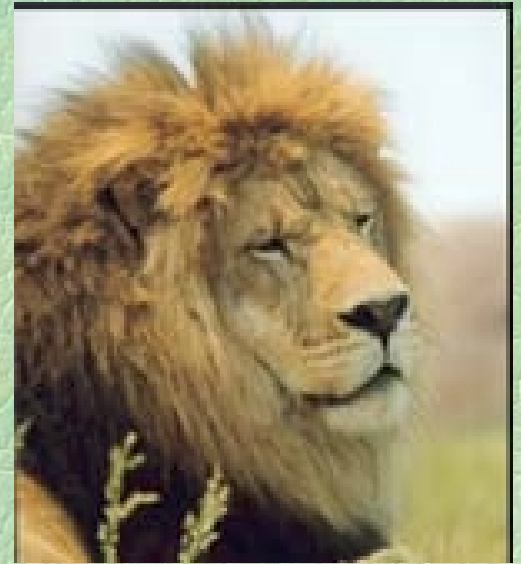




TorontoZoo



TORONTO ZOO

2001-2010 Strategic Plan

Toronto Zoo Strategic Plan

Key Findings:

- ❧ Zoo has a strong role to play in the community
- ❧ pursue new ventures with other partners
- ❧ re-investment is crucial
- ❧ new developments can complement our business and provide additional revenue

New Strategic Direction:

❧ Media Partnerships

- new advertising agency, CHIN

❧ Waterpark, animal contact area

❧ Zoo Mascot

❧ Garden Centre

- sale of native plant material, garden design

New Strategic Direction

✿ Travelling Exhibits

✿ Concert Amphitheatre

- children's entertainers, superdogs

✿ Panda Exhibit

✿ Zoo Campus

- provincial/federal/private partnership
- residence facility



TORONTO ZOO

2001-2005 Capital Works Program

2001-2005 CWP Overview

- ✿ Gross expenditures of \$37,454.0 thousand
- ✿ Comprised of 10 projects:
 - 8 state of good repair (\$30,798.0)
 - 2 revenue generating projects (\$6,656.0)
 - Ride & Revenue Project
 - Exhibits Facility Project

2001 Capital Program

- previously approved = \$3,123.0 thousand
- new funds = \$3,863.0 thousand
- cash flow required - \$6,986.0 thousand.
- completion of the Zoomobile Route, Plaza Stations and Retail & Food Outlets
- design Children's Wildlife Discovery Area



TORONTO ZOO

2001 Operating Budget

Key Assumptions:

- ✿ attendance target of 1,220,000 will be met
- ✿ increase in admission fees will have no adverse impact on attendance
- ✿ leisure tourism to Toronto will be stable
- ✿ Toronto Zoo Foundation will meet its financial targets in support of Zoo programs

Service Priorities

- ✧ actively market New Gorilla Rainforest
- ✧ implement new Toronto Zoo mascot
- ✧ competitive admission prices
- ✧ introduce new guest services
- ✧ continue Friendly Creatures Show
- ✧ implement new Zoomobile route
- ✧ begin implementation of Strategic Plan

2001 Operating Budget

- ❧ net operating expenditures of \$7,997.0 thousand
- ❧ is \$413.0 thousand or 5.4% above the approved 2000 net operating expenditures
- ❧ City funds 28.7% of Zoo operating expenditures, down from 30.1% in 2000 on a comparable basis
- ❧ down from 60% City Funding in 1985

TORONTO ZOO
BUDGETED NET OPERATING COST TO CITY 1993-2001
(Excluding Capital Financing)

NET OPERATING COST (\$000's)

11,000
10,000
9,000
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
-

1993

1994

1995

1996

1997

1998

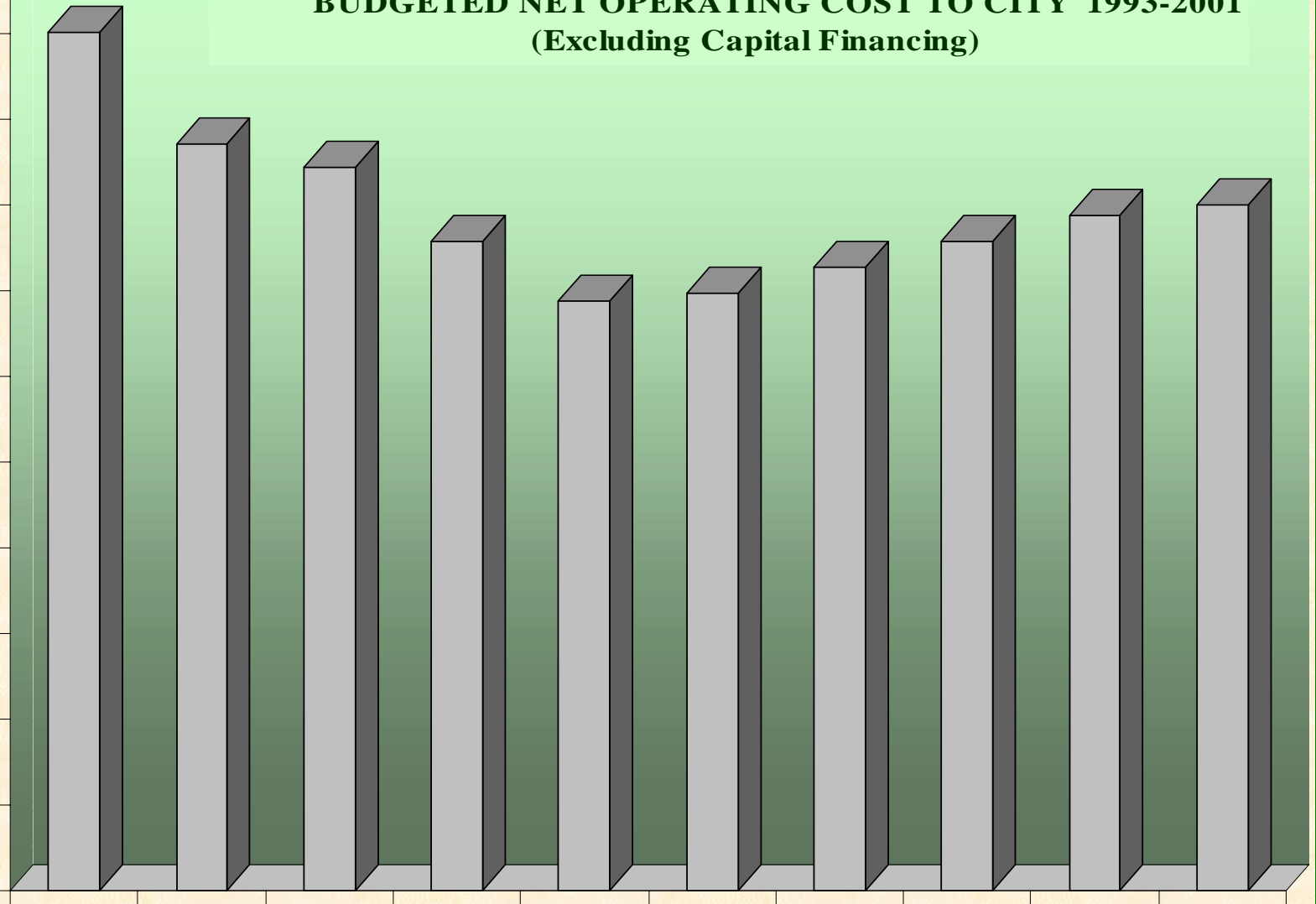
1999

2000

Projected*

2000
Budget

BUDGET YEAR



Budget Pressures

- ✿ annualization of wage settlement
- ✿ inflationary increases in payroll costs, utilities, animal food
- ✿ catch up on deferred maintenance projects
- ✿ new permanent & increased seasonal staff positions
- ✿ restoration of advertising media funds

Increase in Net Cost

2000 Approved Net Cost	\$7,584.0
Contract settlements & annualization	566.0
Less other net budget changes	(153.0)

2001 Budget Request	\$7,997.0