we’re here for life
protecting species & biodiversity

annual report
2015
Chair’s / CEO’s message

As we reflect back, 2015 was a year of both significant accomplishments and an historic moment.

In 2013, giant pandas Er Shun and Da Mao arrived at the Toronto Zoo for a five-year stay, as part of a global giant panda conservation breeding program. The birth of healthy twin giant panda cubs in 2015 was a testament to the dedication of Zoo staff and our international partners. While the births of these panda cubs generated the most global interest, we had many other conservation breeding successes, including Canadian species such as the eastern massasauga rattlesnake, Blanding’s turtle, wood bison, polar bear and more.

The Toronto Zoo Board of Management also approved the new five-year Strategic Plan, which includes a new mission and vision for the Zoo with a renewed focus on becoming a Zoo-based conservation centre of excellence. The goals and objectives set out in this plan have a clear roadmap to ensuring the Toronto Zoo remains a leader in wildlife conservation, education and scientific research.

In 2015, the Zoo started construction on a new, 32,000 square foot state-of-the-art Wildlife Health Centre. The centre will be purpose-built to respond in every way to the needs of our animals and those who care for them. In addition to the health care services, the Wildlife Health Centre is also home to the Zoo’s reproductive physiology lab, numerous conservation breeding programs, turtle head start programs, Amphibian Rescue Centre (ARC), veterinary residency program, high school co-op programs and many research projects with universities, colleges, government and non-government agencies including the University of Toronto Scarborough, University of Guelph, Parks Canada and both the provincial and federal governments.

While we are proud of the accomplishments from this year, we look forward to 2016 with a renewed hope for the future of biodiversity on our shared planet and the critical role the Toronto Zoo plays to ensure the ongoing survival of so many of the world’s most vulnerable and endangered species.

– Joe Torzsok, Chair & John Tracogna, Chief Executive Officer
baby pandas!

a global pregnancy

On October 13, 2015, the Zoo’s female giant panda, Er Shun, successfully gave birth to twin cubs. Er Shun and male giant panda, Da Mao, arrived at the Toronto Zoo in March, 2013 as part of a giant panda conservation breeding program. The birth was the result of advanced artificial insemination techniques that involved the Zoo’s high level of expertise and the support of international leaders in giant panda breeding from the Chengdu Research Base of Giant Panda Breeding in China. A combination of frozen semen from Chinese giant pandas along with fresh and stored semen from Da Mao was used to impregnate Er Shun. The pregnancy and birth of the cubs is a wonderful example of how concern for our planet can lead to valuable partnerships and international cooperation.
Once the giant panda twins were born, a rigorous, round-the-clock program of “twin-swapping” care was implemented to ensure that both cubs were able to thrive. Thanks to the all-out efforts of Zoo staff, a visiting group of experienced giant panda maternity specialists from the Chengdu Research Base of Giant Panda Breeding in China, and of course first-time mom Er Shun, the twins were well on their way to becoming healthy, robust individuals by the end of the year. Er Shun proved to be a model mother and the sleep-deprived human team was inspired by her loving care and gentle handling of the tiny cubs.
In 2014, the Zoo unveiled a new five-year strategic plan. The new plan established both a new mission and vision for the Zoo and a new set of core values and objectives to guide the organization forward. As Mr. John Tracogna, Chief Executive Officer put it, “We have always been committed to wildlife conservation and this new plan provides us with a renewed focus with an emphasis on Canadian species.”

The Toronto Zoo’s Strategic Plan includes mission, vision and value statements, as well as a set of goals, that define a steadfast commitment to conservation of wildlife and habitats. In 2015, the Zoo made significant strides in implementing and refining the execution of the Strategic Plan.

**vision**
Canada’s national leader in saving wildlife to ensure the rich diversity of nature for future generations.

**mission**
A living centre for education and science, committed to providing compelling guest experiences and inspiring passion to protect wildlife and habitats.

**core values**
- **excellence** Ensuring the highest standard of care for wildlife, providing excellent guest service and creating fun and transformational experiences that connect people to nature.
- **conservation** Committed to practicing and promoting activities and actions that benefit wildlife and the environment.
- **innovation** Encouraging creativity. Striving to think differently and turn ideas into actions.
- **collaboration** Fostering respect and teamwork among staff, volunteers and our partners to achieve our mutual goals.
- **integrity** Committed to transparency, best practices and leading by example.
- **passion** Proud, energetic and passionate about saving wildlife. Inspiring others to value the critical role of our Zoo.

**goals**
1. Advance to a zoo-based conservation centre of excellence
2. Enhance the guest experience to appeal to a more diverse audience and inspire conservation action
3. Build an organization that is fiscally and environmentally sustainable for the long term
4. Maximize existing partnerships and identify new opportunities
5. Enhance the governance structure
6. Create an organizational culture that attracts, engages and retains highly motivated staff and volunteers
7. Increase awareness, understanding and support of the Zoo as a centre for conservation excellence
Advance to a zoo-based conservation centre of excellence

new babies, new hope

The Toronto Zoo is well-known as a terrific place to visit, but much of the important work that the Zoo does takes place behind the scenes. Breeding endangered species is a vital part of protecting the world’s bio-diversity and, in many cases, has enabled a struggling species to be re-established in the wild. In 2015, our advances in breeding techniques and artificial insemination technology resulted in a baby boom of critically endangered species here at the Zoo. Some, such as our 9,000 Puerto Rican crested toad tadpoles, are already busy repopulating protected habitats, while others, such as the giant panda cubs, are part of a growing population that will regain its wild status once a critical mass of individuals is reached. The Zoo’s research and involvement in conservation partnerships is making a difference in initiatives such as our Blandings turtle headstart program that saw 36 year-old turtles released into the Rouge River area in 2015.

endangered species born at the Zoo in 2015

- 4 African white lion
- 1 polar bear
- 2 giant panda
- 1 brush-tailed bettong
- 36 eastern loggerhead shrike
- 6 eastern massassauga rattlesnake
- 7 Panamanian golden frog
- 9,000 Puerto Rican crested toad
- 21 Blanding’s turtle
- 2 Malaysian painted turtle
In 2015, construction of the Zoo’s new state-of-the-art Wildlife Health Centre began. This project is an investment in the care and well-being of our animals. Creating a state-of-the-art animal healthcare facility is at the heart of our expanded vision and will position the Toronto Zoo as a world leader in wildlife care and conservation.

The design includes leading-edge sustainable construction techniques, materials and technology, with the goal of achieving LEED silver certification. The almost 32,000 square feet of interior space – nearly double the current space – will be easy to maintain in a hygienic state and provide ample room for handling animals, post-operative care and modern diagnostic and research equipment. Veterinary staff will be able to treat larger species such as gorillas at the Centre rather than in their exhibit. A viewing area for visitors on private guided tours will provide a behind-the-scenes look into wildlife care and conservation research.

"The new state-of-the-art Wildlife Health Centre symbolizes the Toronto Zoo as being a centre of excellence for high-quality veterinary care, reproduction and wildlife research. In addition to the health care services, the WHC is also home to the Zoo’s reproductive physiology lab, numerous conservation breeding programs, turtle headstart programs, Amphibian Rescue Centre (ARC), veterinary residency program, high school co-op programs and many research projects with universities, colleges, government and non-government agencies."

– John Tracogna, CEO, Toronto Zoo

Advance to a zoo-based conservation centre of excellence

new Wildlife Health Centre takes shape

5,000+
vegetarian procedures at the Zoo keep our residents alive and healthy

32,000
square feet of new life-saving facilities
In 2015, the Zoo was committed to giving our guests the best possible experience and opening their eyes to the urgent need for conservation action. Visitors in 2015 experienced enhancements such as new interactive exhibits such as the new indoor giraffe house and cheetah run, face to face encounters through our keeper talks, new animals including the Ankole-Watusi blue wildebeest, and Kiko the giraffe, improved educational content, new engaging graphics and new food options onsite including Subway, Dairy Queen, Booster Juice and Smoke’s Poutine. Also, our commitment to conservation was demonstrated by animal enrichment initiatives such as the new giraffe house, the many babies being born at the Zoo, sustainable actions on site such as our advanced waste reduction efforts and also by our support for external conservation activities. The Zoo is much more than a place to visit – it’s a family!
In 2015, the Zoo demonstrated its commitment to financial responsibility by reducing expenses without sacrificing its environmental, educational and research goals. The Zoo also continued its ambitious program of creating an environmentally responsible workplace. At the Zoo we “walk the walk” when it comes to greening our operations!

**decreased operating expenses by**

$502,348

- 2015 total expenses $46,816,323
- 2014 total expenses $47,318,671

**under budget by** $4,860,326

$4,860,326

- budget: $50,594,100
- actual: $45,733,774

- reduced paper waste
- new rain garden improves water conservation
- the Zoo hosted two e-waste collection days, collecting over 6,000 tonnes of general e-waste
- to date, the Zoo has collected and recycled more than 30,000 cell phones
Maximize existing partnerships and identify new opportunities

our partners make us stronger

Partnering with other like-minded organizations benefits the Zoo in many ways. In 2015, the Zoo expanded its long-standing relationship with Pizza Pizza Limited, initiated planning with the new Rouge National Urban Park, worked with the University of Guelph on ultrasounding pregnant animals and developed a crime-fighting program with Crime Stoppers. The Zoo has numerous ongoing partnerships and these are just a few examples of how working together is great for everyone.

$250,000
Pizza Pizza Limited donation to new Zoo Wildlife Healthcare Centre. John Tracogna, the Zoo’s CEO said, “We have had a long-standing relationship with Pizza Pizza and their donation towards this critical project will have a direct impact on our continued efforts to ensure the ongoing survival of many of the worlds’ most vulnerable and endangered species.”

$30 billion
Annual illegal wildlife trade, on par with the illegal trade in guns, drugs and people.

12,356 acres
The Zoo is working with its new next door neighbor, the Rouge National Urban Park, to develop joint environmental and conservation initiatives.

100+
Number of ultrasounds. Ontario Veterinary College at University of Guelph worked with the Zoo to ultrasound pregnant Zoo animals such as our giant panda mom, Er Shun.
Maximize existing partnerships and identify new opportunities

Our greatest partners are our regular donors!
Thank you to all who generously supported the Zoo in 2015

**Benefactors** ($250,000 - $499,999)
- Environment Canada
- Guardians ($100,000 - $249,999)
- Barrick Gold Corporation
- Ministry of Tourism, Culture and Sport
- Conservators ($50,000 - $99,999)
- The Estate of Mary Millard
- Pizza Pizza
- RBC Foundation
- Rouge National Urban Park
- W.C. Wood Foundation

**Protectors** ($25,000 - $49,999)
- Canada Running Series Inc.
- The Geoffrey H. Wood Foundation
- Ministry of Natural Resources
- Milliken Meat Products Ltd.

**Donors** ($1,000 - $4,999)
- Archery District Inc
- Mr. William Barnett & Mrs. Karen Barnett
- Ms. Chanel Beckenlehner
- Cavelti Family Foundation
- Ms. Julia Colangelo
- Conam Charitable Foundation
- Mr. Duane Conwell
- CUPE Local 1600
- Ms. Rupendra Dhillon
- Mr. and Mrs. Gary Fitzgibbon
- Mr. and Mrs. Paul Frazer
- Mr. Gareth Frost & Mrs. Genevieve Blanchet-Frost
- Mrs. Maria Gibson
- Mr. Mitchell Glickman
- Ms. Phyllis Gordon
- Ms. Alexandria Gross & Ms. Debra Feist
- Ms. Sue & Mr. Doug Gunton
- Mrs. Gladys Humphrey
- Ingredion Canada Inc.
- Ms. Tammy Klein
- Mrs. Patricia Koval
- Mr. and Mrs. Mazen Kurdi
- L.V. Lomas Ltd
- Mr. D. Ledingham & Mrs. S. Ledingham
- Mrs. Esther Lee & Mr. Allan Lee
- Marcozile Family Foundation
- Mr. James McConnell
- Mrs. Lori McCullough
- Ms. Katherine McGuire
- Dr. K. Mehren & Mr. P. Mehren
- Ms. Johanna Mugford
- Ontario Power Generation
- D. M. Parr
- Mr. Charles Pisano
- Dr. & Mrs. Joseph K. Wong
- Mr. Benjamin Potvin
- Mr. Max Power
- Powis Family Foundation
- The Estate of Vera F. Proctor
- Ms. Purvi Rajani
- Raymond James Canada Foundation
- Mrs. Ramona Savoy
- SCI Interiors Ltd.
- Mr. Chris Sharp & Ms. Krysta Soulire
- Ms. Alanna Sklar
- Ms. Joanne Smith
- The Hospital for Sick Children
- The Marjorie & Joseph Wright Memorial Foundation
- Tony & Caley Taylor Family Fund
- Toronto Zoo Adopt-a-Pond Fundraisers
- Toronto Zoo Cheetah Zookeepers
- Toronto Zoo Friday Volunteers
- Toronto Zoo Madagascar Fish Zookeepers
- Toronto Zoo Orangutan Zookeepers
- Toronto Zoo Penguin Zookeepers
-Toronto Zoo Red Panda Zookeepers
- Dr. & Mrs. William Waters
- William & Vera G. Tucker Memorial Fund
- Ms. V. Lorraine Williams
- Ms. Margaret Willis
- Ms. C. M. Wilson
- Mr. Derek Wires & Ms. Faiza Aziz
- Ms. Rhonda Woldorf
- Mr. W. Wray & Mrs. K. Wray

**GIANT PANDA EXPERIENCE**
- Major Partners
  - FedEx
  - Mandarin Restaurants
  - Government of Ontario
- **Supporters**
  - Chinese Cultural Centre of Greater Toronto
  - Coca-Cola
  - Pelco by Schneider Electric
  - Security Technology Services Inc
- **Media Partner**
  - Toronto Star

**TORONTO ZOO Sponsors and Partners**
- Delta Toronto East
- Nestle
- Pizza Pizza
- Symcor
- Telus
- **Media Partner**
  - CTV
In October 2013, Toronto City Council considered a report regarding the future governance structure of the Toronto Zoo. Council recommended that the Toronto Zoo remain as a City board and made several recommendations to strengthen the governance structure. The need for a Strategic Plan and a Master Plan was emphasized in the report and Council endorsed these recommendations, recognizing the importance of having a “roadmap” for moving forward. The new Strategic Plan was adopted by the Zoo’s Board of Directors in November, 2014.

In today’s zoos, there is more emphasis on earned revenues, wildlife conservation and scientific research than in the past. The Toronto Zoo’s leadership role in these areas puts it at the forefront of the world’s zoos. Over the years, many Operating and Capital projects have been undertaken to improve the Zoo’s facilities, exhibits and infrastructure. Continuous upgrades and modifications are required, however. A complete review of the site, facilities, exhibits, equipment and infrastructure is currently underway to assist with preparation of the new Master Plan. As well, the direction of the Zoo and its mission and vision, goals and objectives as set out in the 2015-2020 Strategic Plan have to be considered in prioritizing work of the Master Plan and allocating resources for such work.
Create an organizational culture that attracts, engages and retains highly motivated staff and volunteers

people make things happen at the Zoo
Our dedicated team of staff and volunteers just keeps getting better. Commitment to saving species, helping our planet and appreciating wildlife inspires everyone at the Zoo to make our workplace the best it can be. Working at the Zoo is much more than just a job – it’s an opportunity to make the world a better place. No wonder we attract such great volunteers and staff!

30,963 hours were contributed by our volunteers

419 Zoo volunteers made visitor experiences memorable

15 number of full-time staff that would need to be hired to replace our volunteers

$852,720 value of our volunteer contributions
Create an organizational culture that attracts, engages and retains highly motivated staff and volunteers

One of the most important activities at the Zoo is not on display – it’s the cutting edge research conducted by Zoo staff. Since its inception, the Zoo has added invaluable information to the world pool of veterinarian and environmental knowledge, and 2015 saw an impressive list of research results published by Zoo staff.

ecology/field conservation/reintroduction
S. Williams, D. Powley and W.A. Rapley

veterinary medicine/physiology
Assessment of the reproductive status of female veiled chameleons (Chamaeleo calyptratus) using hormonal, behavioural and physical traits. Zoo Biology, 2015 Jan-Feb; 34(1):20-32.

research articles published by the Toronto Zoo in 2015

A.M.W. Nielsen, D.A. Smith, P. Delnatte, A. Pastor, C.J. Dutton

A.R. Pastor, I.M. Stasiak, A.M.W. Nielsen, P.G. Delnatte, D.A. Smith
Hepatic to pulmonary embolism of absorbable gelatin hemostatic sponge in two Egyptian fruit bats (rousettus aegyptiacus): a complication of its use in hepatic biopsy procedures. Proceedings Annual Conference AAZV, 137.

reproductive physiology/technology
2015. Assessment of the reproductive status of female veiled chameleons (Chamaeleo calyptratus) using hormonal, behavioural, and physical traits. Zoo Biology, 34, 20-32.


A.I. Schulte-Hostedde, G.F. Mastromonaco
Integrating evolution in the management of captive zoo populations. Evolutionary Applications (2015) 8:413-422.

G.F. Mastromonaco, V.I. Cantarelli, M.G. Galeano, N.S. Bourguignon, C. Gilman, M. Porzio

L.A. Gonzales Grajales, L.A. Favetta, W.A. King, G.F. Mastromonaco

Y.N. Majchrzak, G.F. Mastromonaco, W. Koner, G. Burness

status of live populations as of December 31, 2013
(not including domestic species)

<table>
<thead>
<tr>
<th>Orders</th>
<th>Mammals</th>
<th>Birds</th>
<th>Reptiles</th>
<th>Amphibians</th>
<th>Fish</th>
<th>Inverts</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mammals</td>
<td>9</td>
<td>19</td>
<td>4</td>
<td>2</td>
<td>18</td>
<td>33</td>
<td>85</td>
</tr>
<tr>
<td>Families</td>
<td>36</td>
<td>44</td>
<td>20</td>
<td>11</td>
<td>47</td>
<td>56</td>
<td>214</td>
</tr>
<tr>
<td>Species</td>
<td>86</td>
<td>96</td>
<td>63</td>
<td>25</td>
<td>105</td>
<td>101</td>
<td>476</td>
</tr>
<tr>
<td>Specimens</td>
<td>578</td>
<td>321</td>
<td>374</td>
<td>210</td>
<td>113</td>
<td>150</td>
<td>1746</td>
</tr>
<tr>
<td># in groups</td>
<td>0</td>
<td>0</td>
<td>33</td>
<td>358</td>
<td>3417</td>
<td>951</td>
<td>4759</td>
</tr>
<tr>
<td>Grand total</td>
<td>578</td>
<td>321</td>
<td>407</td>
<td>568</td>
<td>3530</td>
<td>1101</td>
<td>6505</td>
</tr>
</tbody>
</table>
Increase awareness, understanding and support of the Zoo as a centre for conservation excellence

generating maximum exposure for the Zoo
Communicating with the public has changed drastically in the past few years and the Zoo has worked hard to develop a global audience. Our newly relaunched member magazine, Wild For Life, is designed to showcase the Zoo’s work in saving species and keep members up to date on how their Zoo is making a difference. Practical communication with members now takes place via eblasts that keep our members in the loop on the latest programs, events and opportunities.

Social media has exploded and the Zoo is taking full advantage of this with platforms such as Twitter, Facebook and YouTube. Our new Zoo baby videos regularly go viral and are positioning the Zoo as a conservation leader to a global audience.

Twitter impressions (in 3 months)  2,190,444+
Facebook impressions delivered in 2015  54,209,571
YouTube impressions  2,595,756
with 20 million associated views of our videos on other YouTube stations

total impressions  58,995,771
goal 7
Increase awareness, understanding and support of the Zoo as a centre for conservation excellence

Research projects supported by the Toronto Zoo in 2015

**Toronto Zoo**
- Blanding’s Turtle Head Starting & Reintroduction
- Wood Turtle Head Starting
- Population Investigations for the Endangered Blanchard’s Cricket Frog
- New tools for Amphibian Monitoring: Establishing Environmental DNA (eDNA) as a Means of Monitoring Amphibians in Ontario
- Atlantic Salmon Re-introduction Program
- Eastern Loggerhead Shrike Captive Breeding Program
- Investigation of Key Physiological Measurement to Evaluate Loggerhead Shrike Success in Captivity
- Non-surgical Artificial Insemination in the Cheetah
- Cytogenic Evaluation of Captive and Free-Range Non-Domestic Animals
- Hormonal Evaluation of Reproductive and Adrenal Function
- Turtles Species at Risk Head-Starting Program
- Urban Turtle Initiative – Management of Turtle Populations in Rouge Park
- Response to Global Amphibian Declines
- Response to Asian Turtle Crisis and the Bushmeat Trade
- Management, Outreach, Husbandry, Research and Reintroduction Program for the Puerto Rican Crested Toad
- Milk Snake Population Monitoring in Rouge Park
- Massasauga Rattlesnake Management, Outreach, Research and Husbandry Program
- Madagascar Freshwater Fishes Breeding Behavioural Assessment of Giant Pandas
- Investigating enteric coccidiosis in the endangered black-footed ferret (Mustela nigripes)
- Anesthesia of Puerto Rican Crested Toads (Peltophryne [Bufo] lemur) by Intracoelomic Administration of Alfaxan (alfaxalone)
- An Investigation into the Efficacy of Two Types of Commercial Feeder Crickets (Acheta domestica) and Two Gut-loading Diets in Growing Puerto Rico Crested Toads (Bufo lemur)
- Lowland Gorillas in Human Care – Browse Project
- Habitat Use and Nesting Patterns of Turtles in Rouge Park and along the Highway 24 Corridor
- DNA Barcoding the Animals of the Toronto Zoo

**Canada**

**Ontario**
- Investigating the Diet Composition of a Threatened Ontario Songbird, the Barn Swallow
- Canadian National Parks Malaise Program
- Culture of Freshwater Mussels
- Factors Influencing Mortality in a Captive Breeding Population of Loggerhead Shrike, Eastern Subspecies (Lanius ludovicianus ssp.) in Canada
- Captive Studies to Improve Diet Estimates and Bioenergetics
- Modeling of Polar Bears in the Wild

**Alberta**
- Assisted Reproductive Technologies as a Method of Embryo Production in the Wood Bison

**United States**

**International**
- Axolotl and Lake Xochimilco, Mexico, Creating Sanctuaries and Habitat Restoration
- Amphibian Rescue Centre Husbandry and Reintroduction Program for the Wyoming Toad
- Assessing Welfare of Zoo-Housed Cheetahs Under Different Management Strategies

The Effect of Different Temperatures on the Basking Behaviour of Oregon Spotted Frogs
Developing Assisted Reproduction Techniques for the Vancouver Island Marmots
Investigating the Relationship Between Ambient Conditions and Thermoregulatory Responses in Polar Bears
Multi-scale Patterns of Habitat Use, Spatial Ecology and Connectivity for Milksnakes Across a Fragmented Region
De Novo Genome and Transcriptome Sequencing of the Canadian Beaver
goal 7

Increase awareness, understanding and support of the Zoo as a centre for conservation excellence

Projects supported by the Endangered Species Reserve Fund in 2015

Canada
Toronto Zoo & Ontario
- Freshwater Mussels
- Wetland Assessment and Restoration for Species at Risk
- Polar Bear Biodiversity Studies
- Great Lakes Program
- Recovery of SAR Blanding’s Turtles and Wood Turtles
- Eastern Loggerhead Shrike
- Recovery Program
- Little Brown Myotis assurance colony planning
- Sponsoring Funds for NSERC Industrial Postgraduate Scholarship – Avian Conservation

Ontario

Mexico
- Beaded Lizard Community-based Conservation

Africa international

East Africa
- Aqua-Links
- South Africa
- African penguins

Madagascar
- Toronto Zoo Conservation in Action: In situ Madagascar
- Madagascar Community-based Radiated Tortoise Conservation

China
- Snow leopard in situ Conservation

Southeast Asia
- Project Punde Kundo (Red Panda) Conservation of False Gharial in Indonesia
- Hutan Reforestation Efforts in Kinabatangan
- Sumatran Tiger Conservation
- South East Asian Turtle Conservation
- Forest Restoration – Besitang, North Sumatra

Papua New Guinea
- Tree Kangaroo and Biodiversity Conservation

Saskatchewan
- BFF Canadian Reintroduction – Post release Monitoring

TH E T O RO N TO ZO O AN N UAL R EPO RT 2015 17
## Statement of Operations and Net Assets

**BOARD OF MANAGEMENT OF THE TORONTO ZOO**  
Year ended December 31

### REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding from City of Toronto</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General appropriation</td>
<td>11,739,065</td>
<td>11,443,387</td>
</tr>
<tr>
<td>Capital works contributions</td>
<td>171,000</td>
<td>167,600</td>
</tr>
<tr>
<td>Restricted contributions and grants</td>
<td>716,556</td>
<td>705,640</td>
</tr>
<tr>
<td>Admission</td>
<td>12,632,833</td>
<td>13,279,812</td>
</tr>
<tr>
<td>Membership</td>
<td>3,534,938</td>
<td>3,838,611</td>
</tr>
<tr>
<td>Food services</td>
<td>6,184,245</td>
<td>6,067,464</td>
</tr>
<tr>
<td>Gift shop operations</td>
<td>2,537,174</td>
<td>2,804,836</td>
</tr>
<tr>
<td>Parking</td>
<td>3,419,284</td>
<td>2,954,719</td>
</tr>
<tr>
<td>Rides and rentals</td>
<td>1,396,708</td>
<td>1,065,901</td>
</tr>
<tr>
<td>Education programs</td>
<td>919,313</td>
<td>936,970</td>
</tr>
<tr>
<td>Other revenue and recoveries</td>
<td>1,344,201</td>
<td>1,472,003</td>
</tr>
<tr>
<td>Development</td>
<td>1,137,845</td>
<td>3,227,062</td>
</tr>
<tr>
<td>Interest</td>
<td>612</td>
<td>6,604</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>45,733,774</td>
<td>47,970,609</td>
</tr>
</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations &amp; Administration</td>
<td>17,641,056</td>
<td>18,056,219</td>
</tr>
<tr>
<td>Conservation, Education &amp; Research</td>
<td>14,556,975</td>
<td>14,699,140</td>
</tr>
<tr>
<td>Marketing &amp; Communications</td>
<td>2,794,575</td>
<td>2,876,246</td>
</tr>
<tr>
<td>Food services</td>
<td>4,935,110</td>
<td>4,789,269</td>
</tr>
<tr>
<td>Gift shop operations</td>
<td>2,015,217</td>
<td>2,199,889</td>
</tr>
<tr>
<td>General management</td>
<td>3,236,628</td>
<td>3,034,537</td>
</tr>
<tr>
<td>Development</td>
<td>777,143</td>
<td>834,267</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>632,468</td>
<td>610,976</td>
</tr>
<tr>
<td>Post-employment benefits</td>
<td>227,151</td>
<td>218,128</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>46,816,323</td>
<td>47,318,671</td>
</tr>
</tbody>
</table>

### Excess of revenue over expenses before the following

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer to Toronto Community Foundation</td>
<td>(1,082,549)</td>
<td>651,938</td>
</tr>
<tr>
<td>Additional transfer (to) from Zoo</td>
<td></td>
<td>(1,945,000)</td>
</tr>
<tr>
<td>Stabilization Reserve</td>
<td>1,103,269</td>
<td>904,486</td>
</tr>
<tr>
<td>Transfer (to) from City of Toronto</td>
<td>227,151</td>
<td>218,128</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(170,448)</td>
<td></td>
</tr>
</tbody>
</table>

### Excess of revenue over expenses for the year

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, beginning of year</td>
<td>2,364,390</td>
<td>3,050,816</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>2,612,261</td>
<td>2,364,390</td>
</tr>
</tbody>
</table>

---

**Note:** The required information has been submitted in accordance with the Public Sector Salary Disclosure Act, 1996.

*Funding from deferred revenue is raised primarily through Development Division activities.*
Zoo Revenue 2015

- City of Toronto General Appropriation 25.7%
- Restricted Contributions and Grants 1.5%
- Development 2.5%
- Admission 27.6%
- Other Revenue & Recoveries 3.3%
- Food Services 13.5%
- Gift Shops 5.5%
- Rides & Rentals 3.1%
- Parking 6.2%
- Education Programs 2.0%
- Membership 7.7%

Zoo Expenses 2015

- Operations & Administration 37.7%
- Development 1.7%
- Food Services 10.5%
- Marketing & Communications 6.0%
- General Management 6.9%
- Gift Shop 4.3%
- Conservation, Education & Wildlife 31.1%
- Post-employment benefits 0.5%
- Annuity 1.4%

financials

Market Value Assets as at December 31, 2015 $13.8 million

- Development 33%
- Donor restricted funds 19%
- Internally restricted 23%
- Unrestricted 25%
financials

Zoo Visitor Attendance 2011-2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Attendance (000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1,242</td>
</tr>
<tr>
<td>2012</td>
<td>1,287</td>
</tr>
<tr>
<td>2013</td>
<td>1,463</td>
</tr>
<tr>
<td>2014</td>
<td>1,186</td>
</tr>
<tr>
<td>2015</td>
<td>1,141</td>
</tr>
</tbody>
</table>

Net Operating Costs to City of Toronto 2011-2015 (Excluding Capital Financing)

<table>
<thead>
<tr>
<th>Year</th>
<th>Costs ($000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>11,578</td>
</tr>
<tr>
<td>2012</td>
<td>11,108</td>
</tr>
<tr>
<td>2013</td>
<td>11,648</td>
</tr>
<tr>
<td>2014</td>
<td>11,443</td>
</tr>
<tr>
<td>2015</td>
<td>11,739</td>
</tr>
</tbody>
</table>

Zoo Memberships 2011-2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Memberships</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>29,369</td>
</tr>
<tr>
<td>2012</td>
<td>31,919</td>
</tr>
<tr>
<td>2013</td>
<td>31,355</td>
</tr>
<tr>
<td>2014</td>
<td>25,466</td>
</tr>
<tr>
<td>2015</td>
<td>26,527</td>
</tr>
</tbody>
</table>
who’s who at the Zoo

Chair
Mr. Joe Torzsok

Vice Chair
Councillor Gloria Lindsay Luby

Board Members
Dr. Cal Bricker
Dr. Ming-Tat Cheung
Councillor Raymond Cho
Councillor Glenn De Baeremaeker
Mr. Paul Doyle
Ms. Sabrina Fiorellino
Mr. Michael Ho
Councillor Giorgio Mammoliti
Mr. Joshua Vinegar
Ms. Cindy Yelle

Toronto Zoo Senior Staff
Chief Executive Officer
Mr. John Tracogna

Chief Operating Officer
Mr. Robin Hale

Executive Director,
Conservation, Education & Wildlife
Dr. William Rapley, D.V.M., M.Sc.

Senior Director,
Marketing, Communications
& Partnerships
Ms. Jennifer Tracey

Director, Corporate Planning
Ms. Susan Gunton

Director, Facilities & Services
Mr. Tom Quan

Director, Wildlife Care
Dr. David Barney, B.Sc., M.Sc., Ph.D.

Senior Veterinarian
Christopher J. Dutton, B.Sc., B.V.Sc.,
M.Sc., Dipl. A.C.Z.M., Dipl. E.C.Z.M.

Business Development Officer
Mr. Peter Simpson

Campaign Director
Mr. Darryl Swain

Senior Development Officer
Ms. Marion Zimmer

Curator, Amphibians & Reptiles
Mr. Bob Johnson, M.Sc.

Curator, Birds & Invertebrates
Dr. Kevin Kerr, Ph.D.

Curator, Fishes
Ms. Cindy Lee, B.Sc.

Curator, Mammals
Ms. Maria Franke, M.Sc.

Curator, Reproductive Programs
Dr. Gabriela Mastromonaco, M.Sc.,
Ph.D.

Nutritionist – Animal Nutrition
Mr. Jaap Wensvoort, B.Sc., M.Sc.

Manager, Education
Ms. Heather House, B.A., B.Ed.

Manager, Wildlife Care
Mr. Eric Cole

Manager, Computer
& Telecom Services
Mr. Charles Duncan

Manager, Financial Services
Mr. Paul Whittam

Manager, Horticulture & Grounds
Ms. Anna-Marie Burrows

Manager, Human Resources
Ms. Shawna Findlay-Thompson, CHRP

Manager, Marketing
Ms. Kimberly Haider

Manager, Member & Guest Services
Mr. Rey deGuzman

Manager, Special Events
& Community Relations
Ms. Cynthia Shipley

Manager, Retail & Rides
Mr. Andre Wattie

Manager, Safety & Security
Mr. Shane Alexander

THE TORONTO ZOO ANNUAL REPORT 2015 21