

FOR APPROVAL BY THE
MANAGEMENT COMMITTEE



2012 Operating Plan and

Budget Submission



2011-10-06



TRANSMITTAL MEMORANDUM

Re: Toronto Zoo – 2012 Operating Budget Submission

Introduction

The Toronto Zoo's 2012 Requested Base Budget has a Net Operating Cost of \$11,108.2 thousand which represents a 10.0% decrease from the budgeted 2011 Net Operating Cost after salary and wage adjustments for contractual obligations. Gross Program expenditures of \$45,134.1 thousand have decreased by \$1,269.6 thousand or 2.7%. The annualization of salary and wage increases from 2011, annualization of positions in the 2011 Council approved budget, other inflationary increases, have been more than offset by decreases to other base changes in the business. As City contracts are scheduled for renegotiation in 2012, the guidelines indicated that salary increases (COLA) for management / non-union staff were not to be included in the submission. However, Financial Planning staff confirmed that the Toronto Zoo should include the respective adjustment for management / non-union staff, as Zoo contracts were finalized in 2010.

Attendance is estimated at 1,300,000 in 2012, taking the 5 year trend into consideration. The new Penguin exhibit opened in 2011 and is expected to continue to stimulate visitor interest in 2012. As outlined in the budget guidelines, user fees have been reviewed and will be adjusted in 2012. As a result, a "peak", "non-peak" pricing methodology will be implemented for General, Senior and Child fees as a means of encouraging increased visitation in the shoulder seasons. Membership fees will also be adjusted along with camp programs, and stroller and wagon rentals. Based on price comparisons with competitors, fees for parking, rides and school groups are unchanged for 2012.

Program revenues of \$34,026.0 thousand for the Requested Base Budget have decreased by 2.3% as a result of the lower attendance estimate for 2012 offset by user fee adjustments.

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. As a result of governance structure changes approved by City Council in 2011, the Board of Management is now comprised of fourteen members (previously eleven), including six members of Toronto City Council and eight (previously five) citizen members.

2011 Key Service Achievements

The following significant achievements are anticipated to be accomplished in 2011:

- Opening of the new Penguin exhibit, a very popular exhibit with the public;
- Hosting “Sharks at Stingray Bay”, the fourth year of a special touch tank exhibit open from Victoria Day to Thanksgiving weekend;
- Completed first full season of the renovated south end of the African Rainforest Pavilion, featuring the very popular ring-tailed lemurs and other high quality exhibits that improve the visitor experience;
- Completed detailed design of the Wildlife Health Centre;
- Continued detailed design of Eurasia area of the North Zoo Site Redevelopment and start of construction;
- Continued progress in relation to securing a Giant Panda exhibit;
- Consistent with the Zoo’s Green Plan and strategy to develop public/private sector partnerships and strategic alliances, worked towards an agreement to construct a 500kW Biogas Facility on Zoo managed lands;
- Recruited Campaign Director to continue progress on the on-going major campaign to raise funds for capital projects, exhibit improvements and conservation and education programs;

2012 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 2012, the budget reflects an attendance level of 1,300,000, taking into consideration the five year average. Key drivers for attendance in 2012 will be the arrival of some exciting new animals, highly interactive / experiential short-term exhibits, and comprehensive special event plans, which will stimulate visitor interest to sustain or increase attendance levels for the Zoo.

In 2012, a “peak” / “non-peak” pricing methodology will be implemented for General, Senior and Child fees as a means of encouraging increased visitation in the shoulder season. As a result, the “peak” fees will be set at a higher level than the current rate for each category, while the “non-peak” rate will be lower. This is expected to stimulate attendance in the shoulder season (November – March). A review of the membership fee structure has also been undertaken and membership fees will be adjusted to reflect overall pricing mix strategies. Camp fees, along with stroller and wagon rentals will also be adjusted, generating nominal impacts to revenue.

In order to meet the 10% net expenditure reduction target, the Zoo has reviewed expenditures on a line-by-line basis to determine reduction possibilities. A review of services was also completed to ascertain possible reductions to alleviate financial pressures on the City. As a result, some difficult decisions were made in order to meet the target. This includes the transition of some exhibits and movement of some species in 2012 in advance of the schedule for the North Zoo Site Redevelopment project. The movement of several species will ultimately reduce expenses and also indirectly address some accreditation issues related to the exhibits and holdings vacated.

In summary, the Zoo has the following priority goals in 2012:

- Achieve attendance targets and a high level of visitor satisfaction through:
 - Addition of exciting new animals;
 - Highly interactive / experiential short-term exhibits;
 - Comprehensive special event plans;
 - Addition of new Winter based activities to stimulate attendance in the non-peak season;
 - Utilization of social media / database development in efforts to strategically build awareness, attendance and customer loyalty;
 - Customer service excellence, wayfinding, maintenance and state of good repair of the grounds and facilities;
 - Growth of membership base, donor base, and school visits to build affinity and enhance community support.
- Prepare and achieve AZA Accreditation renewal;
- Continue progress on the major fundraising campaign to raise funds for capital projects, exhibit improvements and conservation and education programs;
- Continue progress towards acquisition of giant pandas;
- Participate in Core Services Review recommendations in consultation with the City Manager;
- Undertake a charrette to obtain input and opinions for options related to the Zoo Front Entrance and potential Rouge National Park;
- Continue progress on transfer of elephants and determination of optimal location;
- Continue implementation of the Zoo's "green plan" with initiatives for 2012-2013;
- Develop public/private sector partnerships and strategic alliances;
- Pursue all available grants to deliver optimal conservation and research programs.

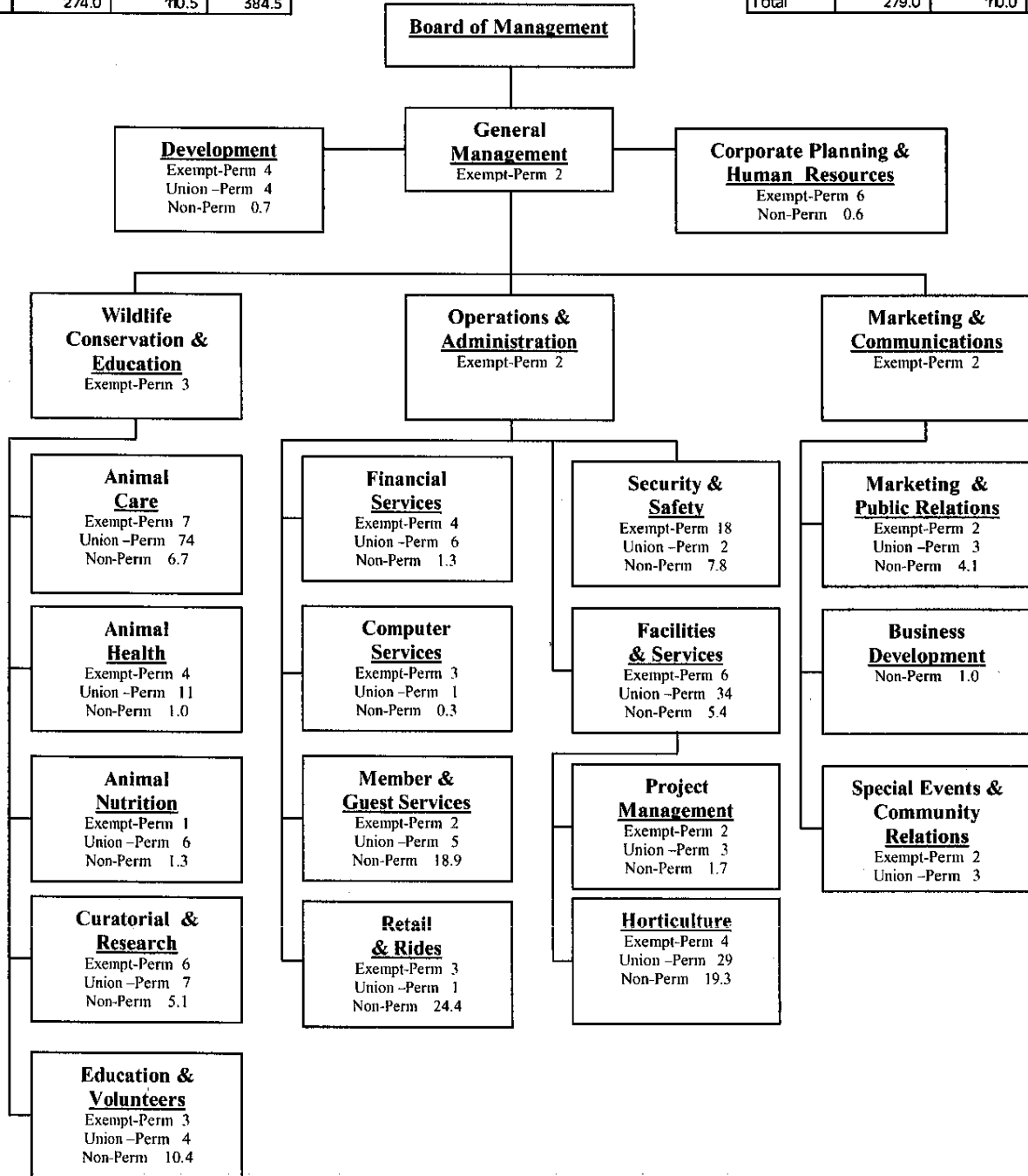
In 2010 and 2011, the Zoo met the 5% reduction targets established by the City in each year and zero growth targets in each of the three preceding years. The Toronto Zoo's 2012 Requested Budget Net Operating Cost of \$11,108.2 thousand, (adjusted) meets the 10.0% reduction objective established by the City. Innovative and creative special events (Dinosaurs Alive - 2007, Stingray Bay - 2008, Sharks at Stingray Bay - 2009, 2010 & 2011), combined with new exhibit openings (Great Barrier Reef - 2008, Tundra Trek - 2009, south-end of the African Rainforest Pavilion, Penguin exhibit) have stimulated visitor interest and assisted the Zoo in the effort towards ensuring a relevant and dynamic visitor experience through delivering a strong conservation, education and scientific research mandate both nationally and globally.



2011 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 Year-end	Permanent / Full-Time	Non-Permanent	Total
Exempt	86.0	10.0	96.0
Unionized	193.0	100.0	293.0
Total	279.0	110.0	389.0

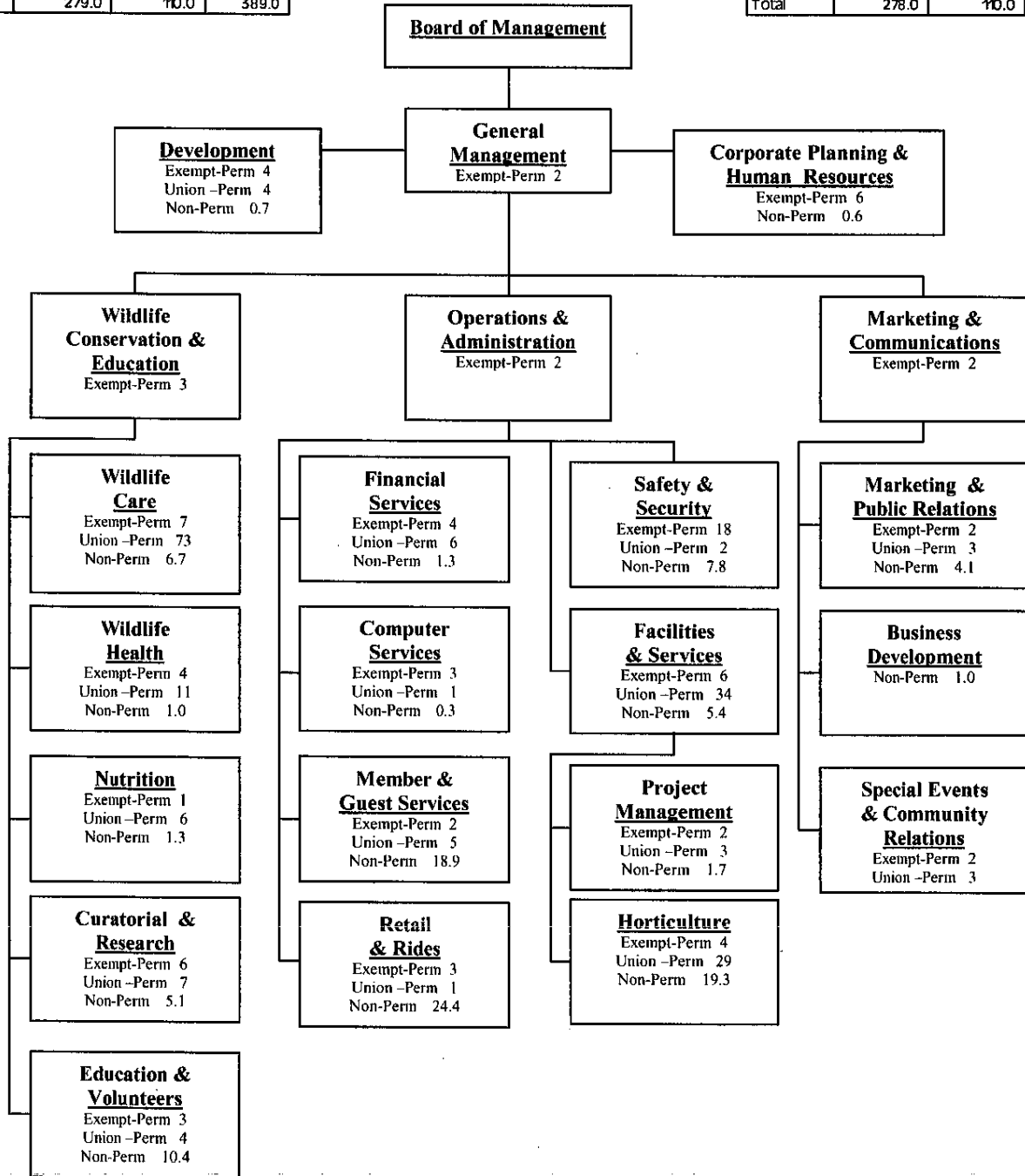




2012 Organizational Structure
FTE Staff by Category

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Exempt	86.0	10.0	96.0
Unionized	192.0	100.0	292.0
Total	278.0	110.0	388.0



2012 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

TORONTO ZOO

PROGRAM
(Consolidated)

	2009 Actual (\$000s)	2010 Approved Budget (\$000s)	2010 Actual (\$000s)	2011 Projected Actual (\$000s)	2011 Approved Budget (\$000s)	Prior Year Benefits (\$000s)	Economic Factors (\$000s)	2012 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2012 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2012 Financial Plan \$	Change from 2011 Approved Budget		Change from 2011 Projected Actual		2013 Outlook (\$000s)
															\$	%	\$	%	
Salaries and Benefits	24,762.3	25,384.3	24,411.8	26,243.8	26,243.8	214.5	454.5	26,912.8	(301.6)	0.0	26,611.2	0.0	0.0	26,611.2	367.4	1.4	367.4	1.4	73.0
Materials and Supplies	6,075.7	6,235.8	5,649.3	6,459.1	6,464.1	0.0	0.0	6,464.1	(382.0)	0.0	6,082.0	0.0	0.0	6,082.0	(382.0)	(5.9)	(377.0)	(5.8)	0.0
Equipment	1,083.7	816.9	443.3	735.0	735.0	0.0	0.0	735.0	(103.6)	0.0	631.4	0.0	0.0	631.4	(103.6)	(14.1)	(103.6)	(14.1)	0.0
Services & Rents	10,786.4	11,111.2	9,858.8	11,287.9	11,287.9	0.0	0.0	11,287.9	(1,044.8)	0.0	10,243.1	0.0	0.0	10,243.1	(1,044.8)	(9.3)	(1,037.5)	(9.2)	0.0
Cost of Sales	1,349.7	1,640.1	1,153.9	1,536.9	1,536.9	0.0	0.0	1,536.9	(106.6)	0.0	1,430.3	0.0	0.0	1,430.3	(106.6)	(6.9)	(106.6)	(6.9)	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	0.0	NA	0.0	NA	0.0
Contribution to Res/Res Fund	136.0	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	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	0.0	NA	0.0	NA	0.0
TOTAL GROSS EXPENDITURES	44,193.7	45,324.3	41,652.2	46,403.7	46,403.7	214.5	454.5	47,072.7	(1,938.6)	0.0	45,134.1	0.0	0.0	45,134.1	(1,257.4)	(2.7)	(1,257.4)	(2.7)	73.0
Grants from Others	609.3	991.9	991.9	988.3	972.5	0.0	0.0	972.5	0.0	39.0	1,011.5	0.0	0.0	1,011.5	39.0	4.0	23.2	2.3	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	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	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	0.0	NA	0.0	NA	0.0
Contribution from Res/Res Funds	136.0	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	27,865.5	31,190.0	27,793.9	31,047.2	31,047.2	0.0	0.0	31,047.2	0.0	(412.7)	30,634.5	0.0	0.0	30,634.5	(412.7)	(1.3)	(412.7)	(1.3)	38.2
Other	691.5	1,622.1	1,215.1	2,672.0	2,672.0	0.0	0.0	2,672.0	0.0	(428.0)	2,244.0	0.0	0.0	2,244.0	(428.0)	(16.0)	(428.0)	(16.0)	0.0
TOTAL REVENUE	29,302.3	33,940.0	30,136.9	34,843.5	34,827.7	0.0	0.0	34,827.7	0.0	(801.7)	34,026.0	0.0	0.0	34,026.0	(801.7)	(2.3)	(817.5)	(2.3)	38.2
TOTAL NET EXPENDITURES	14,891.5	11,384.3	11,516.3	11,547.9	11,576.0	214.5	454.5	12,245.0	(1,938.6)	801.7	11,108.1	0.0	0.0	11,108.1	(467.9)	(4.0)	(459.8)	(3.8)	34.8
APPROVED POSITIONS	384.5	384.5	384.5	389.0	389.0	0.0	0.0	389.0	(1.0)	0.0	388.0	0.0	0.0	388.0	(1.0)	(0.3)	(1.0)	(0.3)	0.0

2012 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

PROGRAM
SERVICE

Toronto Zoo
General Management

PROGRAM SERVICE	2009 Actual (\$000s)	2010 Approved Budget (\$000s)	2010 Actual (\$000s)	2011 Actual (\$000s)	2011 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2012 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2012 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2012 Financial Plan \$	Change from 2011 Approved Budget		Change from 2011 Projected Actual		2013 Outlook (\$000s)
															\$	%	\$	%	
Salaries and Benefits	5,932.0	5,932.1	5,896.6	6,336.0	6,336.0	114.7	310.6	6,761.3	(1.0)	0.0	6,760.3	0.0	0.0	6,760.3	424.3	6.7	424.3	6.7	0.0
Materials and Supplies	88.9	371.7	135.5	587.6	587.6	0.0	0.0	587.6	(136.8)	0.0	450.8	0.0	0.0	450.8	(136.8)	(23.3)	(136.8)	(23.3)	0.0
Equipment	9.5	43.0	(3.9)	31.0	31.0	0.0	0.0	31.0	(16.3)	0.0	14.8	0.0	0.0	14.8	(16.3)	(52.4)	(16.3)	(52.4)	0.0
Services & Rents	735.6	1,159.2	593.8	1,541.3	1,541.3	0.0	0.0	1,541.3	(484.5)	0.0	1,056.8	0.0	0.0	1,056.8	(484.5)	(31.4)	(484.5)	(31.4)	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	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	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	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	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	0.0	NA	0.0	NA	0.0
TOTAL GROSS EXPENDITURES	6,766.0	7,506.0	6,622.0	8,496.0	8,496.0	114.7	310.6	8,921.2	(638.6)	0.0	8,282.7	0.0	0.0	8,282.7	(213.3)	(2.5)	(213.3)	(2.5)	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	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	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	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	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	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	0.0	NA	0.0	NA	0.0
Other	362.9	1,421.9	833.3	2,471.7	2,471.7	0.0	0.0	2,471.7	0.0	(525.0)	1,946.7	0.0	0.0	1,946.7	(525.0)	(21.2)	(525.0)	(21.2)	0.0
TOTAL REVENUE	362.9	1,421.9	833.3	2,471.7	2,471.7	0.0	0.0	2,471.7	0.0	(525.0)	1,946.7	0.0	0.0	1,946.7	(525.0)	(21.2)	(525.0)	(21.2)	0.0
TOTAL NET EXPENDITURES	6,403.1	6,084.0	5,788.7	6,024.3	6,024.3	114.7	310.6	6,449.6	(638.6)	525.0	6,336.0	0.0	0.0	6,336.0	311.7	5.2	311.7	5.2	0.0
APPROVED POSITIONS	14.3	14.3	14.3	17.3	17.3	0.0	0.0	17.3	0.0	0.0	17.3	0.0	0.0	17.3	0.0	0.0	0.0	0.0	0.0

2012 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
Operations & Administration

PROGRAM SERVICE	2009 Actual (\$000s)	2010 Approved Budget (\$000s)	2010 Actual (\$000s)	2011 Act. Expend. (\$000s)	2011 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2012 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2012 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2012 Financial Plan \$	Change from 2011 Approved Budget		Change from 2011 Projected Act. Expend.		2013 Outlook (\$000s)
															\$	%	\$	%	
Salaries and Benefits	9,157.7	9,681.2	8,377.6	9,745.2	9,745.2	34.5	68.9	9,848.6	(165.9)	0.0	9,682.7	0.0	0.0	9,682.7	(62.5)	(0.6)	(62.5)	(0.6)	73.0
Materials and Supplies	3,580.7	3,707.6	3,553.9	3,775.5	3,775.5	0.0	0.0	3,775.5	(90.9)	0.0	3,684.6	0.0	0.0	3,684.6	(90.9)	(2.4)	(90.9)	(2.4)	0.0
Equipment	890.9	566.6	313.6	501.4	501.4	0.0	0.0	501.4	(60.3)	0.0	441.1	0.0	0.0	441.1	(60.3)	(12.0)	(60.3)	(12.0)	0.0
Services & Rents	2,345.4	2,220.6	1,579.9	2,196.9	2,196.9	0.0	0.0	2,196.9	(433.8)	0.0	1,763.0	0.0	0.0	1,763.0	(433.8)	(19.7)	(433.8)	(19.7)	0.0
Cost of Sales	1,349.7	1,640.1	1,153.9	1,536.9	1,536.9	0.0	0.0	1,536.9	(106.6)	0.0	1,430.3	0.0	0.0	1,430.3	(106.6)	(6.9)	(106.6)	(6.9)	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	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	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	0.0	NA	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	0.0	NA	0.0	NA	0.0
TOTAL GROSS EXPENDITURES	17,324.4	17,816.1	14,979.0	17,755.9	17,755.9	34.5	68.9	17,859.3	(857.6)	0.0	17,001.7	0.0	0.0	17,001.7	(754.2)	(4.2)	(754.2)	(4.2)	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	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	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	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	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	0.0	NA	0.0	NA	0.0
User Fees	3,858.9	4,696.5	3,441.9	4,409.0	4,409.0	0.0	0.0	4,409.0	0.0	(222.0)	4,187.0	0.0	0.0	4,187.0	(222.0)	(5.0)	(222.0)	(5.0)	0.0
Other	328.6	200.1	381.9	200.3	200.3	0.0	0.0	200.3	0.0	97.0	297.3	0.0	0.0	297.3	97.0	48.4	97.0	48.4	0.0
TOTAL REVENUE	4,187.5	4,896.6	3,823.8	4,609.3	4,609.3	0.0	0.0	4,609.3	0.0	(125.0)	4,484.3	0.0	0.0	4,484.3	(125.0)	(2.7)	(125.0)	(2.7)	0.0
TOTAL NET EXPENDITURES	13,136.9	12,919.5	11,155.2	13,146.6	13,146.6	34.5	68.9	13,250.0	(857.6)	125.0	12,517.4	0.0	0.0	12,517.4	(629.2)	(4.8)	(629.2)	(4.8)	73.0
APPROVED POSITIONS	204.1	204.1	204.1	204.1	204.1	0.0	0.0	204.1	0.0	0.0	204.1	0.0	0.0	204.1	0.0	0.0	0.0	0.0	0.0

2012 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

PROGRAM
SERVICE
Toronto Zoo
Marketing & Communications

	2009 Actual (\$000s)	2010 Approved Budget (\$000s)	2010 Actual (\$000s)	2011 Act. Expend. (\$000s)	2011 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2012 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2012 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2012 Financial Plan (\$)	Change from 2011 Approved Budget		Change from 2011 Projected Act. Expend.		2013 Outlook (\$000s)
															\$	%	\$	%	
Salaries and Benefits	874.0	1,033.3	988.2	1,030.9	1,030.9	2.5	5.0	1,038.4	(8.0)	0.0	1,030.4	0.0	0.0	1,030.4	(0.5)	(0.0)	(0.5)	(0.0)	0.0
Materials and Supplies	507.0	454.6	354.5	400.2	400.2	0.0	0.0	400.2	(12.3)	0.0	387.9	0.0	0.0	387.9	(12.3)	(3.1)	(12.3)	(3.1)	0.0
Equipment	33.4	52.6	16.9	45.1	45.1	0.0	0.0	45.1	(3.2)	0.0	41.9	0.0	0.0	41.9	(3.2)	(7.1)	(3.2)	(7.1)	0.0
Services & Rents	6,909.5	6,678.1	7,073.9	6,542.2	6,542.2	0.0	0.0	6,542.2	(153.0)	0.0	6,389.3	0.0	0.0	6,389.3	(153.0)	(2.3)	(153.0)	(2.3)	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	0.0	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	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	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0
TOTAL GROSS EXPENDITURES	8,323.9	8,218.6	8,433.5	8,018.5	8,018.5	2.5	5.0	8,026.0	(176.5)	0.0	7,849.5	0.0	0.0	7,849.5	(169.0)	(2.1)	(169.0)	(2.1)	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	0.0	0.0	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	0.0	0.0	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	0.0	0.0	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	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0
User fees	6,292.5	7,259.0	5,891.1	6,643.6	6,643.6	0.0	0.0	6,643.6	0.0	(110.0)	6,533.6	0.0	0.0	6,533.6	(110.0)	(1.7)	(110.0)	(1.7)	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	0.0	0.0	0.0	0.0	0.0
TOTAL REVENUE	6,292.5	7,259.0	5,891.1	6,643.6	6,643.6	0.0	0.0	6,643.6	0.0	(110.0)	6,533.6	0.0	0.0	6,533.6	(110.0)	(1.7)	(110.0)	(1.7)	0.0
TOTAL NET EXPENDITURES	2,031.4	959.6	2,542.3	1,374.9	1,374.9	2.5	5.0	1,382.3	(176.5)	110.0	1,315.9	0.0	0.0	1,315.9	(99.0)	(4.3)	(99.0)	(4.3)	0.0
APPROVED POSITIONS	17.1	17.1	17.1	17.1	17.1	0.0	0.0	17.1	0.0	0.0	17.1	0.0	0.0	17.1	0.0	0.0	0.0	0.0	0.0

2012 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo
Wildlife, Conservation & Education

	2009 Actual (\$000s)	2010 Approved Budget (\$000s)	2010 Actual (\$000s)	2011 Act. Expend. (\$000s)	2011 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2012 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2012 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2012 Financial Plan		Change from 2011 Approved Budget		Change from 2011 Projected Act. Expend.		2013 Outlook (\$000s)
														\$	%	\$	%	\$	%	
Salaries and Benefits	8,798.6	8,737.6	9,149.5	9,131.7	9,131.7	62.8	70.0	9,264.5	(126.7)	0.0	9,137.8	0.0	0.0	9,137.8	6.1	0.1	6.1	0.1	0.0	0.0
Materials and Supplies	1,899.0	1,701.9	1,605.3	1,695.7	1,700.7	0.0	0.0	1,700.7	(142.0)	0.0	1,558.7	0.0	0.0	1,558.7	(142.0)	(8.4)	(137.0)	(8.1)	0.0	0.0
Equipment	149.9	154.7	116.7	157.5	157.5	0.0	0.0	157.5	(23.8)	0.0	133.6	0.0	0.0	133.6	(23.8)	(15.1)	(23.8)	(15.1)	0.0	0.0
Services & Rents	796.0	1,053.3	611.2	1,000.2	1,007.4	0.0	0.0	1,007.4	26.5	0.0	1,034.0	0.0	0.0	1,034.0	26.5	2.6	33.8	3.4	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	0.0	NA	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	0.0	NA	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	0.0	NA	0.0	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	0.0	NA	0.0	0.0	0.0	0.0
TOTAL GROSS EXPENDITURES	11,643.5	11,647.5	11,482.7	11,985.1	11,997.3	62.8	70.0	12,130.1	(266.0)	0.0	11,864.1	0.0	0.0	11,864.1	(133.2)	(1.1)	(120.9)	(1.0)	0.0	0.0
Grants from Others	609.3	991.9	991.9	988.3	972.5	0.0	0.0	972.5	0.0	390.0	1,011.5	0.0	0.0	1,011.5	390.0	4.0	23.2	2.3	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	0.0	NA	0.0	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	0.0	NA	0.0	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	0.0	NA	0.0	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	0.0	NA	0.0	0.0	0.0	0.0
User Fees	502.6	766.7	120.0	801.9	801.9	0.0	0.0	801.9	0.0	107.0	908.9	0.0	0.0	908.9	107.0	13.3	107.0	13.3	38.2	38.2
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	0.0	NA	0.0	0.0	0.0	0.0
TOTAL REVENUE	1,111.9	1,758.6	1,111.9	1,790.2	1,774.4	0.0	0.0	1,774.4	0.0	146.0	1,920.4	0.0	0.0	1,920.4	146.0	8.2	130.2	7.3	38.2	38.2
TOTAL NET EXPENDITURES	10,531.6	9,888.9	10,370.8	10,194.9	10,222.9	62.8	70.0	10,355.7	(266.0)	(146.0)	9,943.8	0.0	0.0	9,943.8	(279.2)	(2.7)	(251.1)	(2.5)	(38.2)	(38.2)
APPROVED POSITIONS	149.0	149.0	149.0	150.5	150.5	0.0	0.0	150.5	(1.0)	0.0	149.5	0.0	0.0	149.5	(1.0)	(0.7)	(1.0)	(0.7)	0.0	0.0

2012 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo Reserve Funds																					
PROGRAM SERVICE (Consolidated)	2009 Actual (\$000s)	2010 Approved Budget (\$000s)	2010 Actual (\$000s)	2011 Act. Expend. (\$000s)	2011 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2012 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2012 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2012 Financial Plan		Change from 2011 Approved Budget		Change from 2011 Projected Act. Expend.		2013 Outlook (\$000s)	
														\$	%	\$	%	\$	%		
Salaries and Benefits	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials and Supplies	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Equipment	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services & Rents	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	0.0	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Contribution to Res/Res Fund	136.0	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	136.0	0.0	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	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL GROSS EXPENDITURES	136.0	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Contribution from Res/Res Fund	136.0	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL REVENUE	136.0	136.0	136.0	136.0	136.0	0.0	0.0	136.0	0.0	0.0	136.0	0.0	0.0	0.0	136.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL NET EXPENDITURES	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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	0.0	0.0	0.0	0.0	0.0	0.0	0.0

2012 FINANCIAL PLAN BY CATEGORY OF CHANGE

(in \$000s)

Toronto Zoo Revenue & Recoveries																			
PROGRAM SERVICE	2009 Actual (\$000s)	2010 Approved Budget (\$000s)	2010 Actual (\$000s)	2011 Act. Expend. (\$000s)	2011 Approved Budget (\$000s)	Prior Year Impacts (\$000s)	Economic Factors (\$000s)	2012 Adjusted Base (\$000s)	Other Base Changes (\$000s)	Revenue Changes (\$000s)	2012 Requested Base (\$000s)	Existing Service Changes (\$000s)	New Services (\$000s)	2012 Financial Plan \$	Change from 2011 Approved Budget		Change from 2011 Projected Act. Expend.		2013 Outlook (\$000s)
															\$	%	\$	%	
Admissions	11,972.2	12,209.7	11,616.4	12,469.8	12,469.8	0.0	0.0	12,469.8	0.0	(126.8)	12,343.0	0.0	0.0	12,343.0	(126.8)	(1.0)	(126.8)	(1.0)	0.0
Parking	1,966.0	2,602.9	2,786.2	2,907.6	2,907.6	0.0	0.0	2,907.6	0.0	0.0	2,907.6	0.0	0.0	2,907.6	0.0	0.0	0.0	0.0	0.0
Memberships	3,082.2	3,346.7	3,608.4	3,506.8	3,506.8	0.0	0.0	3,506.8	0.0	(60.9)	3,445.9	0.0	0.0	3,445.9	(60.9)	(1.7)	(60.9)	(1.7)	0.0
Other	20.0	137.5	253.7	137.5	137.5	0.0	0.0	137.5	0.0	0.0	137.5	0.0	0.0	137.5	0.0	0.0	0.0	0.0	0.0
Recovery from CWP	171.0	171.0	76.0	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	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	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	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0
TOTAL GROSS REVENUE	17,211.4	18,467.8	18,340.8	19,192.7	19,192.7	0.0	0.0	19,192.7	0.0	(187.7)	19,005.0	0.0	0.0	19,005.0	(187.7)	(1.0)	(187.7)	(1.0)	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	0.0	0.0	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	0.0	0.0	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	0.0	0.0	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	0.0	0.0	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	0.0	0.0	0.0	0.0	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	0.0	0.0	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	0.0	0.0	0.0	0.0	0.0
TOTAL REVENUE	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	0.0	0.0	0.0	0.0	0.0
TOTAL REVENUE	17,211.4	18,467.8	18,340.8	19,192.7	19,192.7	0.0	0.0	19,192.7	0.0	(187.7)	19,005.0	0.0	0.0	19,005.0	(187.7)	(1.0)	(187.7)	(1.0)	0.0
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	0.0	0.0	0.0	0.0	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.								
	<u>2009</u> <u>Actuals</u> \$	<u>2010</u> <u>Actuals</u> \$	<u>2011</u> <u>Approved</u> <u>Budget</u> \$	<u>2011</u> <u>Projected</u> <u>Actuals</u> \$	<u>2012</u> <u>Requested</u> <u>Base</u> \$	<u>Change from</u> <u>2011 Approved</u> <u>Budget</u>		<u>2013</u> <u>Outlook</u> \$
						\$	%	
Salaries and Benefits	24,762.3	24,411.8	26,243.8	26,243.8	26,611.2	367.4	1%	0.0
Materials and Supplies	6,075.7	5,649.3	6,464.1	6,464.1	6,082.0	(382.0)	-6%	0.0
Equipment	1,083.7	443.3	735.0	735.0	631.4	(103.6)	-14%	0.0
Services & Rents	10,786.4	9,858.8	11,287.9	11,287.9	10,243.1	(1,044.8)	-9%	0.0
Interdepartmental Charges	0.0	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	136.0	0.0	0%	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Cost of Goods Sold	1,349.7	1,153.9	1,536.9	1,536.9	1,430.4	(106.5)	-7%	0.0
TOTAL GROSS EXPENDITURES	44,193.7	41,653.2	46,403.7	46,403.7	45,134.2	(1,269.5)	-3%	0.0
Grants from Others	609.3	991.9	972.5	972.5	1,011.5	39.0	4%	0.0
Federal Subsidies	0.0	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	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	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	136.0	0.0	0%	0.0
User Fees	27,865.5	27,793.9	31,047.2	31,047.2	30,634.5	(412.7)	-1%	0.0
Other	691.5	1,215.1	2,672.0	2,672.0	2,244.0	(428.0)	-16%	0.0
TOTAL REVENUE	29,302.3	30,136.9	34,827.7	34,827.7	34,026.0	(801.7)	-2%	0.0
TOTAL NET EXPENDITURES	14,891.5	11,516.3	11,576.0	11,576.0	11,108.2	(467.8)	-4%	0.0
APPROVED POSITIONS	384.5	384.5	389.0	389.0	388.0	(1.0)	0%	0.0

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE:		Wildlife, Conservation & Education						
PURPOSE STATEMENT		The Wildlife, Conservation & Education 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 Approved Actuals	2010 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget		2013 Outlook \$
						\$	%	
Salaries and Benefits	8,798.6	9,149.5	9,131.7	9,131.7	9,137.8	6.1	0%	0.0
Materials and Supplies	1,899.0	1,605.3	1,700.7	1,700.7	1,558.7	(142.0)	-8%	0.0
Equipment	149.9	116.7	157.5	157.5	133.6	(23.8)	-15%	0.0
Services & Rents	796.0	611.2	1,007.4	1,007.4	1,034.0	26.5	3%	0.0
Interdepartmental Charges	0.0	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	0.0	n/a	0.0
Other Transfers	0.0	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	0.0	n/a	0.0
TOTAL GROSS EXPENDITURES	11,643.5	11,482.7	11,997.3	11,997.3	11,864.1	(133.2)	-1%	0.0
Grants from Others	609.3	991.9	972.5	972.5	1,011.5	39.0	4%	0.0
Federal Subsidies	0.0	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	0.0	n/a	0.0
Interdepartmental Recoveries	0.0	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	0.0	n/a	0.0
User Fees	502.6	120.0	801.9	801.9	908.9	107.0	13%	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE	1,111.9	1,111.9	1,774.4	1,774.4	1,920.4	146.0	8%	0.0
TOTAL NET EXPENDITURES	10,531.6	10,370.8	10,222.9	10,222.9	9,943.8	(279.2)	-3%	0.0
APPROVED POSITIONS	149.0	149.0	150.5	150.5	149.5	(1.0)	-1%	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, and on-site attractions to generate revenue through new and repeat attendance, 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 outlets for guests to enjoy, provide interesting attractions on-site to round out the full day zoo visit.							
	2009 Actuals \$	2010 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget		2013 Outlook \$	
						\$	%		
Salaries and Benefits	874.0	988.2	1,030.9	1,030.9	1,030.4	(0.5)	0%	0.0	
Materials and Supplies	507.0	354.5	400.2	400.2	387.9	(12.3)	-3%	0.0	
Equipment	33.4	16.9	45.1	45.1	41.9	(3.2)	-7%	0.0	
Services & Rents	6,909.5	7,073.9	6,542.2	6,542.2	6,389.3	(153.0)	-2%	0.0	
Interdepartmental Charges	0.0	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	0.0	n/a	0.0	
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Cost of Goods Sold	0.0	0.0	0.0	0.0	0.1	0.1	n/a	0.0	
TOTAL GROSS EXPENDITURES	8,323.9	8,433.5	8,018.5	8,018.5	7,849.6	(168.9)	-2%	0.0	
Grants from Others	0.0	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	0.0	n/a	0.0	
Other Subsidies	0.0	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	0.0	n/a	0.0	
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
User Fees	6,292.5	5,891.1	6,643.6	6,643.6	6,533.6	(110.0)	-2%	0.0	
Other	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
TOTAL REVENUE	6,292.5	5,891.1	6,643.6	6,643.6	6,533.6	(110.0)	-2%	0.0	
TOTAL NET EXPENDITURES	2,031.4	2,542.3	1,374.9	1,374.9	1,316.0	(58.9)	-4%	0.0	
APPROVED POSITIONS	17.1	17.1	17.1	17.1	17.1	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 management of guest and member services, on-site attractions that generate revenues through attendance (new and repeat), retail and ride services, the provision of services in security, maintenance, repair, renovation and construction of facilities, exhibits and services on site. The business priorities include customer service to guests and members; retail and ride services; 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; accounting services; and the effective management of project development and construction.						
	2009 Actuals \$	2010 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget \$	%	2013 Outlook \$
Salaries and Benefits	9,157.7	8,377.6	9,745.2	9,745.2	9,682.7	(62.5)	-1%	0.0
Materials and Supplies	3,580.7	3,553.9	3,775.5	3,775.5	3,684.6	(90.9)	-2%	0.0
Equipment	890.9	313.6	501.4	501.4	441.1	(60.3)	-12%	0.0
Services & Rents	2,345.4	1,579.9	2,196.9	2,196.9	1,763.0	(433.8)	-20%	0.0
Interdepartmental Charges	0.0	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	0.0	n/a	0.0
Other Transfers	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Cost of Goods Sold	1,349.7	1,153.9	1,536.9	1,536.9	1,430.3	(106.6)	-7%	0.0
TOTAL GROSS EXPENDITURES	17,324.4	14,979.0	17,755.9	17,755.9	17,001.7	(754.2)	-4%	0.0
Grants from Others	0.0	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	0.0	n/a	0.0
Other Subsidies	0.0	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	0.0	n/a	0.0
Contribution from Res/Res Fund	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
User Fees	3,858.9	3,441.9	4,409.0	4,409.0	4,187.0	(222.0)	-5%	0.0
Other	328.6	381.9	200.3	200.3	297.3	97.0	48%	0.0
TOTAL REVENUE	4,187.5	3,823.8	4,609.3	4,609.3	4,484.3	(125.0)	-3%	0.0
TOTAL NET EXPENDITURES	13,136.9	11,155.2	13,146.6	13,146.6	12,517.4	(629.2)	-5%	0.0
APPROVED POSITIONS	204.1	204.1	204.1	204.1	204.1	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, Corporate Planning, Human Resource management, and the Development Office. The Chief Executive Office and Corporate Planning 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 Development Office manages all fundraising programs for the Zoo.						
	2009 Actuals \$	2010 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget		2013 Outlook \$
						\$	%	
Salaries and Benefits	5,932.0	5,896.6	6,336.0	6,336.0	6,760.3	424.3	7%	0.0
Materials and Supplies	88.9	135.5	587.6	587.6	450.8	(136.8)	-23%	0.0
Equipment	9.5	(3.9)	31.0	31.0	14.8	(16.3)	-52%	0.0
Services & Rents	735.6	593.8	1,541.3	1,541.3	1,056.8	(484.5)	-31%	0.0
Interdepartmental Charges	0.0	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	0.0	n/a	0.0
Other Transfers	0.0	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	0.0	n/a	0.0
TOTAL GROSS EXPENDITURES	6,766.0	6,622.0	8,496.0	8,496.0	8,282.7	(213.3)	-3%	0.0
Grants from Others	0.0	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	0.0	n/a	0.0
Other Subsidies	0.0	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	0.0	n/a	0.0
Contribution from Res/Res Fund	0.0	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	n/a	0.0
Other	362.9	833.3	2,471.7	2,471.7	1,946.7	(525.0)	-21%	0.0
TOTAL REVENUE	362.9	833.3	2,471.7	2,471.7	1,946.7	(525.0)	-21%	0.0
TOTAL NET EXPENDITURES	6,403.1	5,788.7	6,024.3	6,024.3	6,336.0	311.7	5%	0.0
APPROVED POSITIONS	14.3	14.3	17.3	17.3	17.3	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 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget		2013 Outlook \$
						\$	%	
Admissions	11,972.2	11,616.4	12,469.8	12,469.8	12,343.0	(126.8)	-1%	0.0
Parking	1,966.0	2,786.2	2,907.6	2,907.6	2,907.6	0.0	0%	0.0
Membership Contribution	3,082.2	3,608.4	3,506.8	3,506.8	3,445.9	(60.9)	-2%	0.0
Other	20.0	253.7	137.5	137.5	137.5	0.0	0%	0.0
Recovery from CWP	171.0	76.0	171.0	171.0	171.0	0.0	0%	0.0
Other	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	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
REVENUE & RECOVERIES	17,211.4	18,340.8	19,192.7	19,192.7	19,005.0	(187.7)	-1%	0.0
Grants from Others	0.0	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	0.0	n/a	0.0
User Fees	0.0	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	0.0	n/a	0.0
	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	0.0	n/a	0.0
REVENUE	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE & RECOVERIES	17,211.4	18,340.8	19,192.7	19,192.7	19,005.0	(187.7)	-1%	0.0
APPROVED POSITIONS	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0

SERVICE SUMMARY BY EXPENDITURE CATEGORY

(in \$000s)

SERVICE: Animal Transaction & Endangered Species Reserve Funds									
PURPOSE STATEMENT		The purpose of the Animal Transaction Reserve Fund is to purchase, sell and trade animals and animal embryos for the Zoo and to participate in consortiums for the preservation of endangered animals. The Endangered Species Reserve Fund is to fund conservation, education, and research projects for the preservation of endangered species by the zoo.							
	2009 2010 Actuals	2010 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget		2013 Outlook \$	
						\$	%		
Salaries and Benefits	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Materials and Supplies	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Equipment	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Services & Rents	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Interdepartmental Charges	0.0	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	136.0	0.0	0%	0.0	
Other Transfers	0.0	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	0.0	n/a	0.0	
TOTAL GROSS EXPENDITURES	136.0	136.0	136.0	136.0	136.0	0.0	0%	0.0	
Provincial Subsidies	0.0	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	0.0	n/a	0.0	
Other Subsidies	0.0	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	0.0	n/a	0.0	
Contribution from Res/Res Fund	136.0	136.0	136.0	136.0	136.0	0.0	0%	0.0	
User Fees	0.0	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	0.0	n/a	0.0	
TOTAL REVENUE	136.0	136.0	136.0	136.0	136.0	0.0	0%	0.0	
TOTAL NET EXPENDITURES	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
APPROVED POSITIONS	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0	

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 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget		2013 Outlook \$
						\$	%	
GROSS EXPENDITURE - SERVICE								
Wildlife, Conservation & Education	11,643.5	11,482.7	11,997.3	11,997.3	11,864.1	(133.2)	-1%	0.0
Marketing & Communications	8,323.9	8,433.5	8,018.5	8,018.5	7,849.6	(168.9)	-2%	0.0
Operations & Administration	17,324.4	14,979.0	17,755.9	17,755.9	17,001.7	(754.2)	-4%	0.0
General Management	6,766.0	6,622.0	8,496.0	8,496.0	8,282.7	(213.3)	-3%	0.0
Animal & Endangered Species	136.0	136.0	136.0	136.0	136.0	0.0	n/a	0.0
	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL GROSS EXPENDITURES	44,193.7	41,653.2	46,403.7	46,403.7	45,134.2	(1,269.5)	-3%	0.0
REVENUE - SERVICE								
Wildlife, Conservation & Education	1,111.9	1,111.9	1,774.4	1,774.4	1,920.4	146.0	8%	0.0
Marketing & Communications	6,292.5	5,891.1	6,643.6	6,643.6	6,533.6	(110.0)	-2%	0.0
Operations & Administration	4,187.5	3,823.8	4,609.3	4,609.3	4,484.3	(125.0)	-3%	0.0
General Management	362.9	833.3	2,471.7	2,471.7	1,946.7	(525.0)	-21%	0.0
Animal & Endangered Species	136.0	136.0	136.0	136.0	136.0	0.0	n/a	0.0
Revenue & Recoveries	17,211.4	18,340.8	19,192.7	19,192.7	19,005.0	(187.7)	-1%	0.0
TOTAL REVENUE	29,302.3	30,136.9	34,827.7	34,827.7	34,026.0	(801.7)	-2%	0.0
NET EXPENDITURE - SERVICE								
Wildlife, Conservation & Education	10,531.6	10,370.8	10,222.9	10,222.9	9,943.8	(279.2)	-3%	0.0
Marketing & Communications	2,031.4	2,542.3	1,374.9	1,374.9	1,316.0	(58.9)	-4%	0.0
Operations & Administration	13,136.9	11,155.2	13,146.6	13,146.6	12,517.4	(629.2)	-5%	0.0
General Management	6,403.1	5,788.7	6,024.3	6,024.3	6,336.0	311.7	5%	0.0
Animal & Endangered Species	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Revenue & Recoveries	(17,211.4)	(18,340.8)	(19,192.7)	(19,192.7)	(19,005.0)	187.7	-1%	0.0
TOTAL NET EXPENDITURES	14,891.5	11,516.3	11,576.0	11,576.0	11,108.2	(467.8)	-4%	0.0
APPROVED POSITIONS	384.5	384.5	389.0	389.0	388.0	(1.0)	0%	0.0

SERVICE SUMMARY BY ACTIVITY

(In \$000s)

SERVICE:		Wildlife, Conservation & Education						
PURPOSE STATEMENT		The Wildlife, Conservation & Education 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 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget		2013 Outlook \$
						\$	%	
GROSS EXPENDITURE - ACTIVITY								
Education	827.8	713.1	829.2	829.2	860.0	30.8	4%	0.0
Volunteers	168.1	238.9	185.2	185.2	185.6	0.4	0%	0.0
Wildlife Health	1,306.2	1,343.2	1,433.3	1,433.3	1,445.0	11.7	1%	0.0
Wildlife Nutrition	1,499.4	1,325.2	1,442.9	1,442.9	1,449.3	6.4	0%	0.0
Wildlife Care	5,322.9	5,457.4	5,734.1	5,734.1	5,812.3	78.2	1%	0.0
Curatorial & Research	2,519.2	2,408.1	2,577.9	2,577.9	2,551.7	(26.2)	-1%	0.0
Divisional Gapping	0.0	0.0	(205.3)	(205.3)	(205.3)	0.0	0%	0.0
TOTAL GROSS EXPENDITURES	11,643.5	11,485.9	11,997.3	11,997.3	12,098.6	101.3	1%	0.0
REVENUE - ACTIVITY								
Education	563.7	1,503.3	801.9	801.9	801.9	0.0	0%	0.0
Volunteers	0.1	0.1	11.6	11.6	11.6	0.0	0%	0.0
Wildlife Health	5.5	8.2	10.0	10.0	10.0	0.0	0%	0.0
Wildlife Nutrition	35.3	7.1	63.5	63.5	63.5	0.0	0%	0.0
Wildlife Care	1.4	4.8	0.0	0.0	0.0	0.0	n/a	0.0
Curatorial & Research	505.9	466.9	887.3	887.3	887.3	0.0	0%	0.0
Divisional Gapping		0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE	1,111.9	1,990.4	1,774.4	1,774.4	1,774.4	0.0	0%	0.0
NET EXPENDITURE - ACTIVITY								
Education	264.1	(790.2)	27.3	27.3	58.1	30.8	113%	0.0
Volunteers	168.0	238.8	173.6	173.6	174.0	0.4	0%	0.0
Wildlife Health	1,300.7	1,335.0	1,423.3	1,423.3	1,435.0	11.7	1%	0.0
Wildlife Nutrition	1,464.1	1,318.1	1,379.4	1,379.4	1,385.8	6.4	0%	0.0
Wildlife Care	5,321.5	5,452.5	5,734.1	5,734.1	5,812.3	78.2	1%	0.0
Curatorial & Research	2,013.3	1,941.2	1,690.6	1,690.6	1,664.3	(26.2)	-2%	0.0
Divisional Gapping	0.0	0.0	(205.3)	(205.3)	(205.3)	0.0	0%	0.0
TOTAL NET EXPENDITURES	10,531.6	9,495.5	10,222.9	10,222.9	10,324.2	101.3	1%	0.0
APPROVED POSITIONS	149.0	149.0	150.5	150.5	149.5	(1.0)	(0.0)	0.0

SERVICE SUMMARY BY ACTIVITY

(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, and on-site attractions to generate revenue through new and repeat attendance, 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 outlets for guests to enjoy, provide interesting attractions on-site to round out the full day zoo visit.						
	2009 Actuals \$	2010 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Rate \$	Change from 2011 Approved Budget		2013 Outlook \$
						\$	%	
GROSS EXPENDITURE - ACTIVITY								
Food Services	4,780.9	5,117.6	4,625.4	4,625.4	4,625.4	0.0	0%	0.0
Graphics	253.6	255.0	251.6	251.6	254.0	2.4	1%	0.0
Business Development	3.0	38.1	117.2	117.2	117.2	0.0	0%	0.0
Public Relations	387.5	321.0	846.8	844.8	851.9	5.1	1%	0.0
Marketing	2,898.9	2,701.9	2,196.1	2,196.1	2,196.1	0.0	0%	0.0
Divisional Gapping	0.0	0.0	(35.6)	(35.6)	(35.6)	0.0	0%	0.0
TOTAL GROSS EXPENDITURES	8,323.9	8,433.5	8,001.5	7,999.6	8,009.0	7.5	0%	0.0
REVENUE - ACTIVITY								
Food Services	6,151.5	5,682.7	5,863.6	5,863.6	5,863.6	0.0	0%	0.0
Graphics	0.2	0.0	0.0	0.0	0.0	0.0	n/a	0.0
Business Development	20.0	40.0	560.0	560.0	560.0	0.0	0%	0.0
Public Relations	39.0	66.3	195.0	195.0	195.0	0.0	0%	0.0
Marketing	81.9	102.2	25.0	25.0	25.0	0.0	0%	0.0
Divisional Gapping	0.0	0.0	0.0	0.0	0.0	0.0	0%	0.0
TOTAL REVENUE	6,292.5	5,891.1	6,643.6	6,643.6	6,643.6	0.0	0%	0.0
NET EXPENDITURE - ACTIVITY								
Food Services	(1,370.6)	(565.1)	(1,238.2)	(1,238.2)	(1,238.2)	0.0	0%	0.0
Graphics	253.4	255.0	251.6	251.6	254.0	2.4	1%	0.0
Business Development	(17.0)	(1.9)	(442.8)	(442.8)	(442.8)	0.0	0%	0.0
Public Relations	348.6	254.7	651.8	649.8	656.9	5.1	1%	0.0
Marketing	2,817.0	2,599.7	2,171.1	2,171.1	2,171.1	0.0	0%	0.0
Divisional Gapping	0.0	0.0	(35.6)	(35.6)	(35.6)	0.0	0%	0.0
TOTAL NET EXPENDITURES	2,031.4	2,542.3	1,357.9	1,355.9	1,365.4	7.5	1%	0.0
APPROVED POSITIONS	17.1	17.1	17.1	17.1	17.1	0	0%	0.0

SERVICE SUMMARY BY ACTIVITY

(in \$000s)

SERVICE: Operations & Administration								
PURPOSE STATEMENT		The mandate of the Operations & Administration Division includes the management of guest and member services, on-site attractions that generate revenues through attendance (new and repeat), retail and ride services, the provision of services in security, maintenance, repair, renovation and construction of facilities, exhibits and services on site. The business priorities include customer service to guests and members; retail and ride services; 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; accounting services; and the effective management of project development and construction.						
	2009 Actuals \$	2010 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget		2013 Outlook \$
						\$	%	
GROSS EXPENDITURE - ACTIVITY								
Accounting / Finance	1,364.0	243.7	1,527.9	1,527.9	1,528.3	0.3	0%	0.0
Computer Services	358.0	433.0	459.5	459.5	459.5	0.0	0%	0.0
Guest Services	685.9	777.5	722.8	722.8	730.5	7.7	1%	0.0
Membership Services	550.6	609.1	545.0	545.0	546.7	1.7	0%	0.0
Retail	2,172.2	1,892.1	2,236.7	2,236.7	2,236.7	0.0	0%	0.0
Rides & Rentals	331.0	392.4	359.6	359.6	359.6	0.0	0%	0.0
Security & Safety	1,499.8	1,381.7	1,372.1	1,372.1	1,374.6	2.6	0%	0.0
Facilities & Services	10,362.9	9,249.4	10,728.7	10,728.7	10,807.3	78.6	1%	0.0
Divisional Gapping	0.0	0.0	(191.7)	(191.7)	(191.7)	0.0	0%	0.0
TOTAL GROSS EXPENDITURES	17,324.4	14,979.0	17,760.6	17,760.6	17,851.5	90.9	1%	0.0
REVENUE - ACTIVITY								
Accounting / Finance	0.0	0.2	0.0	0.0	0.0	0.0	n/a	0.0
Computer Services	0.1	39.7	1.0	1.0	1.0	0.0	0%	0.0
Guest Services	6.7	25.3	0.2	0.2	0.0	(0.2)	-100%	0.0
Membership Services	2.4	1.6	0.0	0.0	0.0	0.0	n/a	0.0
Retail	2,825.8	2,650.3	3,170.0	3,170.0	3,170.0	0.0	0%	0.0
Rides & Rentals	1,033.1	791.7	1,239.0	1,239.0	1,239.0	0.0	0%	0.0
Security & Safety	9.2	7.5	1.7	1.7	1.7	0.0	0%	0.0
Facilities & Services	310.2	307.7	197.4	197.4	197.4	0.0	0%	0.0
Divisional Gapping	0.0	0.0	0.0	0.0	0.0	0.0	n/a	0.0
TOTAL REVENUE	4,187.5	3,823.8	4,609.3	4,609.3	4,609.1	(0.2)	0%	0.0
NET EXPENDITURE - ACTIVITY								
Accounting / Finance	1,364.0	243.5	1,527.9	1,527.9	1,528.3	0.3	0%	0.0
Computer Services	357.9	393.3	458.5	458.5	458.5	0.0	0%	0.0
Guest Services	679.2	752.3	722.6	722.6	730.5	7.9	1%	0.0
Membership Services	548.2	607.5	545.0	545.0	546.7	1.7	0%	0.0
Retail	(653.7)	(758.1)	(933.3)	(933.3)	(933.3)	0.0	0%	0.0
Rides & Rentals	(702.1)	(399.2)	(879.4)	(879.4)	(879.4)	0.0	0%	0.0
Security & Safety	1,490.6	1,374.2	1,370.4	1,370.4	1,372.9	2.6	0%	0.0
Facilities & Services	10,052.7	8,941.8	10,531.3	10,531.3	10,609.9	78.6	1%	0.0
Divisional Gapping	0.0	0.0	(191.7)	(191.7)	(191.7)	0.0	0%	0.0
TOTAL NET EXPENDITURES	13,136.9	11,155.2	13,151.3	13,151.3	13,242.4	91.1	1%	0.0
APPROVED POSITIONS	204.1	204.1	204.1	204.1	204.1	0.0	0%	0.0

SERVICE SUMMARY BY ACTIVITY

(in \$000s)

SERVICE:		General Management							
PURPOSE STATEMENT		The General Management Division is comprised of the Chief Executive Office, Corporate Planning, Human Resource management, and the Development Office. The Chief Executive Office and Corporate Planning 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 Development Office manages all fundraising programs for the Zoo.							
	2009 Actuals \$	2010 Actuals \$	2011 Approved Budget \$	2011 Projected Actuals \$	2012 Requested Base \$	Change from 2011 Approved Budget		2013 Outlook \$	
						\$	%		
GROSS EXPENDITURE - ACTIVITY									
General Management	1,034.6	580.7	1,165.1	1,165.1	1,257.6	92.5	8%	0.0	
Human Resources	5,403.8	5,309.3	5,179.0	5,179.0	5,396.8	217.8	4%	0.0	
Development	327.6	549.4	834.3	834.3	834.7	0.3	0%	0.0	
Capital Campaign	0.0	182.7	1,317.5	1,317.5	1,432.2	114.7	9%	0.0	
TOTAL GROSS EXPENDITURES	6,766.0	6,622.0	8,496.0	8,496.0	8,921.2	425.3	5%	0.0	
REVENUE - ACTIVITY									
General Management	25.5	0.0	0.0	0.0	0.0	0.0	n/a	0.0	
Human Resources	9.8	23.1	6.5	6.5	6.5	0.0	0%	0.0	
Development	327.6	810.2	1,147.7	1,147.7	1,147.7	0.0	0%	0.0	
Capital Campaign	0.0	0.0	1,317.5	1,317.5	1,317.5	0.0	0%	0.0	
TOTAL REVENUE	362.9	833.3	2,471.7	2,471.7	2,471.7	0.0	0%	0.0	
NET EXPENDITURE - ACTIVITY									
General Management	1,009.2	580.7	1,165.1	1,165.1	1,257.6	92.5	8%	0.0	
Human Resources	5,394.0	5,286.2	5,172.5	5,172.5	5,390.3	217.8	4%	0.0	
Development	(0.0)	(260.8)	(313.4)	(313.4)	(313.0)	0.3	0%	0.0	
Capital Campaign	0.0	182.7	0.0	0.0	114.7	114.7	n/a	0.0	
TOTAL NET EXPENDITURES	6,403.1	5,788.7	6,024.3	6,024.3	6,449.6	425.3	7%	0.0	
APPROVED POSITIONS	14.3	14.3	17.3	17.3	17.3	0	0%	0.0	