our precious planet

building awareness & respect for our natural environment
Welcome to unbeatable fun and adventure without leaving the GTA. With over 700 acres (283 hectares) to explore, the Toronto Zoo delivers action and excitement, and provides inspiration for people to love, respect and protect wildlife and wild spaces.

**governance changes**
In April, the City of Toronto adopted a new public appointments policy for its boards and agencies. The intent was to increase citizen engagement and to bring wider and deeper expertise to the City's boards. This resulted in an increase to the number of citizen members on the Zoo Board of Management. In September, City Council nominated six new citizen members to the Board including: Cal Bricker, Tonie Chaltas, Paul Doyle, Sabrina Fiorellino, Michael Ho and Joshua Vinegar.

In the fall of 2011, the Board of Management began a process to review other operating models and best practices for the Zoo, to make it more financially sustainable, while continuing support of core programs in conservation, education and research.

**spreading Zoo spirit**
This year we shared Zoo spirit! Staff participated in not one, but two Canadian television series, raising funds for the Toronto Zoo Wildlife Health Centre through the glee club style talent show, *Canada Sings*, while the Toronto Zoo was also selected as the feature for the season premier and debut of *Undercover Boss Canada*.

We joined the world of social media with the introduction of the first official Toronto Zoo Facebook page, where thousands of fans now share this spirit. We used this new media channel to help us launch our first “I love the Zoo campaign,” which bled into all areas of marketing and communications for fall 2011. Staff donned “I love the Zoo” buttons as part of their uniform and an “I love the Zoo” contest was conducted, asking visitors to tell us why they love the Toronto Zoo.

**revitalizing the Zoo**
In 2011, the Zoo continued its program of capital improvements to animal exhibits. In January, the renovated south half of the African Rainforest Pavilion was opened to the public. The ring-tailed lemurs and the Jackson’s chameleon made their debut, while the popular red river hogs and pygmy hippos were welcomed back.

As a kickoff to summer, on May 21 the Zoo opened the new and much anticipated African penguin exhibit. This 6,000 square foot (558 square meters) space includes a refurbished pool and a state-of-the-art underwater viewing area where visitors can marvel at the grace and speed of these endangered birds. This is an excellent example of how a new building can be avoided by the smart reuse of existing facilities.

**education**
Education partnerships are very important to the Zoo. Working with the Grande Yellowhead District School Board in Alberta, the Toronto Zoo launched a pilot project to deliver distance education programs to over 280 students. Partnering with Polar Bears International, Zoo staff and Volunteers were able to interact with researchers broadcasting live from the Tundra as a trial for our distance education program.
As well, the Toronto Zoo has been developing closer ties with universities. Our extensive relationship with the University of Guelph helps produce some of the best veterinarians in Canada. In collaboration with the University of Saskatchewan, the University of Calgary and Parks Canada, the Toronto Zoo has been researching techniques to enhance reproduction in wood bison. In July 2011, we celebrated a milestone event - the birth of our first calf from artificial insemination.

**greening the Zoo**

The Toronto Zoo recognizes that, as an organization committed to wildlife conservation, we have to do our best to reduce our own impact on the environment. 2011 was a milestone year as we reported on our achievements under the 2007 Green Plan and set new goals for 2011-2013.

**conservation**

From wood bison to black-footed ferrets to African cichlids, the Toronto Zoo leads many important conservation initiatives. Conserving wildlife takes the cooperation of many people and the support of organizations to make it happen. We are thrilled to be able to play a role in these vital programs.

In 2011, the Association of Zoos & Aquariums honoured the Toronto Zoo, together with the Calgary Zoo, for our joint work on the Vancouver Island Marmot Recovery Program. This recognition by our peers is deeply appreciated, but the marmots are the real winners. In 1996, it was thought that this Canadian species would soon be extinct. Today there are an estimated 350 marmots in the wild and another 129 animals in the captive breeding program.

One area of focus has been our large and varied vehicle fleet. We have been gradually moving from diesel and gasoline to electric powered vehicles when feasible. Currently we have 22 electric vehicles, including a new van for First Aid, and a dual purpose electric garbage truck and sander. Many of our electric vehicles are fitted with solar panels to aid in battery charging. As well, we try to ensure that vehicles out of commission are recycled as much as possible. This is just one example of how our conservation practices extend to all aspects of Zoo operations.

With major exhibit developments and excellent conservation and education programs, Toronto Zoo continues to secure its reputation as a first class zoo. No zoo can achieve its success alone. Dedicated staff and volunteers, an engaged and committed board, plus a broad base of support from donors and the community have provided the leadership and hard work necessary for the Toronto Zoo to excel.
marketing & events

black and white, and dynamite!
This past year, some playful action stars captured our attention and our hearts. Twelve endangered African penguins were the focus of our 2011 advertising campaign, including print, radio, online and television, and featuring cute claymation penguins engaging in witty repartee involving fun facts. Located in a newly renovated habitat in the African Savanna, our new African penguins charmed Zoo visitors with their lively and playful antics, while their dazzling new exhibit delivered key messages on the need to protect this endangered species.

All summer, in support of the new exhibit and in partnership with Adventure Center, visitors were able to enter a contest to win a trip to Cape Town, South Africa to see endangered African penguins in their natural habitat. As part of a Species Survival Plan (SSP) at the Zoo, the exhibit was built to accommodate up to 50 penguins, with the hopes we would see new baby penguins in 2012!

can’t get enough of sharks and stingrays
Returning once again for 2011, was the immensely popular Sharks at Stingray Bay exhibit. All our favourites were back (southern and cow nose stingrays and the nurse shark), plus a new visitor in town, the bonnethead shark! Visitors reeled from the excitement and an opportunity to safely interact with live sharks and stingrays in at 60,000 gallon low-walled, salt water pool.

going in on the conversation
Toronto Zoo joined the world of social media in 2011 with a first official Toronto Zoo facebook page. The Zoo’s facebook page was launched to the public on September 15, 2011 and it grew very quickly in the first month. Facebook has been a very successful initiative for the Toronto Zoo and the fan base continues to grow exponentially!

lights, camera, action, awareness
Toronto Zoo staff took both their awareness messages and their talent to television in 2011 in an unprecedented debut as the “Zooperstars” on Canada Sings, raising funds for the Toronto Zoo Wildlife Health Centre. CEO John Tracogna also took to the tube, incognito, exploring some of the more challenging jobs at the Zoo, while relaying key messages on Toronto Zoo conservation and education initiatives. It debuted as the premier episode of Undercover Boss and was madly popular among viewers!

fun times at the Zoo
Special events in 2011 included our Father’s Day BBQ presented by Mark’s Work Wearhouse, Seafood for Thought, Wild Toy Animal Hospital, Orangutan Awareness Weekend, Boo at the Zoo and Halloween Howl and NYE Family Countdown.

arts & culture came to the Zoo
This year brought the inclusion of four fantastic cultural events at the Zoo. The African Arts and Culture Festival (July and August 2011 in African Savanna), Bollywood Day (June), National Aboriginal Day (June) and Inuit and First Nations Cultural Entertainment in Tundra Trek (August).
conservation highlights

**new green energy projects at the Zoo**
At the Zoo we do more than just talk about green practices – we are always looking at ways to take positive action. Here are some of the many ways the Zoo shows its commitment. In 2011, a feasibility study was conducted to determine the optimum size and application of a Solar Cooling, Heating and Domestic Hot Water Heating System at the Education Centre and Retail Shop; the Toronto Zoo planted 10,500 trees on 1.29 hectare (3.2 acres) of land; the Toronto Zoo, along with other institutions such as the Royal Botanical Gardens, and the Kortright Centre created an ECOcentres certification program for educational institutions. The Toronto Zoo was involved in the pilot study and has since been awarded gold level certification. The lion-tailed macaque exhibit, featuring geothermal energy (The Green Macaques! Project), is in the process of having an earthwall installed in the exhibit which will be heated with this technology.

**green milestones**
By the end of 2011, Transit had increased their electric fleet to 8 vehicles in total. The vehicles are used by Wildlife Care, Compass Foods, First Aid, Retail & Rides, and Materials Collection. The Zoo achieved a 70.46% waste diversion rate in 2011 with an increase in total weight recycled which included compostables such as Compass Food recycled product oil and food waste and miscellaneous items such as oil filters, batteries, scrap metal, tires, and cell phones.

**PhoneApes recycling cell phones for conservation**
In Canada alone, over 20 million phones are retired every year. Cell phones contain a metal called tantalum which is excessively mined in Africa; endangering and destroying Gorilla habitat, as well as the habitat of a great many other species. By recycling cell phones, pagers, smart phones, and other electronic devices, the demand for the raw materials used to make them is ultimately decreased. All money raised by the Toronto Zoo is donated to in situ conservation of lowland gorillas. The program was awarded top honors among North American zoos, aquaria and wildlife organizations in 2007 and 2009. The Toronto Zoo has collected 14,000 cell phones from 2007 - December 2010 and remains the most trusted cell phone recycler in the Greater Toronto Area & throughout Ontario.

**ECOexecutives - inspiring businesses towards sustainability**
The Zoo’s unique sustainability workshop series engages the corporate world by connecting biodiversity to their bottom line. Executives visit the Zoo for inspirational behind the scenes tours, a closer look at the Zoo’s green technologies, and lessons in sustainability issues. They leave motivated to return to their businesses and implement change. ECOexecutives has seen over 80 members of the Ontario business community.
conservation highlights continued

wetland conservation efforts
The Zoo was involved in numerous efforts to help conserve wetland habitats and biodiversity in 2011. The Adopt-A-Pond Programme’s monitoring projects, Ontario Turtle Tally, FrogWatch Ontario and Wetland Guardians, saw public participation jump to 834 people in 2011, with participants reporting over 1800 Species-at-Risk! Four special public events raised awareness about wetland wildlife, including Adopt-A-Pond’s 13th annual Spring Toad Festival. The program worked with several landowners and conservation agencies to improve habitat for wildlife by constructing snake hibernacula and turtle nesting beaches. Adopt-A-Pond’s Healthy Water - Healthy Wildlife project assisted 380 waterfront property owners in implementing stewardship actions outlined in their lake management plans. Staff continued to track movements of wild turtles in the Rouge Valley as part of an ongoing habitat use research project, and the Zoo assisted government agencies in two “head-start” projects for endangered Canadian turtles, raising wild hatchlings in captivity, and then releasing them back into the wild. The Zoo also launched a cultural mapping project in 2011 called “Sacred Spaces and Special Places.” This initiative was developed by Turtle Island Conservation, a program that promotes awareness of turtle species and wetlands in First Nation communities.

black-footed ferret conservation recovery program
In 2011, Toronto Zoo veterinarians traveled to Grasslands National Park (GNP) to assist in monitoring and trapping the reintroduced population of black-footed ferrets. This is crucial to assess the health of the adult ferrets and to vaccinate any new wild-born kits. Three wild-born litters were confirmed on three different prairie dog colonies with a minimum number of 12 ferrets observed, indicating that Canadian ferrets continue to survive and reproduce in the wild.

Zoo staff also participated in the third release of ferrets, some of which were born at the Zoo, into GNP. The release focused on education with over 70 high school students participating in the release. By reintroducing an extirpated species back into the Canadian prairies. The Toronto Zoo and its many partners have proven that species-at-risk recovery programs can be successful.

Vancouver Island marmots conservation recovery program
Since the first release in 2003, a total of 375 captive-born Vancouver Island marmots have been reintroduced to the island. In 2011, 67 young Vancouver Island marmots (including pups born at the Zoo) were released, and 68 marmots were born in the wild, bringing the wild marmot population up to 320-360 individuals.

The successful captive breeding program will continue to release more marmots each year. Survival rates are encouraging as captive-born animals have now survived several hibernation periods and are now reproducing in the wild. As well, Vancouver Island marmots can now be found on several mountains where previous extirpations had occurred. In 2011, the Toronto Zoo and Calgary Zoo were awarded the Association of Zoos and Aquariums prestigious North American Conservation Award for their joint effort in the recovery program of this highly-endangered Canadian species.
education

conservation education mission
Toronto Zoo will engage communities by providing the tools and knowledge to connect to nature and protect our natural world.

Surrounded by plants and animals from around the world, learning comes naturally at the Toronto Zoo! A variety of public programs for children, families, and adults are offered throughout the year. In 2011, 145 people attended a new Rise n’ Shine program with the Penguins program, with breakfast, an informative talk and interactive activities, tied in with the new endangered African penguin exhibit. Since 2008, over 1,400 people have participated in Rise n’ Shine programs.

Core programs such as summer Zoo Camp attracted 1,723 campers in 2011. In support of the International Year of Forests, activities educated campers about the importance of forests as animal habitat.

Bush Camp attendance builds
In 2011 the Zoo’s Serengeti Bush Camp was featured in a contest run by Ontario Tourism. Ads on television, radio, and the Ontario Tourism website helped to boost Bush Camp attendance by 8.5% for 2011, with 2,787 participants.

a golden achievement
The Education Branch achieved a GOLD certification as an Ontario EcoCentre in 2011. This success was based on the Zoo’s efforts in developing environmental related curriculum programs for school groups, staff leadership in minimizing waste and environmental impact, and the creation of new sustainable teaching sites at the Zoo.

staff-led programs thrive
Feedback from teachers suggests that our staff-led programs deliver the greatest educational value on a Zoo field trip. In 2011, over 9,700 students attended full-day curriculum-based workshops. New half-day workshops were developed in 2011 for grades two, six and ten, allowing the Zoo to deliver more focused programming to a wider audience. In addition, grant funding totalling $48,680 supported educational opportunities for students in low-income areas in 2011.

Zoo School a hit!
Registered as a private school with the Ministry of Education, Zoo School offers a unique way for students to earn their Grade 11 Biology, University Preparation credit. Popularity of this program continues to grow with spaces selling out before registration began in 2011. Overall, 36 students successfully completed the course.

looking forward
A number of creative strategies were implemented in 2011 as a means to sustain/enhance school group attendance, despite a declining trend shared by other Toronto based attractions and Zoos/Aquariums in North America. These include a new monthly electronic newsletter circulated to teachers, winter visit incentives, PA day incentives, revised admission policies for teachers and students/teachers ratios for high school groups. Total attendance for school groups in 2011 was 130,747; 89,138 elementary; 35,696 secondary and 5,913 post secondary.
volunteers

Volunteers are a key component in the diverse and multiple programs the Zoo delivers, both onsite and in the community. They add tremendous value to the visitor experience by bringing education messages to life and providing a personal connection for visitors. In 2011, our roster of 372 Volunteers donated 27,317 hours of their time to the Zoo, contacting 593,792 people. The value of this time is equivalent to approximately 13 full-time staff at an average wage, representing approximately $708,330.

year of the Volunteer

Volunteers were recognized and celebrated with various activities throughout 2011 in honour of the tenth anniversary of the International Year of the Volunteer. Notably, Annette Simms, Dawn Todd, and Lynn Wylie were recognized for 35 years as Zoo Volunteers and Gisela Flock was recognized for 30 years of service. An additional three Volunteers received 25 year pins, thirteen celebrated 15 years at the Zoo, and another four Volunteers were recognized for contributions of 10 years.

Annette Simms was also recognized by the Canadian Association of Zoos and Aquariums as the 2011 Volunteer of the Year for her contribution of 1,000 hours to the updating and redeveloping of animal fact sheets, an important educational resource.

welcome new recruits

One hundred and fifteen new Volunteers were recruited and attended training courses to add to our roster of active Volunteers. This includes: 33 Year-Round Volunteers, 55 Summer Volunteers, and 27 Zoo Ambassador Student Volunteers.

highlighting forests

In honour of the “International Year of the Forest” a new seasonal interpretive cart was implemented in June through October. Located outdoors on the Indo-Malaya boardwalk, with the backdrop of the Rouge Valley, it was the perfect setting to engage visitors in discussions about the importance of forests for all living things. During March Break, Volunteers also supported a “Playtime Forest” located in the Education Auditorium, where visitors entered a tropical oasis of plants, animal exhibits, and a variety of rainforest-themed games.

In partnership with Toronto Public Library MAP Program, an innovative outreach program was developed and delivered at three Toronto libraries during the fall of 2011. The program focused on the importance of forests in our daily lives, inspiring attendees to become “Friends of the Forest” by working towards protecting this important habitat.

supporting penguins

To coincide with the new endangered African penguin exhibit, an interactive interpretive table was also created. Featuring various biofacts and interactive activities, Volunteers helped visitors understand how these and many other birds depend on water for life and what we can do to protect these important aquatic habitats.
research

research projects supported by the Toronto Zoo in 2011

Toronto Zoo
1 Milk Snake Population Monitoring in Rouge Park
2 Establishment and Characterization of Cell Cultures from Freshwater Fishes
3 Establishment of Artificial Fertilization Techniques for Puerto Rican Crested Toad
4 Manipulation of the Reproductive Cycle in Veiled Chameleons (Chamaeleo calyptratus)
5 Prevalence of Avian Bornavirus Infection in Wild Waterfowl in Southern Ontario and Susceptibility of Domestic Poultry to Experimental Infection with Avian Bornavirus
6 Urinary Reproductive Hormone Levels in Female Chinchillas
7 Multi-Cultural Conservation Programme
8 Atlantic Salmon Re-introduction Program
9 Distribution and Population Monitoring of Malayan Tapir
10 Healthy Waters - Healthy Wildlife Lake Stewardship
11 Gamete Rescue for Genetic Management
12 The Role of Hepcidin in Iron Regulation in Bats

Canada
Ontario
13 Captive Studies to Improve Diet Estimates and Bioenergetics Modeling of Polar Bears in the Wild

Alberta
14 Assessment of Nutrient Parameters of Captive and Wild Eastern Massasauga Rattlesnakes

United States
15 Effect of Physiological State, Gender and Age on Feed Digestibility in Captive Southern Hairy-Nosed Wombats
16 Bamboo Restoration and Research in situ
17 Giant Panda Nutritional Analysis of Bamboo
18 Using Science to Understand Zoo Elephant Welfare

status of live collections as of December 31, 2011
(not including domestic species)

<table>
<thead>
<tr>
<th></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>orders</td>
<td>11</td>
<td>19</td>
<td>4</td>
<td>2</td>
<td>17</td>
<td>30</td>
<td>83</td>
</tr>
<tr>
<td>families</td>
<td>35</td>
<td>48</td>
<td>25</td>
<td>12</td>
<td>43</td>
<td>50</td>
<td>213</td>
</tr>
<tr>
<td>species</td>
<td>85</td>
<td>102</td>
<td>63</td>
<td>32</td>
<td>103</td>
<td>101</td>
<td>486</td>
</tr>
<tr>
<td>specimens</td>
<td>585</td>
<td>359</td>
<td>276</td>
<td>240</td>
<td>153</td>
<td>141</td>
<td>1754</td>
</tr>
<tr>
<td># in groups</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>121</td>
<td>3589</td>
<td>613</td>
<td>4332</td>
</tr>
<tr>
<td>grand total</td>
<td>585</td>
<td>359</td>
<td>285</td>
<td>361</td>
<td>3742</td>
<td>754</td>
<td>6086</td>
</tr>
</tbody>
</table>
research continued

projects supported by
the Endangered Species Reserve Fund 2011

Canada
Toronto Zoo & Ontario
1 Project 400
2 Loggerhead Shrike
3 Polar Bear
   - Biodiversity Studies
4 Great Lakes Outreach
5 Karner Blue Recovery Group
6 Butterfly Conservation Initiative
7 Alvar in Ontario
8 Species at Risk
   - Nest Protection
9 Turtle Mitigation
10 Blandings Turtle
11 First Nations
   - Way of Knowing

Saskatchewan
12 Black-footed ferret
   - Canadian Reintroduction
   - post release monitoring

United States
Wyoming
13 Wyoming Toad SSP Disease Screening/Population Monitoring

Central America & Caribbean
14 Panama Frog Rescue Program (Invert Production)

Africa - International
West Africa
15 Mbeli Bai Gorilla Study
16 Pygmy Hippo & Manatee Conservation in Ivory Coast

East Africa
17 Lewa Veterinary Conservancy & Vet Program
18 Aqua-Links

South Africa
19 Intl Elephant Foundation
   - Waterways & Dura Recovery Project
20 African penguins

Madagascar
21 Spider Turtle

China
22 Giant Panda

Southeast Asia
23 Asian Turtle Crisis Range Country Conservation
24 Project Seahorse
25 Malayan Tapir
26 Wild Clouded leopard conservation in Thailand
27 Project Punde Kundo (Red Panda)

research projects supported by the Toronto Zoo 2011 (listed left)

projects supported by the Zoo’s Endangered Species Reserve Fund 2011 (listed above)
Toronto Zoo published articles in 2011

**ecology/field conservation/reintroduction**

**reproductive physiology/technology**


**veterinary medicine/physiology**


development

capital campaign update
For 37 years, the Toronto Zoo has maintained its position as a leader in conservation, species preservation and education but we now stand at a critical crossroads. While the Zoo’s initial approach was at the cutting edge of cultural exhibition, our modern times present urgent new challenges, which require us to renew our current facilities.

Our current campaign, Wild for Life, (2012-2017), identifies significant renewal plans and projects. These include a revitalized Canadian Wilderness domain, a complete redesign of the Eurasia experience and the creation of a state-of-the-art Wildlife Health Centre that will be among the most sophisticated of its kind to be found anywhere in the world.

Over 2011, we have taken many steps to strengthen our internal capacity to fundraise in preparation for the launch of our capital campaign.

prospects
Further giving opportunities were identified through extensive research on targeted prospects, which include individuals and companies who have interests relevant to Zoo activities. We also developed policies and strategies related to donor recognition and sponsorship acquisition. Additionally, sponsorship giving opportunities were identified with defined benefits for various capital projects.

communication
We worked in conjunction with an outside marketing agency and the Fundraising and Sponsorship Committee of the Zoo to determine the name for our campaign, Wild for Life. Our communications plan for the campaign was further developed and we determined an appropriate roll out schedule for future materials. Additional campaign collateral materials were created such as proposals for specific campaign projects and campaign project summaries.

donor and volunteer action
We continued to meet with prospects and identified stewardship strategies in order to properly recognize campaign support. We also successfully recruited campaign volunteers. In addition, we held two successful cultivation events, in order to engage volunteers and attract prospective donors.

annual campaign
The Toronto Zoo continues to successfully raise funds through our annual campaign. Our committed donors funded annual projects in 2011 that included:
- funding for Acres for the Atmosphere from Symcor plus a day of planting by Symcor staff
- funding for Operation Conservation: Jane Finch and Operation Conservation: Malvern
- funding of a student visit/workshop program for disadvantaged youth by an anonymous donor
- funding for the Great Lakes Outreach program by a number of private major donors
- funding for Wildlife Health Centre equipment from the Marjorie and Joseph Wright Foundation
- support for conservation programs from Scotts Canada

thank you!
We wish to thank all of the individuals, foundations, corporations and government agencies who, through their generous support, have contributed to the success of the Toronto Zoo and our mission.
our sincere thanks to all our generous donors in 2011

**benefactors ($250,000+)**
- Environment Canada
- Microsoft Canada Inc.
- **protectors ($25,000 - $49,999)**
  - Ministry of Natural Resources
  - Rouge Park Alliance
- **stewards ($5,000 - $24,999)**
  - Acadia University
  - Estate of Dorothy Jean Ball
  - Beaver Tails Canada Inc.
  - Canadian Wildlife Federation
  - Eco-Action
  - Vern & Lucille Fawcett
  - Estate of Dorothy Jean Ball
  - Government of Canada
  - Pat Loney
  - Milliken Meat Products Ltd.
  - Ontario Federation of Anglers and Hunters
  - Shayanthan Parameswaran
  - Ralph Richardson
  - Scotts Canada Ltd.
  - Tippet Foundation
  - Town of Markham
  - Van Houtte Coffee Services Inc.
  - The Geoffrey H. Wood Foundation
- **partners**
  - Lowe Roche Advertising
  - Zenith Optimedia
  - Delta Toronto East
  - CTV – Bell Media
  - Toronto Star
  - 98.1 CHFI
- **product sponsors**
  - Beavertails
  - Coca-Cola
  - Pizza Pizza
  - Van Houtte Coffee Services
  - Vital Link Ice Cream & Event Marketing
  - Hershey’s Canada
  - Loblaw
  - boom 97.3
- **donors ($1,000 - $4,999)**
  - Alcoa Inc.
  - A2A Conservation Endowment Fund
  - Estate of Lilo Bastamoff
  - Estate of Lillian Bloom
  - Estate of Diana Braut
  - Canadian Association of Science Centres
  - Cavelti Family Foundation
  - Durham Region Aquarium Society
  - Jennifer Fiddian-Green
  - Paul Frazer
  - Diana Goad
  - Susan Gunton
  - Estate of Barbara Elsie Harrison
  - Hidden Bench Vineyards
  - Erin Hill
  - Huron Stewardship Council
  - Insight Production Co. Ltd.
  - Jack Miner Public School
  - Patricia Koval
  - Mazen Kurdi
  - Allan & Esther Lee
  - Dr. Ying Lu
  - James McConnell
  - Katherine McGuire
  - Dr. Robert Mehren & Mr. Peter Mehren
  - Miller Memorial Foundation
  - Janis Montgomery
  - Lisa Morton
  - Ontario Power Generation
  - Dorothy Parr
  - Kirk & Sue Polson
  - Powis Family Foundation
  - Estate of Viola Schuybal
  - SCI Interiors Ltd.
  - Sir John A. Macdonald Public School
  - Sony Pictures Home Entertainment
  - The Benjamin Foundation
  - Bonita To
  - Toronto Atmospheric Fund
  - Tree Canada
  - Dr. William Waters
  - V. Lorraine Williams
  - The Marjorie & Joseph Wright Memorial Foundation
  - Joe You
  - Shanna Young
- **monthly donors 2011 ($150+)**
  - Erika Agnew
  - Doug & Rosemarie Archer
  - Eileen Arnaud
  - Lillian Atkinson
  - May Lisa Baak
  - Rev. E. Bell
  - Kim Beno
  - Maureen Boyd
  - J. Brazier
  - Dr. J. R. Brook
  - Simon Chambers
  - Amy Chan
  - Anne Cheesman
  - Kimberley Chipman
  - Damon Clarke
  - Judy Contini
  - Dr. Karen Cronin
  - Margaret Cross
  - Dr. Anne Curtis
  - Dandele-MacNabb
  - Mr. Laurence Davidson
  - Johanna Deboer
  - C. Despard
  - Debbie Fitzgibbon
  - Gareth Frost
  - Cecile Gambin
  - Helen Gaston
  - Robert Gorman
  - Helen Gregor
  - Jeffrey Hayden
  - Peggy Hornell
  - Marjorie Howell
  - Linda Isherwood
  - Laurie Jennings
  - Jeff Johnston
  - Renee Kierans
  - Frank Kim
  - Lynn Kitchen
  - Arnd Koechlin
  - Patricia Koval
  - Penny Krolik
  - Garth Lawrence
  - Allan & Esther Lee
  - Dale Lipson
  - Wendy MacPherson
  - Brian McLean
  - Deborah McLennan
  - Dr. Kay Mehren
  - Mr. Peter Mehren
  - Ann Millis
  - Shyamamree Muermans
  - Alan Murphy
  - George Norville
  - Wladyslaw Osio
  - Caitlin Penny
  - Annelies Peskett
  - Ruth Pischke
  - Patricia Regan
  - Ralph Richardson
  - Elizabeth Robins
  - Krista Rosnik
  - Jacqueline Sanz
  - Terence Shawn
  - Linda Shervill
  - Marilyn Shicklune
  - Albert Squires
  - Michael Squires
  - Mark Swartz
  - Don Taylor
  - Alexander Thomson
  - Margaret Tidswell
  - Mila Ure
  - Karen Vonpickartz
  - Dr. William Waters
  - S. Whistance-Smith
  - Jeannie White
  - Marianne Wilson
  - Margaret Woodhouse
  - Carol Worthylake
  - William Wray
  - Yocan Medical Systems
<table>
<thead>
<tr>
<th>REVENUE</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding from City of Toronto</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>General appropriation</td>
<td>11,577,500</td>
<td>11,388,300</td>
</tr>
<tr>
<td>Capital works contributions</td>
<td>157,029</td>
<td>76,000</td>
</tr>
<tr>
<td>Admission</td>
<td>11,070,320</td>
<td>11,238,977</td>
</tr>
<tr>
<td>Membership</td>
<td>3,136,856</td>
<td>3,651,559</td>
</tr>
<tr>
<td>Food services</td>
<td>5,805,885</td>
<td>5,682,662</td>
</tr>
<tr>
<td>Gift shop operations</td>
<td>2,448,219</td>
<td>2,608,857</td>
</tr>
<tr>
<td>Parking</td>
<td>2,745,544</td>
<td>2,799,661</td>
</tr>
<tr>
<td>Rides and rentals</td>
<td>779,712</td>
<td>769,549</td>
</tr>
<tr>
<td>Education programs</td>
<td>790,105</td>
<td>749,662</td>
</tr>
<tr>
<td>Other revenue and recoveries</td>
<td>2,391,223</td>
<td>2,216,930</td>
</tr>
<tr>
<td>Development</td>
<td>516,381</td>
<td>648,933</td>
</tr>
<tr>
<td>Funding from deferred revenue*</td>
<td>895,860</td>
<td>468,091</td>
</tr>
<tr>
<td>Interest</td>
<td>16,498</td>
<td>10,485</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>42,330,832</td>
<td>42,309,466</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations &amp; Administration</td>
<td>16,236,822</td>
<td>17,166,970</td>
</tr>
<tr>
<td>Conservation, Education &amp; Research</td>
<td>14,351,191</td>
<td>13,823,060</td>
</tr>
<tr>
<td>Marketing &amp; Communications</td>
<td>2,978,476</td>
<td>3,135,833</td>
</tr>
<tr>
<td>Food services</td>
<td>4,709,171</td>
<td>5,117,559</td>
</tr>
<tr>
<td>Gift shop operations</td>
<td>1,787,185</td>
<td>1,900,995</td>
</tr>
<tr>
<td>General management</td>
<td>1,757,392</td>
<td>1,506,675</td>
</tr>
<tr>
<td>Development</td>
<td>1,126,654</td>
<td>747,438</td>
</tr>
<tr>
<td>Amortization of capital assets</td>
<td>540,312</td>
<td>527,800</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>43,487,203</td>
<td>43,926,130</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Excess of revenue over expenses</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>before the following</td>
<td>(1,156,371)</td>
<td>(1,616,664)</td>
</tr>
<tr>
<td>Transfer to Toronto Community Foundation</td>
<td>-</td>
<td>(260,765)</td>
</tr>
<tr>
<td>Transfer of excess funding to City of Toronto</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Additional funding from City of Toronto</td>
<td>470,999</td>
<td>1,669,620</td>
</tr>
<tr>
<td>Transfer (to) from City of Toronto</td>
<td>251,985</td>
<td>120,318</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenses for the year</strong></td>
<td>(433,387)</td>
<td>(87,491)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets, beginning of year</th>
<th>$</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets, end of year</td>
<td>3,857,509</td>
<td>3,945,000</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>3,424,122</td>
<td>3,857,509</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.
who’s who at the Zoo
Toronto Zoo Board of Management 2011

Chair
Mr. Joe Torzsok

Vice Chair
Councillor Paul Ainslie

(12 months)
Councillor Raymond Cho
Councillor Josh Colle
Councillor Glenn De Baeremaeker
Councillor Mark Grimes
Councillor Gloria Lindsay Luby
Ms. Cindy Yelle

(Jan – Oct)
Dr. Ming-Tat Cheung
Ms. Sylvie Tessier

(Oct – Dec)
Dr. Cal Bricker
Ms. Tone L. Chaltas
Mr. Paul Doyle
Ms. Sabrina Fiorellino
Mr. Michael Ho
Mr. Joshua Vinegar

Toronto Zoo Senior Staff 2011

Chief Executive Officer
Mr. John Tracogna

Chief Operating Officer
Mr. Robin Hale

Executive Director, Marketing & Communications
Ms. Shanna Young

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

Executive Director of Development
Ms. Shirlene Courtis, CFRE

Director, Corporate Planning
Ms. Susan Gunton

Director, Facilities & Services
Mr. Eric Morris

Director, Wildlife Care
Mr. Eldon Smith

Senior Veterinarian
Dr. Graham Crawshaw, B.VetMed., M.Sc., M.R.C.V.S., Dipl. A.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
Mr. Tom Mason, B.Sc.

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
Dr. David Barney, B.Sc., M.Sc., Ph.D.

Manager, Computer & Telecom Services
Mr. Charles Duncan

Manager, Financial Services
Mr. Paul Whittam

Manager, Horticulture/Materials Collection
Ms. Anna-Marie Burrows

Manager, Human Resources
Mr. Curt Shalapata

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

torontozoo.com