2,431 cellphones during this campaign, the highest number of cellphones collected by all participating zoos. The 2020 Gorilla on the Line Campaign collected **6,194 cellphones and over \$2,000** for Gorilla Conservation in the Dominican Republic of Congo.



Toronto Zoo became an Ocean Wise Partner in 2020. An audit was conducted of all freshwater and seafood products purchased by both the Nutrition unit for animal diets and Restaurant Associates for on-site food services. More than 50% of the items being purchased were Ocean Wise approved products. Ocean Wise has recommended Ocean Wise approved alternatives for the remaining items. The Zoo has highlighted ten exhibits as Ocean Wise Approved, where the animals eat Ocean Wise approved items as part of their diet.

HUMAN RESOURCES

In 2020 the Zoo employed a variety of roles which included wildlife care professionals, experts in veterinary medicine, nutrition, reproductive and animal welfare sciences, conservationists, skilled trades, guest experience champions and variety of support/operations staff. The diversity of positions allows the Zoo to operate our own city to deliver the highest level of animal care, guest experiences and conservation programming.

The effects of the pandemic did impact staffing levels overall and HR continued to pivot and work with each area to determine workforce needs based on a variety of factors including public health recommendations and new programs and initiatives to help keep our Zoo operational and safe. During these times we made significant changes in the way we work which included a shift to the virtual world for recruitment and on-boarding, working from home and other initiatives to ensure operations continued.

Equity, Diversity & Inclusion has been a focus this year. Providing a variety of information sessions, developing surveys, connecting with and creating new Zoo partnerships, the development of an EDI steering committee and working groups has been a key focus.

Human Resources has made changes to our organizational structure to build strong working relationships for both management and employees, streamline processes, gain in-depth understanding of the area to work through HR issues and solutions, ensuring HR work is aligned to the Zoo's strategic priorities.

HR will continue working on some great projects, which include modernization of human resources technology, creation of a learning and development framework, modernization of our recruitment and onboarding, development of human resources metrics, and finalizing and moving forward with the Equity, Diversity and Inclusion framework.



In December 2020 the Zoo was named as one of Greater Toronto's Top Employers for 2021, highlighting the best places to work in the region.



VOLUNTEERS

2020 got off to a busy start, with Volunteers working hard to deliver the Zoo's mission of connecting people, animals, and conservation science to fight extinction.

During Family Month festivities in February, **a record 53 groups signed up for special Members-only, Volunteer-led guided tours** of the Zoo. Volunteers also assisted with the 2nd Annual Polar Dip; cheered on runners in the "Move Your Paws for the Polar Bear Cause" run; spread the love at our extremely popular Valentine's Day program; and, in early March, represented the Zoo at "Celebrate Toronto," a party for Toronto's 186th birthday at Nathan Phillips Square.

When the Zoo closed to guests on March 13, Volunteers, like staff, pivoted to face the challenges the pandemic presented. During the three-month closure, Volunteers honed their interpretive skills and animal expertise through many Zoo-provided training opportunities. They also put their sewing skills to work making face masks for the Scarborough Health Network.

When the Zoo reopened to pedestrian guests on June 27, Volunteers were back, welcoming people on both the Scenic Safari Drive-Through and walking routes. They also engaged guests in the greenhouse when our second corpse flower, "Vincent Van Gross," bloomed in August, and supported Brew at the Zoo in September. Volunteers' assistance with guiding guests and reminding them of COVID protocols helped ensure the events were successful.

Almost 100 Volunteers lined the Scenic Safari Drive-Through route to cheer on local healthcare heroes from the Scarborough Health Network during two exclusive events on July 4 and September 13. The Volunteers' appreciation shone through and buoyed the spirits of healthcare workers and their families.

In October, the Toronto Zoo began piloting a new virtual experience through the TorontoZooLife channel on Twitch TV. A small team of specially trained Volunteers offered twice-daily "virtual field trip" chats during live-stream feeds from the Western lowland gorilla, African penguin, and Masai giraffe exhibits. By the end of the year, after less than three months, the channel had almost 100,000 unique viewers from around the world.

Halloween fun was also in the air in October, with 50 Volunteers donning their spookiest costumes to thrill all those who dared to travel the Drive-Thru BOOmobile route.

Overall, in 2020, a team of **277 Volunteers donated 17,856 hours** of their time to the Toronto Zoo and reached almost 400,000 people.



LEARNING & ENGAGEMENT

2020 was a year of innovation from your Toronto Zoo educational programs. While many of the usual programs such as Zoo Camp, Serengeti Bush Camp, and School Programs were not able to operate due to the pandemic, new opportunities for our guests to engage with the Zoo and have memorable experiences were developed.

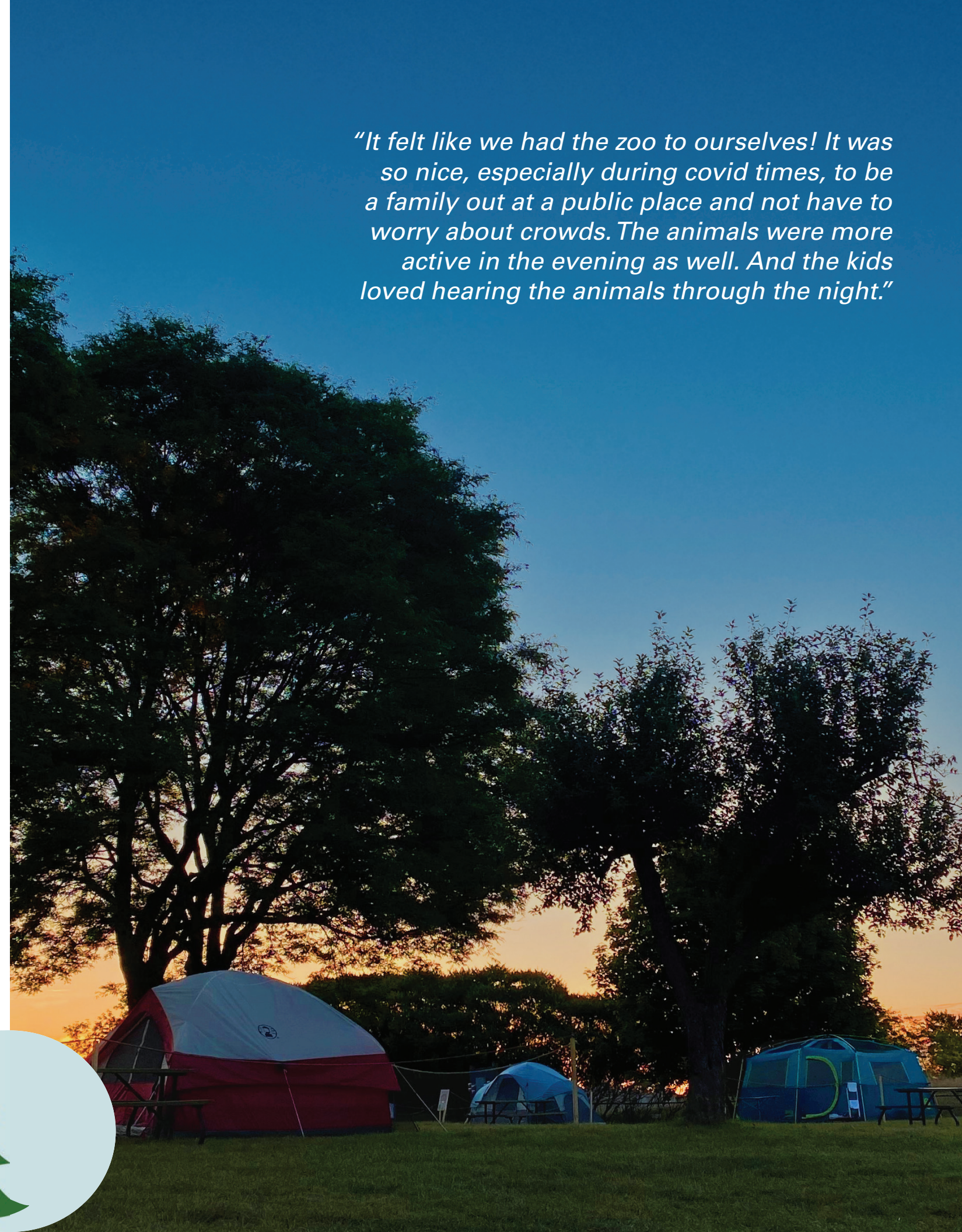
While the Zoo was unable to welcome guests to our site, a series of new virtual experiences were offered to bring the Zoo-to-You! Included were live and interactive private virtual tours, personalized video greetings from Zoo staff and wildlife, and free large-scale virtual events on a variety of themes. Through the virtual experiences, a **total revenue of \$19,254** was generated while connecting with an estimated **36,986 devices**, which represents an equal number of, or significantly more, individuals on each device.



2020 also included a new overnight experience being offered for our guests. Wild Tails Family Camping experience operated from August 6 to September 20, where families and friends could bring their own tent to our African campsite for an evening and night of exploration and adventure.

1,579 campers enjoyed this experience generating **\$123,595 in revenue.**

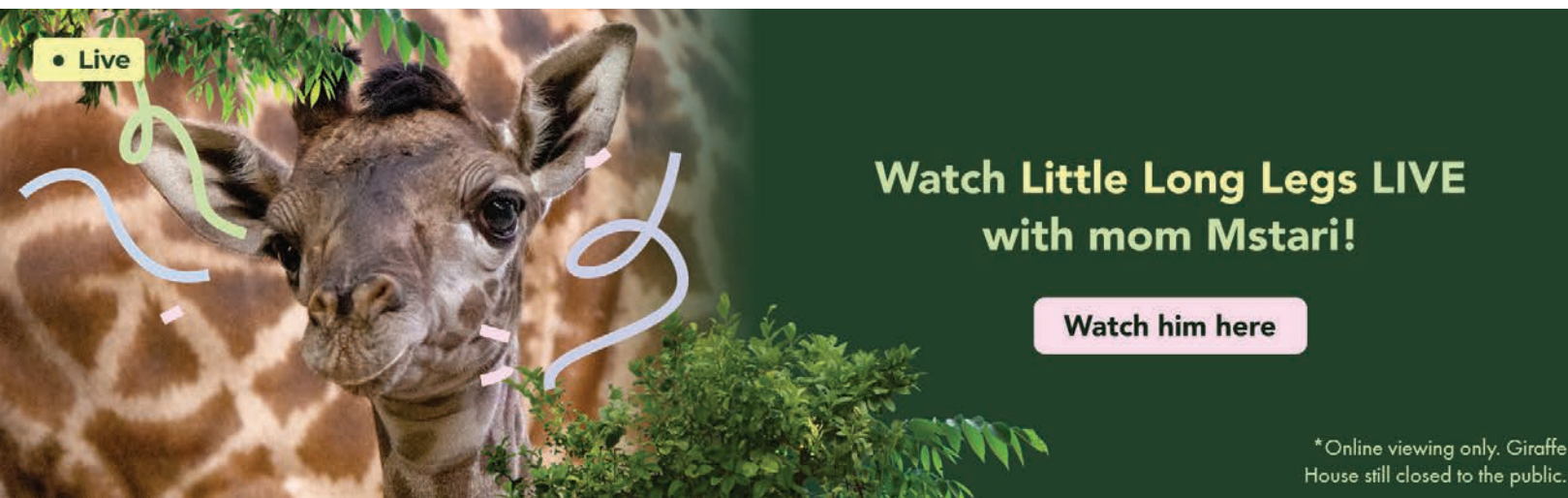
"It felt like we had the zoo to ourselves! It was so nice, especially during covid times, to be a family out at a public place and not have to worry about crowds. The animals were more active in the evening as well. And the kids loved hearing the animals through the night."



Family Camping
at the Zoo!

Wild tails
Campsite

Welcome to Wild tails Campsite



Brizicam Pilot

The Zoo launched an exciting new Live Cam pilot project with a company called BriziCam in the summer of 2020. This live camera technology currently uses the Twitch platform to stream real-time video content to large audiences from around the world. What differentiates this platform from other live video content is that the camera is crowd-controlled, and users can navigate through different animal habitats to get the best vantage points to view the Zoo's animals.

We launched a live cam featuring our Masai giraffes in June 2020, added a second camera featuring the Western lowland gorillas in October and added the third camera featuring the African penguins in November. Since launching, we have also offered daily live Q+A chats with both Keepers and Zoo volunteers as another avenue to connect with viewers while at home.

Highlight of Media Relations/PR activity

- 7 x live remotes/broadcasts
- 9 x media events
- 49 x radio interviews conducted (live and taped)
- 35 x phone interviews
- 192 x media requests coordinated (written statements, filming and virtual interviews)
- 42 x photo/video asset requests coordinated
- 4 x external podcast requests/recorded
- 28 x Newsletter submissions written and submitted (Tourism Toronto, We've Been Expecting You, SCRO, Highland Creek Villager, West Rouge Life & Live Green)
- 12 x Scarborough Mirror Columns written and submitted
- 59 x press releases written

STRATEGIC COMMUNICATIONS

What do you do when your zoo is closed - you find as many ways to connect people with our animals and conservation stories as possible, virtually. This is what drove most of our communications direction for 2020. Social media and online focus were a tremendous focus for us.

Social Media

The Zoo's social media community now totals over 558,000 people across all platforms, a **50.5% increase from 2019** which ended with 370,975. In 2020, the Zoo exceeded 212,855,489 impressions, and engaged 14,312,001 people, and saw over 10,000,000 YouTube video views.

The Zoo currently ranks #1 for Facebook and Instagram page engagement compared to other G5/Canadian Attractions



Facebook Fundraising

The Zoo also piloted using Facebook fundraising as a means to garner online donations to support the Toronto Zoo Wildlife Conservancy. The "Zoo Food For Life" campaign, (launched in April 2020) exceeded the Facebook page goal of

\$50,000, closing out at **\$84,230 in less than a month**. The fundraising widget was also added to our daily Facebook Lives during the first closure from March to late June. This brought in an additional \$9000 to the Zoo.

New: Daily Facebook Lives

Your Toronto Zoo started delivering Facebook Live sessions at 1:00pm daily as of March 16, 2020 after closing to the public. This series of videos reached over 19 million impressions and engaged over 1.7 million people in 2020. This was a great opportunity for viewers to directly connect with Keeper staff while at home, as each session offers a Q+A session similar to Keeper Talks offered on-site when the Zoo is open.

Partnerships

The need to leverage strong partnerships and in-kind promotional opportunities has never been more important. A few significant partnerships included:

Toronto Star Livecam, City Parent Magazine, Retail Pages, Toronto City Key, Attractions Ontario , ParentSource.ca and Toronto4Kids.com, Metroland Media

EVENTS & COMMUNITY OUTREACH

Every year, your Toronto Zoo coordinates and participates in a vast array of guest experiences, events, and programs, ranging from on-site signature and 'added value' events, activations, seasonal activities, off-site community and partner events, and corporate and private events. The Zoo was gearing up for a busy 2020 with a full event schedule when the COVID-19 pandemic was declared. Your Toronto Zoo quickly pivoted to develop new virtual experiences and on-site COVID-19 safe guest experiences and events, along with adapting existing events, in order to continue to deliver memorable experiences, support our community, and reach new audiences.

Scenic Safari Drive-Thru | May - July

Opened on May 23, 2020 when the province of Ontario moved into reopening Phase One allowing for businesses to operate with a high level of restrictions. The Zoo determined that it was best to provide a fun and safe experience for guests and members was to operate a drive-thru Zoo! Guests and members were able to drive their own vehicles on a route that took them through and past many sections of the Zoo including Indo-Malaya, African Savanna, Mayan Temple Ruins and Eurasia. A total of 42,550 vehicles participated, generating \$2,527,415 in net revenue.

Scarborough Health Network - Healthcare Heroes Parade | July 4 & Sept 13

As a thank you for all their hard work to stop the spread of COVID-19 in our communities, 400 healthcare heroes from Scarborough Health Network were invited to attend a well-deserved day off with their families to experience the Zoo's Scenic Safari drive-thru from the comfort and safety of their vehicles. This was made possible in collaboration with Honda Canada Foundation, Coca-Cola, and Earth Rangers, who generously sponsored the event.

Fall Marketplace | September - October

Launching in September, the Toronto Zoo hosted our first ever community Marketplace to support amazing artisans, producers, and processors from the local community. The Marketplace offers a unique experience at the Toronto Zoo that serves our community and frames the Zoo as a cultural hub within Scarborough. A total of 29 unique vendors participated in the Marketplace over the span of 6 Saturdays.



BOOmobile | October

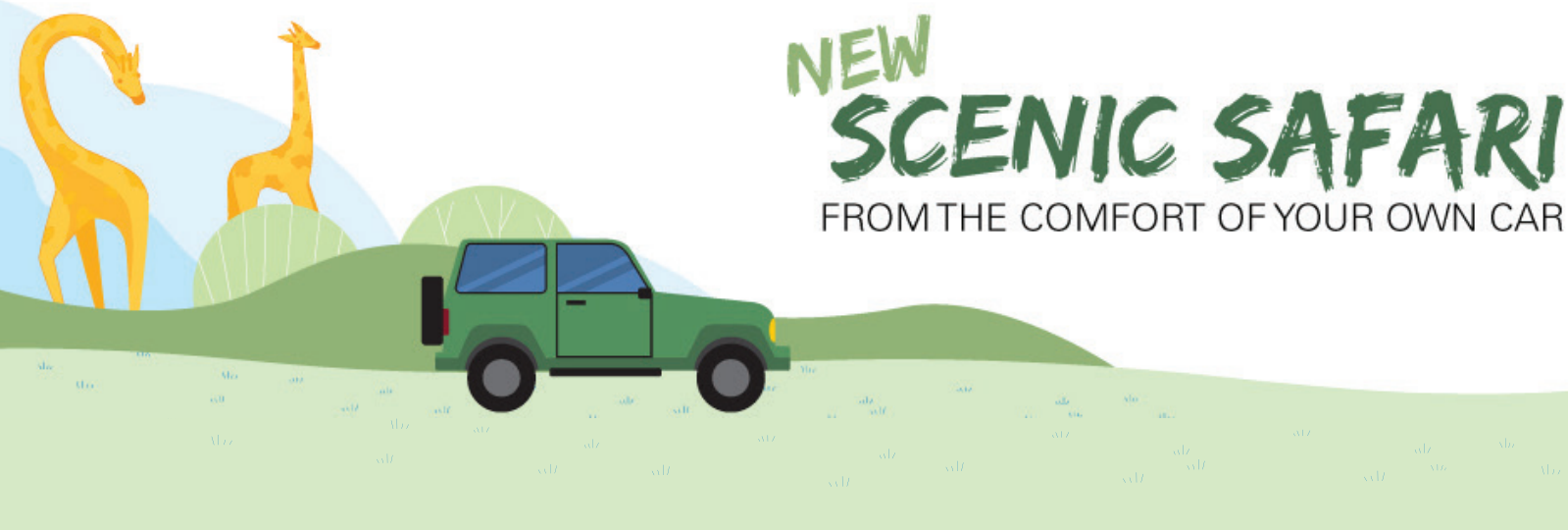
A Drive-thru Halloween adventure. A family friendly excursion where guests enjoyed scenic fall foliage while learning about the Zoo and the ghosts that haunt the Zoo from their own vehicles. Featured a fun and festive podcast as guests drove through various areas of the Zoo as well as our Special Exhibit, Hay-lloween Town which featured hay bale masterpieces created by our very own Zoo staff, volunteers and community partners. A total of 1869 vehicles participated generating \$39,493.79 in net revenue

Holiday Marketplace & Drive-Thru

Guests experienced the beauty of winter as they drove through the Zoo's special holiday route from the safety and warmth of their own vehicles. The Holiday Drive-Thru featured a 35 Foot tall Toronto Zoo Christmas Tree and our Holiday Marketplace on their way to see Santa Claus himself! This experience also featured a drive past Santa's Cottage and reindeer (Caribou) and the Enrichment Toy Workshop, while allowing guests to support the Second Harvest Food Drive and Toronto Firefighters Association Toy Drive. A total of 4627 vehicles participated generating \$9,871.22 in net revenue and \$11,000 in donations.

CORPORATE EVENTS

Prior to the COVID-19 pandemic being declared in March, Group Events had been on track for the strongest year on record and had already secured 50% of the 2020 revenue target and what was projected to be the largest Group Event in Zoo history. These events unfortunately never came to fruition and Group Events staff resources were re-allocated for the year to focus on other Zoo priorities as corporations prioritized virtual events over in-person.





**Board of Management of the Toronto Zoo
Statements of Income and Expense | December 31, 2020**

	Consolidated 2020	2019		Consolidated 2020	2019
Revenue			Expenses		
Funding from City of Toronto			Operations and administration	14,572,398	19,287,714
General appropriation	12,772,302	12,461,752	Conservation, education and wildlife	14,032,192	15,786,146
COVID-19 emergency funding	10,473,571	–	Marketing and communications	6,550,387	3,242,835
Capital Works Contribution	171,000	171,000	Food services	1,945,694	5,634,764
Restricted Contributions and Grants	524,635	909,403	Gift shop operations	657,459	2,154,388
Admission	8,693,265	14,196,211	General management	4,363,337	2,951,240
Membership	1,937,864	3,582,133	Development	132,241	202,736
Food services	2,000,319	7,241,333	Amortization of capital assets	712,658	714,373
Gift shop operations	1,060,807	2,571,784	Amortization of intangible asset	1,944,694	99,326
Parking	1,687,284	3,404,747	Employee future benefits (note 7)	303,409	211,473
Rides and rentals	291,118	1,696,764	Total	45,214,469	50,482,434
Learning & Engagement programs	155,999	998,309	Excess (deficiency) of revenue over expenses before the undernoted	(3,839,656)	3,482,635
Other revenue and recoveries	1,605,928	1,354,697	Additional funding from City of Toronto	1,564,257	1,084,402
Development	–	5,375,509	Funding from City of Toronto related to employee future benefits payable (note 3b)	303,409	211,473
Interest	721	1,427	Excess of (deficiency) of revenue over expenses	(1,971,990)	4,778,510
Total	41,374,813	53,965,069			

