



STAFF REPORT

To: Management Committee

From: Robin D. Hale
Chief Operating Officer

Subject: **2011 OPERATING PLAN AND BUDGET**

Date: 2010-11-01

Summary:

This report provides an outline and description of the 2011 Operating Plan and Budget for consideration by the Board.

Recommendation:

It is recommended that the Requested Base 2011 Operating Budget and the list of New and Existing Services, as attached, be approved.

Financial Impact:

Approval of the "Requested Base" 2011 Operating Plan and Budget will require net expenditure funding from the City of Toronto in the amount of \$11,390.6 thousand, consisting of gross expenditures of \$45,993.1 thousand and revenues and recoveries in the amount of \$34,602.4 thousand.

Background:

The 2011 Operating Plan and Budget submission, attached for your review and approval, has been prepared in accordance with the budget guidelines of the Financial Planning Division of the City of Toronto including annualization of prior year programs, prescribed inflationary increases, less non-recurring items, as applicable.

Comments/Discussion:

The directives for the 2011 budget process issued by the City Manager outlined a requirement to achieve an operating budget reduction target of 5.0% from the 2009 Net Operating Budget for a second consecutive year. This results in an overall decrease of 10% from the 2009 Net Operating Budget in both 2010 and 2011. The detailed review conducted by management of the Toronto Zoo in preparing the 2011 submission has resulted in 2011 Requested Base Net Operating Expenditures of \$11,390.6 thousand after salary and wage adjustments for contractual obligations, meeting the target established by the City.

Gross Program expenditures of \$45,993.1 thousand have increased by \$664.9 thousand or 1.5% resulting from the annualization of salary and wage increases from 2010 and full integration of the Development office operations, other inflationary increases, offset by other base changes in the business. In compliance with the City guidelines, salary increases for non-union staff have not been included in the submission as this number will be budgeted corporately.

The 2011 operating budget reflects an attendance level of 1,325,000, an increase of 25,000 visitors which is based on the five year average (2006-2010). The new Penguin exhibit will be opening in 2011 and is expected to stimulate visitor interest similar to the popular Sharks at Stingray Bay, which is not currently in the plans for 2011. As outlined in the budget guidelines, user fees have been reviewed and will not be increasing in 2011 as the adult and seniors admission fees changed in 2010 as a result of the implementation of the HST. Based on price comparisons with competitors, parking fees, school groups and ride fees are unchanged for 2011. However, there will be some incremental revenue from parking due to tax exemptions resulting from the charitable status of the zoo.

Program revenues of \$34,602.4 thousand for the Requested Base Budget have increased by 2.0% as a result of increased volume and attendance for 2011, the full integration of the Development office and food services volume. As previously mentioned, user fees have been reviewed and remain unchanged from 2010. Based on the fact that the General admission fee for adults and seniors increased in the 2010 season as a result of the HST implementation, it was decided to not increase these fees in order to remain relatively competitive. A review of the membership fee structure has also been undertaken to assess its position on the market and the potential to reduce the financial pressures to the City.

The draft 2011 Operating Budget has been submitted to the Financial Planning Division of the City of Toronto prior to the prescribed deadline. Any amendments by the Management Committee and Board will be communicated to the City.

Approval of the Operating Plan and Budget will assist in the continued implementation of strategic initiatives as we further the goal of attaining the Zoo Vision and strategic initiatives as approved by the Board in 2009.

R. D. Hale
Chief Operating Officer

List of Attachments:

2011 Operating Plan and Budget

FOR APPROVAL BY THE
MANAGEMENT COMMITTEE



2011 Operating Plan and

Budget Submission



2010-11-01



TRANSMITTAL MEMORANDUM

Re: Toronto Zoo – 2011 Operating Budget Submission

Introduction

The Toronto Zoo's 2011 Requested Base Budget has a Net Operating Cost of \$11,390.6 thousand which represents a 10.0% decrease from the budgeted 2009 Net Operating Cost after salary and wage adjustments for contractual obligations. Gross Program expenditures of \$45,993.1 thousand have increased by \$664.9 thousand or 1.5% resulting from the annualization of salary and wage increases from 2010 and full integration of the Development office operations, other inflationary increases, offset by other base changes in the business. In compliance with the City guidelines, salary increases for non-union staff has not been included in the submission as this number will be budgeted corporately.

Attendance is estimated at 1,325,000 in 2011, aligning with the five year average. The new Penguin exhibit will be opening in 2011 and is expected to stimulate visitor interest similar to the popular Sharks at Stingray Bay, which is not currently in the plans for 2011. As outlined in the budget guidelines, user fees have been reviewed and will not be increasing in 2011 as the adult admission fee change in 2010, necessitated by the implementation of the HST. Based on price comparisons with competitors, parking fees, school groups and ride fees are unchanged for 2011. However, there will be some incremental revenue from parking due to tax exemptions resulting from the charitable status of the zoo.

Program revenues of \$34,602.5 thousand for the Requested Base Budget have increased by 2.0% as a result of increased volume and attendance for 2011, the full integration of the Development office and food services volume.

Governance Structure

The Toronto Zoo is an asset of the City of Toronto. The operation, management and maintenance of the Zoo is the responsibility of the Board of Management of the Toronto Zoo. The Board of Management is comprised of eleven members, including six members of Toronto Council and five citizen members.

2010 Key Service Achievements

The following significant achievements were accomplished in 2010:

- Hosted “Sharks at Stingray Bay”, the third year of a special touch tank exhibit open from Victoria Day to Thanksgiving weekend, a very popular exhibit with the public that generated strong attendance;
- Successfully negotiated a new Collective Agreement;
- Achieved attendance targets by promoting the Tundra Trek area, Sharks at Stingray Bay and the regular program of events;
- Installed a Conservation Carousel ride, generating incremental revenues for the Zoo;
- Through Compass Foods Canada, completed expansion and renovations to the Peacock Café and renovations to the Africa restaurant to revitalize these locations, similar to the improvements made to the Caribou Café in 2009;
- Completed renovations to the south end of the African Rainforest Pavilion to improve the quality of exhibitry and the visitor experience, consistent with the pavilion’s north end, and re-opened to the public;
- Continued detailed design on Phase II (Eurasia and Canadian Wilderness) of the North Zoo Site Redevelopment;
- Continued progress in relation to securing a Giant Panda exhibit through a potential partnership with two other Canadian zoos;
- Recruited an Executive Director of Development to oversee Development Office operations and all fundraising programs and activities of the Zoo;
- Worked with fundraising consultant on the on-going major campaign to raise funds for capital projects, exhibit improvements and conservation and education programs;

In 2010, the Zoo is projecting attendance in excess of 1,300,000 visitors. Despite the many days of extreme heat conditions experienced and the tendency for some weekend rain, the Zoo managed to meet its attendance target through the end of August. No doubt that a full calendar of weekend events, Sharks at Stingray Bay, the new Conservation Carousel and the popularity of Tundra Trek were all instrumental in maintaining attendance.

2011 Strategic Direction and Service Priorities

The Strategic Plan of the Toronto Zoo envisions the Zoo as a dynamic and exciting action centre that inspires people to love, respect and protect wildlife and wild spaces. As such, the strategic directions of the Zoo focus on activities that nurture a culture of best practice, passion and commitment, protect wildlife populations and the places that sustain them by demonstrating environmental leadership through model conservation programs and partnerships; offer compelling education and outreach experiences to inspire people to care about wildlife and protect habitats; deliver a guest experience that is fun, welcoming, interactive and shows our commitment to sustainable living; create dynamic habitats that celebrate the spectrum of plants and animals and connect people with nature; satisfy our accreditation requirements and build revenue streams, fundraising capacity and strategic relationships.

For 2011, the budget reflects an attendance level of 1,325,000, which is based on the five year average (2006-2010). A key driver for attendance in 2011 will be the new Penguin exhibit and the fact that the south end of the African Rainforest Pavilion, with a new Mandrill exhibit will be re-opened to the public. Also, for the summer of 2011, the Zoo will be investigating a new short-term exhibit to possibly replace the Stingray & Shark Exhibit that will continue to stimulate visitor interest towards sustaining attendance levels for the Zoo.

In 2010, a General Admission fee increase of \$2.00 for adults and \$1.00 for seniors was necessitated by the implementation of the Harmonized Sales Tax (HST). Following a review of user fees in the budget process, it is recommended that General admission user fees (adults, seniors and children) not be increased for 2011 to remain competitive. A review of the membership fee structure has also been undertaken to assess its position on the market and the potential to reduce the financial pressures to the City.

In summary, the Zoo has the following priority goals in 2011:

- Achieve attendance targets by promoting the reopened south end of the African Rainforest Pavilion, the Tundra Trek area, the Conservation Carousel and the regular program of events;
- Opening of the new Penguin exhibit;
- Achieve revenue growth through increased sponsorships;
- Continue progress towards acquisition of Giant pandas;
- Complete detailed design of the Animal Health Centre;
- Emphasis on efforts to strategically build awareness, attendance and customer loyalty to the Zoo;
- Continue progress on the major fundraising campaign to raise funds for capital projects, exhibit improvements and conservation and education programs;
- Achieve a high level of visitor satisfaction with the overall Zoo experience, including all related services of the grounds and facilities;
- Continue implementation of the Zoo's Green Plan, recently updated with initiatives for 2011-2013
- Develop public/private sector partnerships and strategic alliances
- Review organization and governance.

In each of the last two years, the Zoo has been consistent in meeting the 5% reduction targets established by the City and zero growth targets in each of the three preceding years. Innovative and creative special events (Dinosaurs Alive - 2007, Stingray Bay - 2008, Sharks at Stingray Bay – 2009 & 2010), combined with new exhibit openings (Great Barrier Reef - 2008, Tundra Trek - 2009) have stimulated visitor interest and enabled the Zoo to exceed attendance targets in each of the last six years. The Toronto Zoo's 2011 Requested Base Budget Net Operating Cost of \$11,390.2 thousand, (adjusted) meets the 5.0% reduction objective from the 2009 Approved Budget for the second consecutive year.

2011 Proposed New & Existing Service Changes

In addition to the 2011 Requested Base Budget, the following descriptions provide details on proposed new service changes for 2011:

Capital Campaign Staff

In order to effectively execute the Capital Campaign and future fundraising needs, the Board has directed that the appropriate staff be hired in order to develop the in-house expertise for sustaining the campaign consistent with best industry practices. Accordingly, the request outlined in the business case includes staffing to accommodate campaign planning and building long term organizational capacity through the addition of a Campaign Director, Prospect Research Officer and Campaign Communications Co-ordinator (writer). These positions will provide the basis for significant funds to be raised for capital works and endowments.

Penguin Keeper

An additional, full time keeper is required to ensure the successful coordination and running of the new penguin program and exhibit. This will facilitate meeting AZA standards of care as outlined by the Penguin Husbandry Manual. Breeding penguins requires intensive monitoring, treatments and hand-raising of chicks. A dynamic display that would highlight ocean and penguin conservation issues would be a timely addition to the Toronto Zoo. To oversee 'Meet the Keeper' events and educational demonstrations would require a substantial dedication of staff time. This need for this position is a result of the capital project, however, it is also anticipated that incremental sponsorship revenue would offset these costs.

Curatorial Keeper – Mammals

This is a request for a permanent position upgrade from non-permanent required to address the heavy workload that is part of managing the largest animal collection at the Zoo, participating in 30 Species Survival Plans, and Canadian recovery programs. This position is a key component for the Zoo in order to maintain its existing mammal collection, as the programs that this position is involved with require a great deal of specialized knowledge and time involvement.

Education Supervisor

The Education Branch has recommended a restructure of the area to eliminate the Seasonal Supervisor position and re-organizing of the area to include a Supervisor of Education Programs along with the existing Supervisor of Volunteer Programs. This better positions the organization, responsibilities, and operations to enable adequate attention to the two distinct streams: (1) Education Programs – formal school related programs, public programs & summer camps, and (2) Volunteer Programs – informal educational offerings. This would allow maximization of the current service levels of Volunteers, increase the revenue potential of our current program offerings for school groups, public programs and camps, improve the quality of all programming and showcase the Zoo as a leader in Education.

It also provides the ability to focus on the future development of revenue generating programs/opportunities such as Zoo School (high school credit courses) and Distance Learning programs. It is expected that this position will lead to the generation of incremental revenue each year to at least offset the cost of the position, realizing that adequate time is required to implement these changes in order to achieve results.

Horticulture – 2 Gardeners

The demands on the Horticulture/Materials Collection Branch have increased over time and significantly in the past 5 years. The responsibilities of the Branch have increased due to the addition of attractions with intensive landscaping such as Tundra Trek, Discovery Zone, and African Savanna. These positions are required to meet the increased demands of servicing the Zoo and these areas.

2012 / 2013 Outlook

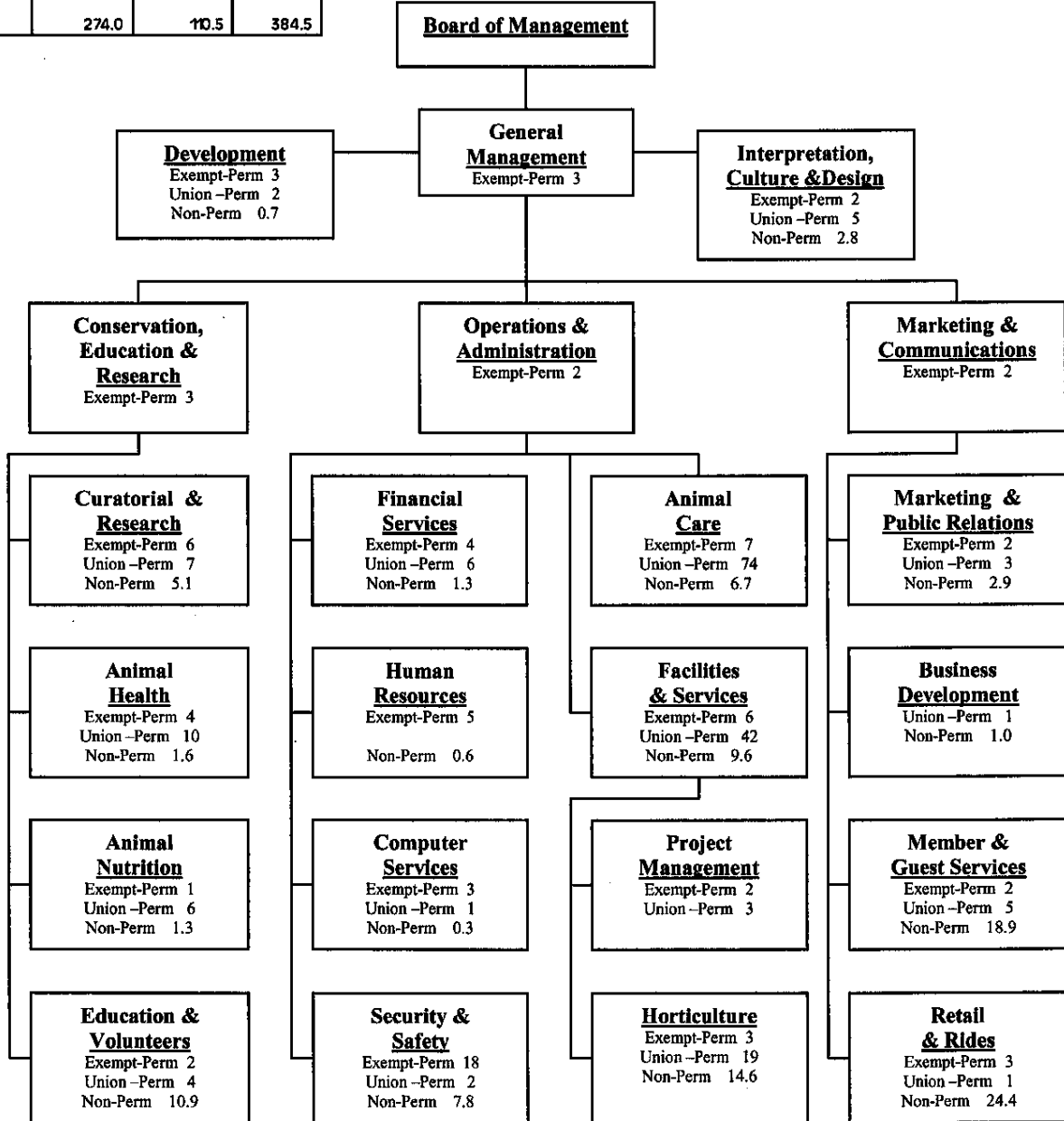
Future issues for the Zoo in 2012 and 2013 include the following:

- Construction of the North Zoo Site Redevelopment Project (Eurasia, Canadian Wilderness) will continue to be a major priority in 2011 and 2012. Opening of Eurasia is planned to follow in 2013.
- Marketing for the second year of the Penguin exhibit in 2012.
- On-going major fundraising campaign.
- Increased emphasis on environmental / climate change initiatives.
- Planning for the Panda exhibit and an enlarged Elephant area at the Toronto Zoo



2010 Organizational Structure
FTE Staff by Category

2010 Year-end	Permanent/ Full-Time	Non-Permanent	Total
Exempt	83.0	10.0	93.0
Unionized	191.0	100.5	291.5
Total	274.0	110.5	384.5

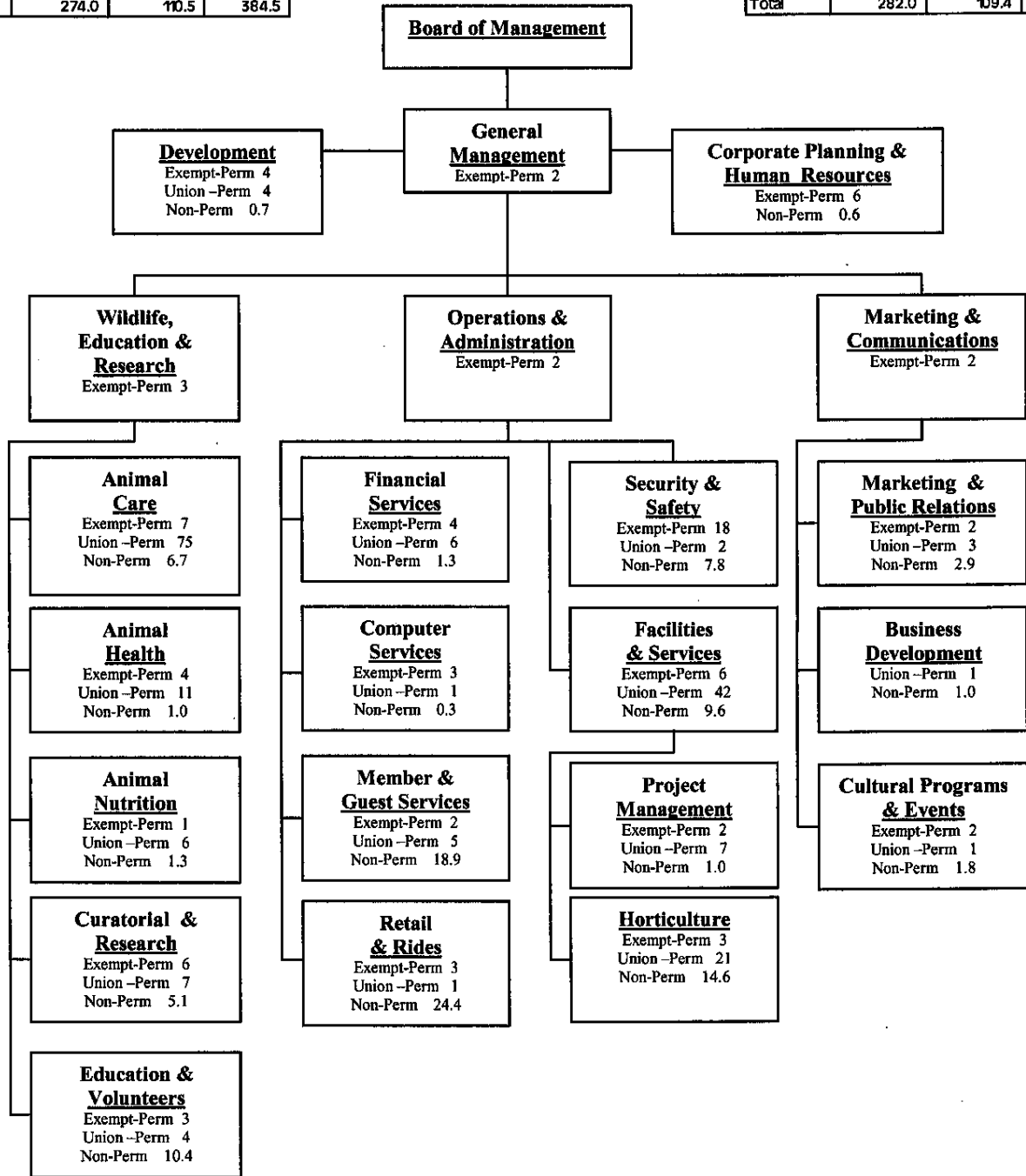




2011 Organizational Structure
FTE Staff by Category

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Exempt	83.0	10.0	93.0
Unionized	191.0	100.5	291.5
Total	274.0	110.5	384.5

2011 Year-end	Permanent / Full-Time	Non-Permanent	Total
Exempt	85.0	9.5	94.5
Unionized	197.0	99.9	296.9
Total	282.0	109.4	391.4



2011 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

TORONTO ZOO

PROGRAM
(Consolidated)

	2009 Approved Budget (\$000s)	2009 Actual (\$000s)	2010 Protected Actual (\$000s)	2010 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2011 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2011 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2011 Financial Plan \$	Change from 2010 Approved Budget		Change from 2010 Protected Actual		2012 Outlook (\$000s)
														\$	%	\$	%	
Salaries and Benefits	24,475.8	22,449.9	25,227.9	25,384.3	149.0	413.9	25,947.2	(111.3)	0.0	25,835.9	0.0	305.4	26,141.2	757.0	3.0	913.4	3.6	73.0
Materials and Supplies	6,642.4	5,504.2	6,006.9	6,235.8	0.0	0.0	6,235.8	228.3	0.0	6,464.1	0.0	0.0	6,464.1	228.3	3.7	457.1	7.6	0.0
Equipment	870.5	719.6	745.7	820.9	0.0	0.0	820.9	(85.9)	0.0	735.0	(0.0)	0.0	735.0	(85.9)	(10.5)	(10.7)	(1.4)	0.0
Services & Rents	10,452.9	10,088.1	10,184.5	11,111.2	0.0	0.0	11,111.2	174.0	0.0	11,285.2	(0.0)	0.0	11,285.2	174.0	1.6	1,100.7	10.8	0.0
Cost of Sales	1,640.1	1,303.0	1,358.5	1,640.1	0.0	0.0	1,640.1	(103.2)	0.0	1,536.9	0.0	0.0	1,536.9	(103.2)	(6.3)	178.4	13.1	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Contribution to Res/Res Fund	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
TOTAL GROSS EXPENDITURES	44,217.7	40,200.8	43,659.5	45,328.3	149.0	413.9	45,891.2	101.9	0.0	45,993.1	0.0	305.4	46,298.4	970.2	2.1	2,639.0	6.0	73.0
Grants from Others	609.3	609.3	826.7	991.9	0.0	0.0	991.9	20.0	(39.6)	972.4	0.0	0.0	972.4	(19.5)	(2.0)	145.7	17.6	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Contribution from Res/Res Funds	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0	0.0
User Fees	30,592.1	28,124.6	29,769.5	31,190.0	0.0	0.0	31,190.0	(9.8)	(238.0)	30,942.2	0.0	105.0	31,047.2	(142.8)	(0.5)	1,277.7	4.3	38.2
Other	647.4	374.8	1,546.0	1,622.1	0.0	0.0	1,622.1	364.0	565.8	2,551.8	0.0	120.0	2,671.8	1,049.8	64.7	1,125.9	72.8	0.0
TOTAL REVENUE	31,984.8	29,244.7	32,278.1	33,940.0	0.0	0.0	33,940.0	374.3	288.2	34,602.4	0.0	225.0	34,827.4	887.4	2.6	2,549.3	7.9	38.2
TOTAL NET EXPENDITURES	12,232.9	10,956.1	11,381.3	11,388.3	149.0	413.9	11,951.2	(272.4)	(288.1)	11,390.6	0.0	80.4	11,471.0	82.7	0.7	89.7	0.8	34.8
APPROVED POSITIONS	380.5	380.5	384.5	384.5	0.0	0.0	384.5	0.0	0.0	384.5	0.0	6.9	391.4	6.9	1.8	6.9	1.8	0.0

2011 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
General Management

	2009 Approved Budget (\$000s)	2009 Actual (\$000s)	2010 Projected Actual (\$000s)	2010 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2011 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2011 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2011 Financial Plan \$	Change from 2010 Approved Budget		Change from 2010 Projected Actual		2012 Outlook (\$000s)
														\$	%	\$	%	
Salaries and Benefits	1,707.7	789.0	1,698.0	1,721.3	3.7	6.5	1,731.4	(62.1)	0.0	1,669.3	0.0	120.0	1,789.3	68.0	4.0	91.3	5.4	0.0
Materials and Supplies	601.7	771.0	363.5	443.9	0.0	0.0	443.9	210.7	0.0	654.6	0.0	0.0	654.6	210.7	47.5	291.1	80.1	0.0
Equipment	15.4	12.1	35.0	84.0	0.0	0.0	84.0	(51.0)	0.0	32.9	0.0	0.0	32.9	(51.0)	(60.8)	(2.1)	(5.9)	0.0
Services & Rents	472.6	393.7	412.3	993.7	0.0	0.0	993.7	388.5	0.0	1,384.2	0.0	0.0	1,384.2	388.5	39.0	971.9	235.7	0.0
Cost of Sales	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other (2003 Holdbacks)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
TOTAL GROSS EXPENDITURES	2,797.3	1,271.8	2,508.8	3,244.9	3.7	6.5	3,253.0	486.0	0.0	3,741.1	0.0	120.0	3,861.1	616.2	19.0	1,352.3	53.9	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Contribution from Res/Res fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
User Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0
Other	431.0	2.3	1,343.8	1,419.9	0.0	0.0	1,419.9	364.0	565.8	2,349.7	0.0	120.0	2,469.7	1,049.8	73.9	1,125.9	83.8	0.0
TOTAL REVENUE	431.0	2.3	1,343.8	1,419.9	0.0	0.0	1,419.9	364.0	565.8	2,349.7	0.0	120.0	2,469.7	1,049.8	73.9	1,125.9	83.8	0.0
TOTAL NET EXPENDITURES	2,366.3	1,269.5	1,165.0	1,824.9	3.7	6.5	1,835.1	122.0	(565.8)	1,391.4	0.0	0.0	1,391.4	(433.6)	(23.8)	226.4	19.4	0.0
APPROVED POSITIONS	18.5	18.5	18.5	18.5	0.0	0.0	18.5	0.0	0.0	18.5	0.0	3.0	21.5	3.0	16.2	3.0	16.2	0.0

2011 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

PROGRAM
SERVICE
Toronto Zoo
Marketing & Communications

	2009 Approved Budget (\$000s)	2009 Actual (\$000s)	2010 Projected Act. Expend. (\$000s)	2010 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2011 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2011 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2011 Financial Plan \$	Change from 2010 Approved Budget		Change from 2010 Projected Act. Expend.		2012 Outlook (\$000s)
														\$	%	\$	%	
Salaries and Benefits	2,559.5	2,803.5	2,692.4	2,681.5	16.5	23.8	2,721.8	(96.5)	0.0	2,625.2	0.0	0.0	2,625.2	(56.3)	(2.1)	(67.2)	(2.5)	0.0
Materials and Supplies	627.3	552.1	564.1	567.1	0.0	0.0	567.1	(38.3)	0.0	528.9	0.0	0.0	528.9	(38.3)	(6.7)	(35.2)	(6.2)	0.0
Equipment	254.0	83.6	98.1	100.7	0.0	0.0	100.7	(16.5)	0.0	84.2	0.0	0.0	84.2	(16.5)	(16.4)	(13.9)	(1.3)	0.0
Services & Rents	6,894.8	6,371.9	6,806.4	6,915.3	0.0	0.0	6,915.3	(194.3)	0.0	6,721.0	(0.0)	0.0	6,721.0	(194.3)	(2.8)	(85.4)	(1.3)	0.0
Cost of Sales	1,640.1	1,303.0	1,338.5	1,640.1	0.0	0.0	1,640.1	(103.2)	0.0	1,536.9	0.0	0.0	1,536.9	(103.2)	(6.3)	(178.4)	13.1	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0
TOTAL GROSS EXPENDITURES	11,975.7	11,114.2	11,519.5	11,904.8	16.5	23.8	11,945.1	(448.8)	0.0	11,496.3	(0.0)	0.0	11,496.3	(408.5)	(3.4)	(23.2)	(0.2)	0.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0
User fees	11,995.8	9,439.2	10,768.6	11,955.5	0.0	0.0	11,955.5	0.0	(962.9)	10,992.6	0.0	60.0	11,052.6	(902.9)	(7.6)	284.0	2.6	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0
TOTAL REVENUE	11,995.8	9,439.2	10,768.6	11,955.5	0.0	0.0	11,955.5	0.0	(962.9)	10,992.6	0.0	60.0	11,052.6	(902.9)	(7.6)	284.0	2.6	0.0
TOTAL NET EXPENDITURES	(20.2)	1,675.0	750.9	(50.7)	16.5	23.8	(10.4)	(448.8)	962.9	503.7	(0.0)	(60.0)	443.7	(307.2)	(40.9)	0.0	0.0	0.0
APPROVED POSITIONS	61.5	61.5	61.5	61.5	0.0	0.0	61.5	0.0	0.0	61.5	0.0	0.0	61.5	0.0	0.0	0.0	0.0	0.0

2011 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
Conservation, Education & Research

PROGRAM SERVICE	2009 Approved Budget (\$000s)	2009 Actual (\$000s)	2010 Projected Act. Expend. (\$000s)	2010 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2011 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2011 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2011 Financial Plan		Change from 2010 Approved Budget		Change from 2010 Projected Act. Expend.		2012 Outlook (\$000s)
													\$	%	\$	%	\$	%	
Salaries and Benefits	3,224.3	4,234.5	3,424.3	3,458.2	46.8	69.5	3,574.5	32.0	0.0	3,606.5	0.0	68.4	3,674.9	216.7	6.3	250.6	7.3	0.0	0.0
Materials and Supplies	1,541.5	1,589.1	1,498.4	1,540.0	0.0	0.0	1,540.0	(5.7)	0.0	1,534.4	0.0	0.0	1,534.4	(5.7)	(0.4)	35.9	2.4	0.0	0.0
Equipment	77.8	52.8	95.9	105.4	0.0	0.0	105.4	(19.3)	0.0	86.1	0.0	0.0	86.1	(19.3)	(18.3)	(9.8)	(10.2)	0.0	0.0
Services & Rents	950.8	540.6	1,002.4	1,039.2	0.0	0.0	1,039.2	(45.9)	0.0	993.4	0.0	0.0	993.4	(45.9)	(4.4)	(9.0)	(0.9)	0.0	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
TOTAL GROSS EXPENDITURES	5,794.3	6,417.1	6,021.0	6,142.8	46.8	69.5	6,259.1	(38.8)	0.0	6,220.3	0.0	68.4	6,288.7	145.8	2.4	267.7	4.4	0.0	0.0
Grants from Others	609.3	609.3	826.7	991.9	0.0	0.0	991.9	200	(39.6)	972.4	0.0	0.0	972.4	(19.5)	(2.0)	145.7	17.6	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
User Fees	1,097.9	502.6	703.8	766.7	0.0	0.0	766.7	(9.8)	0.0	756.9	0.0	45.0	801.9	35.2	4.6	98.1	13.9	38.2	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA	0.0	0.0
TOTAL REVENUE	1,707.2	1,111.9	1,530.5	1,758.6	0.0	0.0	1,758.6	10.3	(39.6)	1,729.3	0.0	45.0	1,774.3	15.7	0.9	243.8	15.9	38.2	0.0
TOTAL NET EXPENDITURES	4,087.1	5,305.2	4,490.5	4,384.2	46.8	69.5	4,500.5	(49.1)	39.6	4,491.0	0.0	23.4	4,514.4	130.1	3.0	23.9	0.5	(38.2)	0.0
APPROVED POSITIONS	62.4	62.4	64.4	64.4	0.0	0.0	64.4	0.0	0.0	64.4	0.0	0.9	65.3	0.9	1.4	0.9	1.4	0.0	0.0

2011 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

PROGRAM SERVICE	Toronto Zoo Operations & Administration															
	2009 Approved Budget (\$000s)	2009 Actual (\$000s)	2010 Projected Act. Expend. (\$000s)	2010 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2011 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2011 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2011 Financial Plan \$	Change from 2010 Approved Budget \$	Change from 2010 Projected Act. Expend. \$	2012 Outlook (\$000s)
Salaries and Benefits	16,984.4	14,622.8	17,413.2	17,523.3	82.1	314.1	17,919.5	15.4	0.0	17,934.9	0.0	117.0	18,051.8	638.7	3.7	73.0
Materials and Supplies	3,872.0	3,286.0	3,581.0	3,684.7	0.0	0.0	3,684.7	61.5	0.0	3,746.2	0.0	0.0	3,746.2	165.2	4.6	0.0
Equipment	523.4	571.0	516.7	530.9	0.0	0.0	530.9	0.9	0.0	531.8	0.0	0.0	531.8	15.1	2.9	0.0
Services & Rents	2,134.7	2,781.9	1,963.3	2,160.8	0.0	0.0	2,160.8	25.7	0.0	2,186.5	0.0	0.0	2,186.5	223.2	11.4	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
Divisional Gapping	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
TOTAL GROSS EXPENDITURES	23,514.5	21,261.7	23,474.2	23,899.7	82.1	313.1	24,295.9	103.5	0.0	24,399.4	0.0	117.0	24,516.4	616.6	2.6	73.0
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
User Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0
Other	216.4	372.5	202.1	202.1	0.0	0.0	202.1	0.0	202.1	202.1	0.0	0.0	202.1	0.0	0.0	0.0
TOTAL REVENUE	216.4	372.5	202.1	202.1	0.0	0.0	202.1	0.0	0.0	202.1	0.0	0.0	202.1	0.0	0.0	0.0
TOTAL NET EXPENDITURES	23,298.0	20,889.2	23,272.0	23,697.6	82.1	314.1	24,093.8	103.5	0.0	24,197.2	0.0	117.0	24,314.2	616.6	2.6	73.0
APPROVED POSITIONS	238.1	238.1	240.1	240.1	0.0	0.0	240.1	0.0	0.0	240.1	0.0	3.0	243.1	3.0	1.2	0.0

2011 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
Revenue & Recoveries

PROGRAM SERVICE	2009 Approved Budget (\$000s)	2009 Actual (\$000s)	2010 Projected Act. Expend. (\$000s)	2010 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2011 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2011 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2011 Financial Plan \$	Change from 2010 Approved Budget		Change from 2010 Projected Act. Expend.	
														\$	%	\$	%
Admissions	11,972.2	12,658.3	11,805.0	12,209.7	0.0	0.0	12,209.7	0.0	260.1	12,469.8	0.0	0.0	12,469.8	260.1	2.1	664.8	5.6
Parking	1,966.0	2,305.2	2,808.4	2,602.9	0.0	0.0	2,602.9	0.0	304.7	2,907.6	0.0	0.0	2,907.6	304.7	11.7	99.2	3.5
Memberships	3,371.7	3,198.4	3,456.7	3,346.7	0.0	0.0	3,346.7	0.0	160.1	3,506.8	0.0	0.0	3,506.8	160.1	4.8	50.1	1.4
Other	17.5	20.9	56.0	137.5	0.0	0.0	137.5	0.0	0.0	137.5	0.0	0.0	137.5	0.0	0.0	81.5	145.5
Recovery from CWP	171.0	0.0	171.0	171.0	0.0	0.0	171.0	0.0	0.0	171.0	0.0	0.0	171.0	0.0	0.0	0.0	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
TOTAL GROSS REVENUE	17,498.4	18,182.8	18,297.1	18,467.8	0.0	0.0	18,467.8	0.0	724.9	19,192.7	0.0	0.0	19,192.7	724.9	3.9	895.6	4.9
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
Other Subsidies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
User Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA
TOTAL REVENUE	17,498.4	18,182.8	18,297.1	18,467.8	0.0	0.0	18,467.8	0.0	724.9	19,192.7	0.0	0.0	19,192.7	724.9	3.9	895.6	4.9
APPROVED POSITIONS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	NA

PROGRAM SUMMARY BY SERVICE

(in \$000s)

Toronto Zoo (consolidated)							
VISION STATEMENT	The Toronto Zoo will be a dynamic and exciting action centre that inspires people to love, respect and protect wildlife and wild spaces.						
	2009 Actuals \$	2010 Approved Budget \$	2010 Projected Actuals \$	2011 Requested Base \$	Change from 2010 Approved Budget		2012 Outlook \$
					\$	%	
GROSS EXPENDITURE - SERVICE							
Conservation, Education & Research	6,417.1	6,142.8	6,021.0	6,220.3	77.5	1%	0.0
Marketing & Communications	11,114.2	11,904.8	11,519.5	11,496.4	(408.4)	-3%	0.0
Operations & Administration	21,261.7	23,899.7	23,474.2	24,399.4	499.6	2%	73.0
General Management	1,271.8	3,244.9	2,508.8	3,741.1	496.2	15%	0.0
Animal & Endangered Species	136.0	136.0	136.0	136.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL GROSS EXPENDITURES	40,200.8	45,328.3	43,659.5	45,993.1	664.9	1%	73.0
REVENUE - SERVICE							
Conservation, Education & Research	1,111.9	1,758.6	1,530.5	1,729.3	(29.3)	-2%	38.2
Marketing & Communications	9,439.2	11,955.5	10,768.6	10,992.6	(962.9)	-8%	0.0
Operations & Administration	372.5	202.1	202.1	202.1	0.0	n/a	0.0
General Management	2.3	1,419.9	1,343.8	2,349.7	929.8	65%	0.0
Animal & Endangered Species	136.0	136.0	136.0	136.0	0.0	n/a	0.0
Revenue & Recoveries	18,182.8	18,467.8	18,297.1	19,192.7	724.9	4%	0.0
TOTAL REVENUE	29,244.7	33,940.0	32,278.2	34,602.4	662.4	2%	38.2
NET EXPENDITURE - SERVICE							
Conservation, Education & Research	5,305.2	4,384.2	4,490.5	4,491.0	106.8	2%	(38.2)
Marketing & Communications	1,675.0	(50.7)	750.9	503.8	554.5	-1093%	0.0
Operations & Administration	20,889.1	23,697.6	23,272.0	24,197.2	499.6	2%	73.0
General Management	1,269.5	1,824.9	1,165.0	1,391.4	(433.6)	-24%	0.0
Animal & Endangered Species	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Revenue & Recoveries	(18,182.8)	(18,467.8)	(18,297.1)	(19,192.7)	(724.9)	4%	0.0
TOTAL NET EXPENDITURES	10,956.1	11,388.3	11,381.3	11,390.7	2.5	0%	34.8
APPROVED POSITIONS	380.5	384.5	384.5	384.5	0.0	n/a	0.0

PROGRAM SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

Toronto Zoo (consolidated)							
VISION STATEMENT							
The Toronto Zoo will be a dynamic and exciting action centre that inspires people to love, respect and protect wildlife and wild spaces.							
	2009 Actuals \$	2010 Approved Budget \$	2010 Projected Actuals \$	2011 Requested Base \$	Change from 2010 Approved Budget \$ %		2012 Outlook \$
Salaries and Benefits	22,449.9	25,384.3	25,227.9	25,835.9	451.6	2%	73.0
Materials and Supplies	5,504.2	6,235.8	6,006.9	6,464.1	228.3	4%	0.0
Equipment	719.6	820.9	745.7	735.0	(85.9)	-10%	0.0
Services & Rents	10,088.1	11,111.2	10,184.5	11,285.2	174.0	2%	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution to Res/Res Fund	136.0	136.0	136.0	136.0	0.0	0%	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Cost of Goods Sold	1,303.0	1,640.1	1,358.5	1,537.0	(103.1)	-6%	0.0
TOTAL GROSS EXPENDITURES	40,200.8	45,328.3	43,659.5	45,993.1	664.9	1%	73.0
Grants from Others	609.3	991.9	826.7	972.4	(19.5)	-2%	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution from Res/Res Funds	136.0	136.0	136.0	136.0	0.0	0%	0.0
User Fees	28,124.6	31,190.0	29,769.5	30,942.2	(247.8)	-1%	38.2
Other	374.8	1,622.1	1,546.0	2,551.8	929.8	57%	0.0
TOTAL REVENUE	29,244.7	33,940.0	32,278.2	34,602.4	662.4	2%	38.2
TOTAL NET EXPENDITURES	10,956.1	11,388.3	11,381.3	11,390.7	2.5	0%	34.8
APPROVED POSITIONS	380.5	384.5	384.5	384.5	0.0	0%	0.0

SERVICE SUMMARY BY EXPENDITURE CATEGORY.

(in \$000s)

SERVICE:		General Management						
PURPOSE STATEMENT	The General Management Division is comprised of the Chief Executive Office, and two operating branches, the Interpretation, Culture & Design Branch and the Development Office. The Chief Executive Office provides executive leadership to ensure the effective operation of the Zoo and consistent with the plans and policies approved by the Board of Management. This office provides direction and support to operating divisions, undertakes strategic planning, develops policies, reviews external proposals, and organizes Board sub-committee agendas. The Interpretation, Culture and Design Branch. is responsible for site design, graphics and interpretative elements. The Development Office manages all fundraising programs for the Zoo.							
	2009 Actuals \$	2010 Approved Budget \$	2010 Projected Actuals \$	2011 Requested Base \$	Change from 2010 Approved Budget		2012 Outlook \$	
					\$	%		
Salaries and Benefits	789.0	1,721.3	1,698.0	1,669.3	(52.0)	-3%	0.0	
Materials and Supplies	77.0	443.9	363.5	654.6	210.7	47%	0.0	
Equipment	12.1	84.0	35.0	32.9	(51.0)	-61%	0.0	
Services & Rents	393.7	995.7	412.3	1,384.2	388.5	39%	0.0	
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other Transfers	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
TOTAL GROSS EXPENDITURES	1,271.8	3,244.9	2,508.8	3,741.1	496.2	15%	0.0	
Grants from Others	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
User Fees	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other	2.3	1,419.9	1,343.8	2,349.7	929.8	65%	0.0	
TOTAL REVENUE	2.3	1,419.9	1,343.8	2,349.7	929.8	65%	0.0	
TOTAL NET EXPENDITURES	1,269.5	1,824.9	1,165.0	1,391.4	(433.6)	-24%	0.0	
APPROVED POSITIONS	18.5	18.5	18.5	18.5	0.0	0%	0.0	

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE: Conservation, Education & Research							
PURPOSE STATEMENT	The Conservation, Education & Research Division delivers programs that satisfy the Zoo's higher purpose. This includes conservation work that protects wildlife and habitats, speaking as an advocate on wildlife issues, and furthering the Zoo's vision as a leader in green initiatives. As well, the Education Branch focuses on delivering an engaging learning experience on the site and provides school and public programs. This Division has responsibility for the curatorial management and veterinary care of the animal collection, as well as nutrition and reproductive research.						
	2009 Actuals \$	2010 Approved Budget \$	2010 Projected Actuals \$	2010 Requested Base \$	Change from 2010 Approved Budget		2012 Outlook \$
					\$	%	
Salaries and Benefits	4,234.5	3,458.2	3,424.3	3,606.5	148.3	4%	0.0
Materials and Supplies	1,589.1	1,540.0	1,498.4	1,534.4	(5.7)	0%	0.0
Equipment	52.8	105.4	95.9	86.1	(19.3)	-18%	0.0
Services & Rents	540.6	1,039.2	1,002.4	993.4	(45.9)	-4%	0.0
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL GROSS EXPENDITURES	6,417.1	6,142.8	6,021.0	6,220.3	77.5	1%	0.0
Grants from Others	609.3	991.9	826.7	972.4	(19.5)	-2%	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	n/a	0.0
User Fees	502.6	766.7	703.8	756.9	(9.8)	-1%	38.2
Other	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE	1,111.9	1,758.6	1,530.5	1,729.3	(29.3)	-2%	38.2
TOTAL NET EXPENDITURES	5,305.2	4,384.2	4,490.5	4,491.0	106.8	2%	(38.2)
APPROVED POSITIONS	62.4	64.4	64.4	64.4	0.0	0%	0.0

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE:		Marketing & Communications						
PURPOSE STATEMENT		The purpose of the Marketing & Communications Division is to promote the Zoo's education and conservation mandate and provide the Zoo with an effective marketing program, product/program offerings, customer service and on-site attractions to generate revenues through attendance (new and repeat), membership and usage of the Zoo's service offerings. This includes the development and implementation of marketing and communications strategies and plans (including advertising, media relations, promotions, special events, group sales) to encourage various target markets to attend, generate loyalty to the Zoo with a Membership program, provide a wide range of food and retail outlets for guests to enjoy, provide interesting attractions on-site (i.e. Zoomobile, camel and pony rides, simulator ride) to round out the full day zoo visit.						
	2009 Actuals \$	2010 Approved Budget \$	2010 Projected Actuals \$	2011 Requested Base \$	Change from 2010 Approved Budget		2012 Outlook \$	
					\$	%		
Salaries and Benefits	2,803.5	2,681.5	2,692.4	2,625.2	(56.3)	-2%	0.0	
Materials and Supplies	552.1	567.1	564.1	528.9	(38.3)	-7%	0.0	
Equipment	83.6	100.7	98.1	84.2	(16.5)	-16%	0.0	
Services & Rents	6,371.9	6,915.3	6,806.4	6,721.0	(194.3)	-3%	0.0	
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other Transfers	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Cost of Goods Sold	1,303.0	1,640.1	1,358.5	1,537.0	(103.1)	-6%	0.0	
TOTAL GROSS EXPENDITURES	11,114.2	11,904.8	11,519.5	11,496.4	(408.4)	-3%	0.0	
Grants from Others	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
User Fees	9,439.2	11,955.5	10,768.6	10,992.6	(962.9)	-8%	0.0	
Other	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
TOTAL REVENUE	9,439.2	11,955.5	10,768.6	10,992.6	(962.9)	-8%	0.0	
TOTAL NET EXPENDITURES	1,675.0	(50.7)	750.9	503.8	554.5	-1093%	0.0	
APPROVED POSITIONS	61.5	61.5	61.5	61.5	0.0	0%	0.0	

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE:		Operations & Administration						
PURPOSE STATEMENT		The mandate of the Operations & Administration Division includes the human and financial resource management of the Zoo and the provision of services in animal care, security, maintenance, repair, renovation and construction of facilities, exhibits and services on site. The business priorities include human resource activities in recruitment, professional development and staffing; computer systems administration and development; provision of accurate financial information and analysis of the sources and uses of Zoo funds. The operating goals are to ensure the safety of all Zoo visitors, employees and the animal collection; the maintenance of the physical plant and grounds; and the effective management of project development and construction.						
	<u>2009</u> <u>Actuals</u> \$	<u>2010</u> <u>Approved</u> <u>Budget</u> \$	<u>2010</u> <u>Projected</u> <u>Actuals</u> \$	<u>2011</u> <u>Requested</u> <u>Base</u> \$	<u>Change from</u> <u>2010 Approved</u> <u>Budget</u> \$ %		<u>2012</u> <u>Outlook</u> \$	
Salaries and Benefits	14,622.8	17,523.3	17,413.2	17,934.9	411.5	2%	73.0	
Materials and Supplies	3,286.0	3,684.7	3,581.0	3,746.2	61.5	2%	0.0	
Equipment	571.0	530.9	516.7	531.8	0.9	0%	0.0	
Services & Rents	2,781.9	2,160.8	1,963.3	2,186.5	25.7	1%	0.0	
Interdepartmental Charges	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Contribution to Res/Res Fund	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other Transfers	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
TOTAL GROSS EXPENDITURES	21,261.7	23,899.7	23,474.2	24,399.4	499.6	2%	73.0	
Grants from Others	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Federal Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Other Subsidies	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
User Fees	0.0	0.0	0.0	0.0	0.0	0%	0.0	
Other	372.5	202.1	202.1	202.1	0.0	0%	0.0	
TOTAL REVENUE	372.5	202.1	202.1	202.1	0.0	0%	0.0	
TOTAL NET EXPENDITURES	20,889.1	23,697.6	23,272.0	24,197.2	499.6	2%	73.0	
APPROVED POSITIONS	238.1	240.1	240.1	240.1	0.0	0%	0.0	

SERVICE SUMMARY BY REVENUE CATEGORY

(in \$000s)

SERVICE: Revenue & Recoveries							
PURPOSE STATEMENT	This service contains all of the revenues for visitor admissions, parking, memberships, the recovery of salaries and wages from the Zoo Capital Works Program and other revenues.						
	2009 Actuals \$	2010 Approved Budget \$	2010 Projected Actuals \$	2011 Requested Base \$	Change from 2010 Approved Budget		2012 Outlook \$
					\$	%	
Admissions	12,658.3	12,209.7	11,805.0	12,469.8	260.1	2%	0.0
Parking	2,305.2	2,602.9	2,808.4	2,907.6	304.7	12%	0.0
Membership Contribution	3,198.4	3,346.7	3,456.7	3,506.8	160.1	5%	0.0
Other	20.9	137.5	56.0	137.5	0.0	0%	0.0
Recovery from CWP	0.0	171.0	171.0	171.0	0.0	0%	0.0
Other	0.0	0.0	0.0	0.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	n/a	0.0
REVENUE & RECOVERIES	18,182.8	18,467.8	18,297.1	19,192.7	724.9	4%	0.0
Grants from Others	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	0.0	0.0	0.0	0.0	n/a	0.0
User Fees	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Other	0.0	0.0	0.0	0.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	n/a	0.0
REVENUE	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE & RECOVERIES	18,182.8	18,467.8	18,297.1	19,192.7	724.9	4%	0.0
APPROVED POSITIONS	0.0	0.0	0.0	0.0	0.0	n/a	0.0



OPERATING BUSINESS CASE SUMMARY: 2011 NEW / ENHANCED SERVICE CHANGES

Toronto Zoo

2011 Operating Budget

Priority	Business Case No.	Title	Financial Impact (\$000s)			Change in Approved Positions	2012 Net Incremental Outlook (\$000s)	2013 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure	Change in Revenue	Net Change			
2011 Requested Base Budget After Service Adjustments			45,993.1	34,602.7	11,390.5	384.5	0.0	0.0
Enhanced Services - Service Expansion								
1	TZ-N0002	Capital Campaign Staff	120.0	120.0	0.0	3.0	0.0	0.0
4	TZ-N0004	Curatorial Keeper - Mammals	25.6	0.0	25.6	0.4	25.6	0.0
5	TZ-N0005	Education Supervisor	42.9	45.0	(2.1)	0.5	(38.2)	0.0
6	TZ-N0006	Horticulture - 2 Gardeners	57.0	0.0	57.0	2.0	57.0	0.0
Sub-total: Enhanced Services - Service Expansion			245.5	165.0	80.5	5.9	44.4	0.0
New Services								
2	TZ-N0003	Penguin Keeper	60.0	60.0	0.0	1.0	16.0	0.0
Sub-total: New Services			60.0	60.0	0.0	1.0	16.0	0.0
Total New / Enhanced Service Changes			305.5	225.0	80.5	6.9	60.4	0.0
Total 2011 Budget Request			46,298.6	34,827.7	11,471.0	391.4	60.4	0.0
% Change Over 2010 Approved Operating Budget			2.1%	2.6%	0.7%	1.8%	0.0%	0.0%