

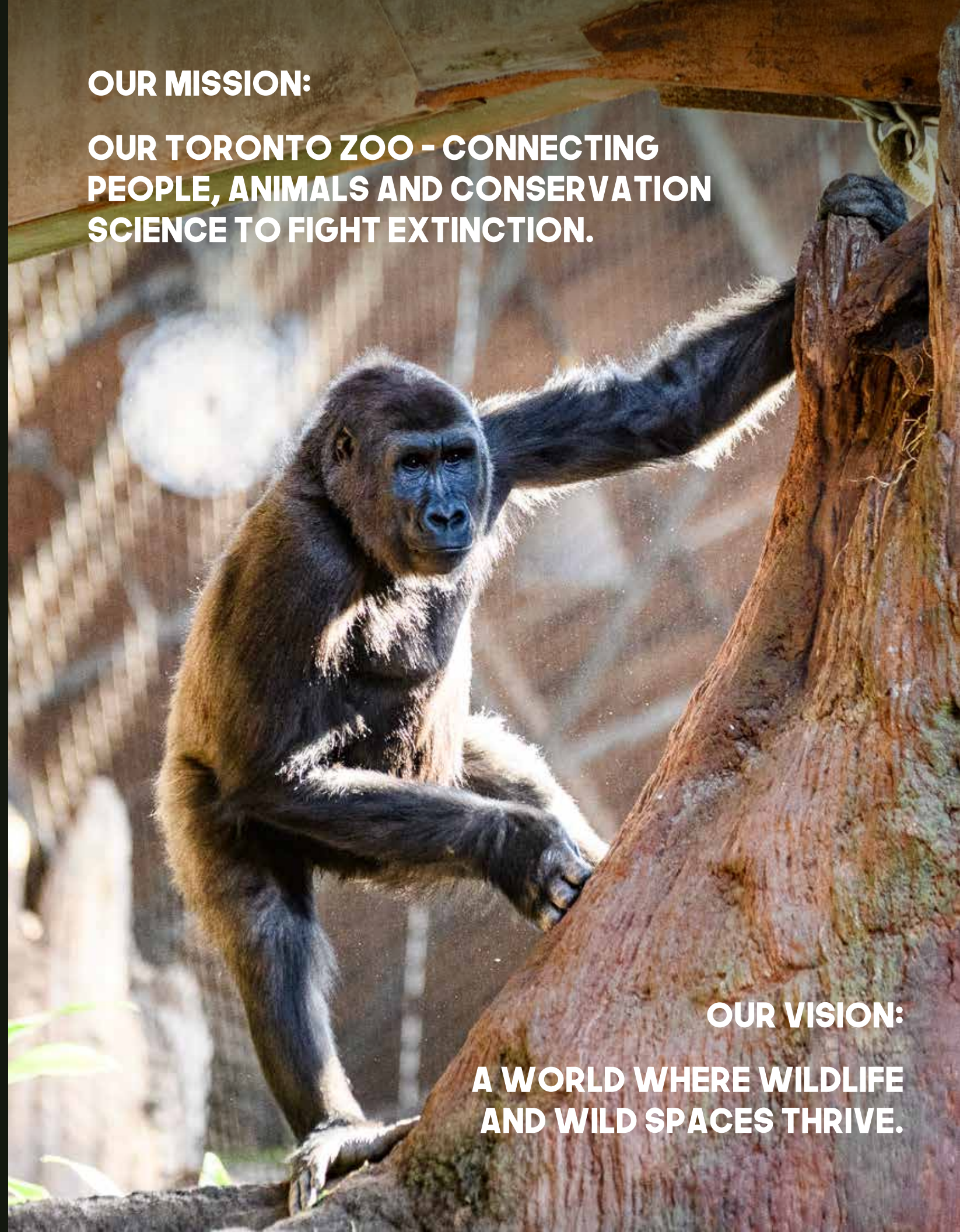


toronto
ZOO

ANNUAL REPORT | 2021

OUR MISSION:

**OUR TORONTO ZOO - CONNECTING
PEOPLE, ANIMALS AND CONSERVATION
SCIENCE TO FIGHT EXTINCTION.**



OUR VISION:

**A WORLD WHERE WILDLIFE
AND WILD SPACES THRIVE.**



MESSAGE FROM THE CEO

Connecting people, animals and conservation science to fight extinction.

This is our Mission and what continues to drive our dedicated and passionate staff and volunteers every single day.

We continued to live this in 2021 despite the challenges of the ongoing global pandemic. While 2021 may have started with our Zoo being closed for seven weeks, it did not stop us from continuing critical conservation breeding programs, developing new and exciting community partnerships, using innovative reproductive technologies to support wildlife conservation and welcoming back our valued Zoo members and guests!

Despite being closed at the beginning of the year, attendance numbers surpassed our expectations and it was clear that people were choosing their Toronto Zoo as a top destination. We also had Zoo membership rates approaching historic levels and our new extended operating hours helped us manage crowds and support COVID safety guidelines and protocols that were still in place.

I am also so proud that we forged ahead and developed a new and exciting Master Plan for our Zoo that will see incredible changes starting in the not too distant future. This new Plan considers the animals in our care, how guests use our site and how we inspire change to effect conservation. Never before in the Zoo's history has such an extensive consultation taken place, including a public survey with more than 3,000 responses. We took this feedback, along with perspectives from as many staff, volunteers, Zoo members, partners, donors, sponsors and community leaders as possible to plot a future for YOUR Toronto Zoo.

We also developed an Animal Lives with Purpose Plan. At a time when wildlife and wild places around the world are disappearing fast, the role of accredited zoos and aquariums has never been so important. As recognized leaders in conservation breeding and population management, our combined knowledge base and collaborative practices are increasingly sought and utilized for the preservation of species and the conservation programs they require. The Toronto Zoo, as an accredited member of the Association of Zoos and Aquariums (AZA) realizes this urgency and is committed to strengthening cooperative participation with accelerated resolve by developing and implementing an Animal Lives with Purpose Plan (ALPP). This Plan utilizes our resources to maximum effect and to the ultimate benefit of the wildlife populations that we work together to preserve.

As we look ahead, we know wildlife conservation does not and cannot stop even during a global pandemic. Conservation is a team sport and we need more players which is why we will continue to foster and develop new partnerships including our Zoo guests who play such an integral role in supporting our mission, and we are establishing a number of ways to ensure our recruitment efforts continue to expand. It really is the only way forward to save and protect our natural world.

- Dolf DeJong

WHAT'S INSIDE

Animal Welfare

Animal Conservation

Green Eco Zoo Team

Human Resources

Volunteers

Learning & Engagement

Guest Relations

Strategic Communications

Events

Financials



ANIMAL WELFARE

At your Toronto Zoo, we care about animals; they are the basis of our wildlife conservation and public education efforts and their well-being is our priority.

An animal's welfare state at any given time is dependent on a combination of factors that encompass physical, behavioural and emotional well-being. Animal welfare is not only an animal's well-being at a point in time but over its entire existence. Planning for optimal welfare begins before an animal's birth, hatch, or acquisition and continues throughout their lifetime.

According to the Association of Zoos and Aquariums (AZA) and the World Association of Zoos and Aquariums (WAZA), accredited facilities operate based on three core principles: animal welfare, safety, and guest engagement. Although conservation of wildlife is the core purpose of leading zoos and aquariums, achievement of positive animal welfare states is a core activity. Excellence in animal welfare is the underlying foundation on which all standards and practices are premised and developed.

Your Toronto Zoo is a recognized centre of excellence for animal care and positions itself as a leader in animal welfare science.

The Toronto Zoo Welfare Science Program provides an integrated, comprehensive, and continually evolving science based welfare program and incorporates animal welfare as a decision-making filter for all Zoo activities, projects, events and initiatives. As we continue to learn about the importance of the individual animal's experiences, physical health, behavioural health, and overall environment, we strive to develop and improve methods to assess the comprehensive welfare of animals on a consistent basis and ensure that animals residing in our care are given every opportunity to thrive.

Using the **5 Welfare Domains and 5 Opportunities to thrive**, as our framework, which include Nutrition (a species suitable diet provided in a way that ensures physical and mental health), **Environment** (opportunities to self maintain and promote comfort), **Health** (access to a wellness program, rapid diagnosis and treatment), **Behaviour** (social opportunities and provision for species appropriate and diverse behaviours) and **Mental Domains/Choice** and **Control**

Your Zoo will:

- conduct welfare & quality of life assessments to understand individual animal needs and overall well-being
- provide excellence in behavioural husbandry through species appropriate training and enrichment to maintain highest standards of animal care and welfare
- ensure animals in our care comprise only those species that satisfy the requirements of our Strategic Plan and Animal Lives with Purpose Plan and for which we can properly provide
- collaborate with academic, research, recovery teams, and other zoological institutions to improve animal welfare understanding and promote positive welfare states in all species
- link ex situ and in situ welfare parameters for overall species recovery
- carry out animal welfare science research
- ensure compliance with all government and industry legislation to support individual animal well-being

Our staff and volunteers are our pillars of strength. Your Zoo ensures staff and volunteers have the resources, training & expertise, along with an understanding of the importance and complexity of animal welfare, and their role in maintaining the necessary welfare standards for all of the animals. We are focused on a culture of welfare advocacy. We want to extend this culture to our partners, guests, and the community so we all support compassion and respect for wildlife.

Your Toronto Zoo Animal Welfare Science Program demonstrates our commitment to the animals we care so much about.

Welfare Science Research

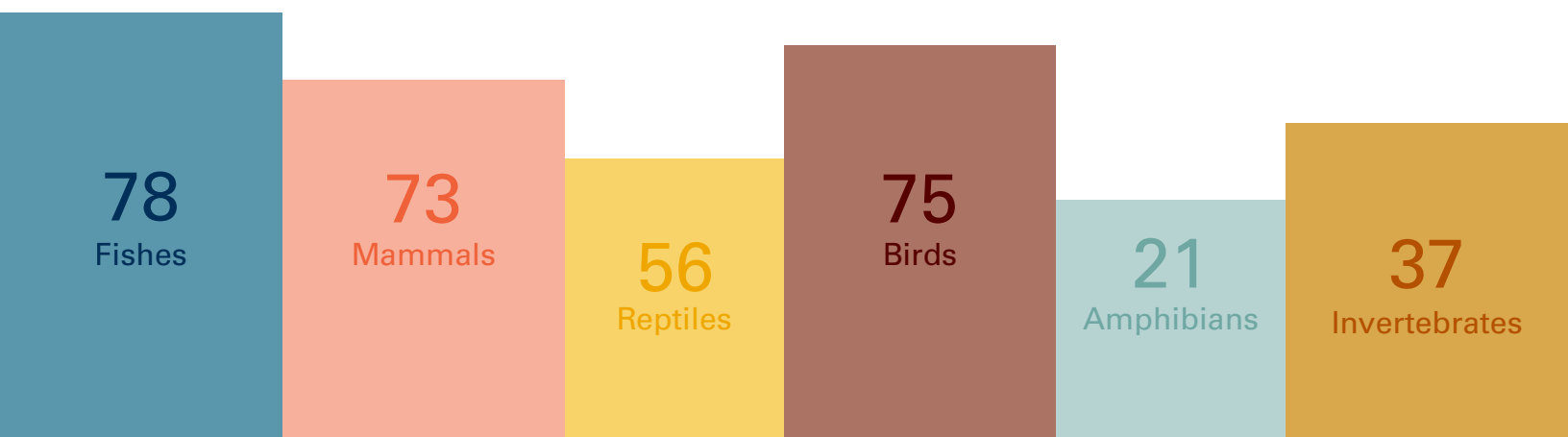
Technological Advancements for Data Collection in Animal Research, Dr. J. Congdon, Dr. N. Hosseini, Dr. S. MacDonald (York University), M. Franke (Toronto Zoo), A. Hoss (Eagle Inc.).

In partnership with Toronto Zoo, York University, and Eagle Inc. to develop integrated technology systems, including software and hardware, for animal behaviour research. Animal behavioural monitoring is key to understanding and assessing animal needs to ensure their well-being and provide the highest standards of welfare. Advances in technology can increase the efficiency and quality of animal behaviour monitoring and provide data collection 24/7. This research project focuses on Sumatran orangutans (*Pongo abelii*) in their indoor exhibit with hopes to include Sumatran tigers and polar bears.

Animal Welfare Monitoring of Sumatran Orangutans (*Pongo abelii*) in a New Outdoor Habitat at the Toronto Zoo. E. Gading, Dr. S. MacDonald (York University), M. Franke (Toronto Zoo).

To establish the connection between design and welfare, this research project will focus on Toronto Zoo Sumatran orangutans (*Pongo abelii*) in their new outdoor exhibit and monitor animals as they transition to this new habitat. Behavioural research will be conducted to evaluate individual orangutans' welfare in both the indoor and outdoor orangutan areas. Research outcomes will allow us to modify elements within the habitats to improve overall well-being.

IN 2021 YOUR TORONTO ZOO WAS HOME TO 4094 INDIVIDUAL ANIMALS. THOSE ANIMALS ARE MADE UP OF 340 DIFFERENT SPECIES



YOUR TORONTO ZOO HIGHLIGHTS

Your Toronto Zoo is a major player when it comes to conservation initiatives and produces many noteworthy achievements each year. In 2021 the Zoo had many animal achievements but just a few highlights are listed below.

- On 17 June 2022, **11 eggs were collected from one of the few remaining adult Blanding's turtles in Rouge National Urban Park.** This is a celebrated feat, as the resulting young turtles contain local genetics, which are valuable as we work to restore this population of Blanding's turtles. The collection of these eggs was possible thanks to the frequent tracking of this female during turtle nesting season, and to Parks Canada for collecting the eggs. All of the eggs were incubated at the Toronto Zoo, where 10 hatched and are currently in human care, where they will remain until their release back into the Rouge National Urban Park in 2024
- In 2021, the Adopt-A-Pond program once again reached thousands of individuals across the province and beyond, including over 450 people through the Turtle Tally and FrogWatch Community Science initiatives, and with approximately 13,000 views through social media on Facebook (both Toronto Zoo and Adopt-A-Pond pages), YouTube, Instagram, and through the Adopt-A-Pond Blog. Adopt-A-Pond also created and hosted its first Turtle Nesting Workshop for home/landowners in the areas surrounding the Rouge National Urban Park, and plan to expand on this range in 2022!
- 2021 was another highly successful and exciting year for the Great Lakes Program as well. The program was awarded the 2021 Significant Achievement Award from the Association of Zoos and Aquariums in the Education Award category. Additionally, the Great Lakes Program received the 2021 Partnership Award from long-time partners in aquatic conservation, Ontario Streams. We reached over 11,500 students through in-class virtual presentations delivered in English and French in over 30 different school boards. Livestreaming on platforms such as Facebook and Instagram resulted in over 80,000 views. The Great Lakes Program also reached 4,000 students during a livestream interview celebrating World Oceans Day. Finally, the freshwater mussel reporting and identification app, Clam Counter, received 67 reports of freshwater mussel sightings in 2021 following an annual trend of increasing reports since the app launched in 2017.



Since 1974 your Toronto Zoo has participated in some of the most significant conservation efforts in the zoological industry. Your zoo prides itself in the work it does for endangered Ontario species through conservation programs such as the Blanding's Head-start program, Black-footed Ferret, Vancouver Island Marmot and Eastern Loggerhead Shrikes captive breeding programs, and many more species recovery programs.

2021 Conservation births and releases

Eastern Loggerhead Shrike

Born - 29
Released - 17

Vancouver Island Marmot

Born - 6

Black-footed Ferret

Born - 16

Blanding's turtles

Born - 48
Released - 48

Wood Turtles

Born - 63
Released - 63

Atlantic Salmon

Born - 300
Released - 300





GORILLAS ON THE LINE

The Zoo participated in the 2021 AZA's Gorillas on the Line...Answer the Call Campaign; an awareness and fundraising to help Gorilla Conservation in Africa. From February through September, the Toronto Zoo collected **2,397 cellphones**, the highest number of cellphones collected during the campaign. This initiative collected **10,116 cellphones and over \$2,400 for gorilla conservation** in the Dominican Republic of Congo. Different branches of the Zoo held cellphone collection challenges such as Health & Safety, Strategic Communications, Wildlife Care and Guest Operations. Unfortunately, the planned e-waste events were cancelled for health & safety accommodations as result of COVID-19.

GREEN ECO ZOO TEAM

The Green Eco-Zoo Team (GEZT), a non-technical advisory committee to the CEO, addresses the environmental impacts of Zoo operations, policies and procedures, and makes recommendations that will lessen our ecological footprint in the Rouge Valley, the City of Toronto, and on the earth.

ZooShare Biogas Cooperative Inc. announced in August 2021 that the biodigester constructed at the Toronto Zoo is now operational and producing electricity. Owned and operated by ZooShare Biogas Cooperative Inc., the facility will accept **15,000 tonnes of inedible food waste** from local stores and restaurants and **3,000 tonnes of manure** from the Zoo annually. The **500kW biogas plant** will generate up to **4.1 million kilowatt hours of renewable energy to supply Ontario's power grid**. By diverting the 3,000 tonnes of manure to the biodigester instead of composting it, the Zoo will reduce its greenhouse gas emissions by approximately 333 tonnes annually. During National Waste Reduction Week, Daniel Bida from ZooShare hosted tours of the biodigester for 60 Zoo staff and volunteers. The opening of the biodigester was also picked up by several media outlets; articles appeared in the Globe & Mail, Toronto Star, and AZA's Connect Magazine, as well as spotlights on CBC and CP24.



During the final year of the Water Bottle Filling Station project, an additional five units were purchased. Installation is scheduled for spring 2022 by Zoo staff. This will bring the total to fourteen water bottle filling stations at the Zoo. Records at the end of 2021 showed that more than 35,500 water bottles were not used in 2021 and more than **130,000 single use plastic water bottles have not been used at the Zoo since the start of the initiative**. This is a significant underrepresentation of the actual bottles not used as the outdoor units (which account for 70% of the active stations) do not keep count. In the first three years, the Zoo predicted the filling stations would have reduced the use of water bottled by 500,000 single use plastic bottles. However, this number is also lower than expected because for most of the 2020 and 2021 years the water bottle filling stations were closed for COVID health & safety protocols.

Toronto Zoo believes every action counts towards saving and protecting wildlife and wild spaces. Modifications to facilities and mechanical systems to improve energy efficiencies may be one step the Zoo is taking to reduce its energy consumption and greenhouse gas emissions; it is also purchasing carbon offsets from Bullfrog Power. The Zoo increased the amount of renewable energy by 9% which offsets the zoo's GHG emissions by 9.3 tonnes and continues to power the exhibits, Conservation Breeding Programs, and guest experiences with renewable energy.



HUMAN RESOURCES

The Toronto Zoo continues to be one of GTA's Top Employers. In 2022 The Toronto Zoo was also awarded the Diversio DEI Impact Award.

In 2021-2022 the Zoo recruited a variety of roles which included the first Director of Indigenous Relations, in addition to professionals in wildlife care, nutrition, veterinary, reproductive and animal welfare sciences, education, conservationists, skilled trades, guest experience and a variety of support/operations staff. The diversity of positions allows the Zoo to continue to operate and deliver the highest-level of services and care for our animals, our guests and our staff.

Equity, Diversity and Inclusion (EDI) continues to be a focus, providing information sessions to staff on a regular basis, updating processes and policies, which includes reviewing our recruiting practices from an EDI lens. The EDI Steering Committee has developed a framework to ensure EDI goals are communicated and on track. The Zoo continues to offer a customized Toronto Zoo EDI certificate program, and we have continued to build partnerships across our communities. In 2021 we engaged in Collective Bargaining with our Union Partners; highlights included reaching a new provision in the Collective Agreement that adds EDI focused language to assist in creating more diversity in our recruiting efforts.

In 2022 Human Resources has expanded Learning and Development, recruiting the first Manager of Talent Development, and securing the first ever Learning Management System. With the additional resources we are providing more focused learning and development opportunities and coaching for staff at all levels. There have been major technology enhancements in Human Resources which includes roll-out of electronic forms, enhancement to the payroll system and the roll-out of the new applicant tracking system.

Human Resources rolled out two major surveys to all staff, the Employee Engagement Survey, and the Equity, Diversity and Inclusion survey. Using the data from the survey HR works with the various divisions to ensure results are communicated and support the various departments in initiatives which support overall organizational and divisional/departmental goals.



In December 2021 the Zoo was named as one of Greater Toronto's Top Employers for 2022, highlighting the best places to work in the region.

VOLUNTEERS

In 2021, Volunteering & Engagement operated our Year-Round and Zoo Ambassador Student Volunteer programs, and combined the Summer and Host programs into one due to reduced volunteer opportunities and safety concerns as a result of pandemic restrictions. All volunteers support the Zoo's educational objectives by interacting with guests, helping to raise public awareness and involvement in conservation, interpreting the zoogeographic and ecological relationships of the animal and plant kingdoms, and enhancing the experience of each Toronto Zoo guest with whom they come in contact. In 2021, a team of **225 Year-Round Volunteers, 27 Zoo Ambassador Student Volunteers, and 19 seasonal volunteers** (Summer and Hosts) **donated 16,733 hours of their time to the Toronto Zoo** reaching an estimated 439,176 people.

Interpretive stations adapted to offer a safe, high-quality guest experience

Similar to 2020, we altered our traditional interpretive station model to continue to provide a high-quality guest experience while managing the constraints of COVID-19. In addition to our wayfinding stations, we continued and expanded on our offering of "roam zones" where volunteers circulated in specified areas of the Zoo to maximize opportunities to interact with small groups of guests. To ensure their safety, as well as the safety of Zoo guests, volunteers were required to complete COVID-19-specific training before returning to the Zoo site and additional processes were put in place to keep everyone healthy and safe.

The Toronto Zoo continues to benefit from the dedication of long-service volunteers

To recognize volunteer milestones this year, we held a virtual celebration attended by 145 Volunteers. More than 30 volunteers received recognition awards for their dedicated service to the Zoo. This included six volunteers awarded for 15 years of service, one volunteer reaching 20 years of service, two at 25 years, one at 35 years, and one who reached a remarkable 45 years of service! We also recognized milestones in our hours-of-service program which was introduced to recognize and motivate volunteers who contribute a significant number of hours over a short period of time, or who show longstanding commitment in our seasonal volunteer programs. Ten Volunteers earned their 350 hours-of-service award, four earned awards for 750 hours, four for 1,150 hours, one for 1,500 hours, two for 1,850 hours, and one reached the 2,250 milestone. We also had one exceptional volunteer break the hourly recognition record, achieving 4,000 hours of service over her 10-year (and counting) Zoo volunteer career.



Toronto Zoo Volunteer Pam Paterson is awarded Canada's Accredited Zoos & Aquariums (CAZA) Volunteer of the Year award

We were extremely proud when Pam Paterson, a dedicated Zoo volunteer for the past 11 years, was announced the winner of the 2021 CAZA Volunteer of the Year Award. Pam has been an active and engaged member of the volunteer team throughout her tenure, excelling in all regular volunteer duties and also going above and beyond to help us maintain an exceptional experience both for volunteers in the program and for Zoo guests. This includes obtaining her Certified Interpretive Guide credential, actively participating as a mentor for new volunteers, fulfilling the Day Captain role, being a team lead for her day of volunteers, and contributing to many of the Zoo's fundraising and events initiatives. In her time at the Zoo, Pam has accumulated over 4,500 hours of service, more than five times the expected minimum contribution!

Zoo Volunteer animal welfare assessment team launched

Volunteers have always been involved in assisting with animal behavioural and welfare observations, however these have been mainly on an ad hoc or impromptu basis. This year we tapped into the incredible skills and knowledge of our volunteers to more formally assist the Wildlife Care & Welfare team with animal welfare assessments. A small group of interested volunteers was provided in-depth training and then began performing regular assessments on site to provide the Wildlife Care & Welfare staff with a set of standardized and consistent data.

Volunteers show dedication in supporting our community partners and projects

Volunteers were also active in offering a helping hand and support to our community partners. Three volunteers donated **78 hours of service in support of Second Harvest** programs which included packing food boxes for families in need or working in the kitchen preparing hot meals for delivery. In the fall, 10,000 Trees hosted a multi-day tree-planting event at the Rouge National Urban Park. **Three volunteers donated 14 hours of service planting trees** in support of the waterfront restoration project in the park. In December, volunteers also provided wayfinding during the COVID-19 vaccination clinic for 5-11 year-old children, which was run by Scarborough Health Network and hosted in the Zoo's Special Events Centre.

Volunteers host Virtual Field Trip chats on Zoolife.tv

The TorontoZooLife channel on Twitch TV underwent an evolution and was launched as a stand-alone platform called ZooLife.tv in the spring of 2021. As with the pilot project, volunteers continued to provide interactive chats with viewers connecting to the live streams from our animal exhibits (giraffes, gorillas, and penguins). With the birth of the Amur tiger cub "Mila," a new habitat was added to the Zoo experience, and volunteers delivered Nature Expert chats from the tiger exhibit in place of the penguin exhibit. Over the year, a team of 12 volunteers contributed 554 hours of presentation time and reached approximately 8,500 views. This included 81 school groups, as self-identified in the chat, tuning in as part of their school's virtual learning opportunity.

Volunteering & Engagement staff present at the virtual 2021 NAI Great Lakes Regional Interpretive Workshop

Over 100 interpreters from across the National Association for Interpretation's Great Lakes Region 4 attended the region's first virtual conference from March 23 – 25, 2021. The theme of this year's regional workshop was "Interpreting the Rapids of Change." Denise Hill-Fox and Karen Conway, Volunteering & Engagement Coordinators, shared with workshop participants how our team implemented a successful switch from a low-tech volunteer management system to an online system. Presentation highlights included describing the onboarding process of over 400 volunteers, how our internal processes changed, and how we used the new system to keep volunteers engaged during the COVID-19 pandemic.

Several on-going volunteer activities not possible in 2021 due to COVID-19

Again in 2021, the challenges and precautions related to COVID-19 paused many yearly programs and events that volunteers usually deliver or support. This included our involvement with the Toronto Public Library's Museum + Arts Pass Program and support for the Zoo's Species Awareness Days. We plan to resume these activities as soon as it is safe to do so.

Extended corporate/community volunteer activities at the Toronto Zoo

Outside of the activities of the Volunteering & Engagement Unit, the Toronto Zoo also engages corporate and community groups/individuals in various volunteering opportunities under the larger co-ordination of the Wildlife & Science Division. These activities include tree plantings and harvesting browse cuttings to support the health and nutrition of the animals. Unfortunately, due to the challenges of COVID-19 these activities could not be safely completed in 2021. We are hopeful that they will resume in 2022, when it is safe to do so.

258 PEOPLE IN GROUPS TOURED

28 GROUPS TOURED

16,733 VOLUNTEER HOURS



LEARNING & ENGAGEMENT

In 2021, Learning & Engagement programs continued to be heavily impacted by the COVID-19 pandemic, however, with careful planning and consideration, we were able to continue to build on the achievements of 2020 and were once again able to welcome children to the Zoo for a summer camp experience. Also in 2021, we experienced tremendous growth and success in connecting with our guests through virtual means, continuing to share our stories and conservation messages. In 2021, the Learning & Engagement Branch also led the design, planning, and implementation of the Climate Action Learning & Leadership (CALL) program, which is focused on providing opportunities and skill development for BIPOC and marginalized youth to learn about climate change and wildlife conservation at the Zoo and take steps towards careers in this sector. Through our programs and experiences (combined on-site and live virtual), we were able to reach an estimated **415,223 participants** and **generate \$764,315 in revenue**.

Climate Action Learning & Leadership (CALL) – Award Winning New Program Providing Positive Growth Opportunities for Marginalized Youth

In 2021, the Learning & Engagement Branch, working with Human Resources and the Wildlife Conservancy, were successful at receiving a **federal grant of \$380,527** to implement the Climate Action Learning & Leadership (CALL) Program. This is a unique action-oriented program borne out of equity, diversity, and inclusion (EDI) principles, and involves working closely with various community partners. The aim of this program is to engage and inspire youth from traditionally marginalized communities, including low-income neighbourhoods, Black, Indigenous, People of Colour (BIPOC) community members, and new Canadians to take action to combat climate change. Through the unique experiences offered by this program the goal was to raise awareness of the opportunities and development of employable skills for these youth to find their own calling in the career fields of climate change and conservation science.

Virtual Programs Continue to Connect with and Engage Many School Groups, Families, Community Groups, and Businesses

With the restrictions to guests being onsite during lockdown, and in an effort to continue to engage those who are unable to otherwise visit our site when open, the Learning & Engagement Branch led a series of virtual programs that were first developed in 2020, to continue to share the important messages about conservation and to connect audiences to wildlife. These include a variety of fee-based programs that are offered in the following formats: extensive 40-minute virtual tours of a Zoo region, visiting a variety of species, or a 15-minute Meet & Greet, which is focused on one species selected by the guest, providing more in-depth content on that specified animal. Within these programs there is opportunity for back-and-forth discussion with the Zoo educator, making it a very personalized experience. We also deliver special pre-filmed content with a personalized message in front of an animal, which are called Zoo Shout Outz. Shout Outz have been popular for birthdays and other special occasions, where the customer can add a personalized message. This past year we also developed Zoo Keepsakes, an option to celebrate important milestones in the lives of the Zoo animals, such as their first birthday. Customers receive an exclusive video with milestone markers and conservation information about the animal as well as a matching plush toy and collectible pin from our retail store.

In addition to the fee-based programs, the Learning & Engagement Branch has also delivered a number of free programs, both to school groups and to families, in an effort to remain connected to large audiences and help to keep children engaged in conservation education. Many of these programs were delivered in partnership with the organization Exploring by the Seat of Your Pants (EBTSOYP), through which we connected with school audiences around the world. In addition to the programs conducted with EBTSOYP, the Learning & Engagement Branch also offered six free virtual events in support of schools during their closures and transition to online learning. These 40-minute programs were broadcasted live on the Toronto Zoo YouTube channel and combined had an estimated over 350,000 students watch live along with an additional 346,400 new views of the saved videos to date. These videos continue to be available to view for educators to use. We also hosted a special Family Day program for the Scarborough community cohosted by our local MPP Vijay Thanigasalam and his team. The program was custom built to host nearly 1,000 Scarborough community families on a tour through the African Rainforest Pavilion, including an



interactive question and answer period with the Zoo educators and a Wildlife Care staff at the end of the tour. In total for 2021, through the variety of existing and new virtual educational opportunities offered by the Zoo, we were able to offer **1,065 programs and connect with an estimated 414,000 participants** during the **live programs and generating \$120,841 in revenue** for the Zoo. Between the live viewership and additional views for our tours available on YouTube, the Learning & Engagement Branch achieved a virtual **reach of over 760,000 people in 2021**. In addition, through these virtual offerings we've been able to extend our reach to some distant audiences who may not otherwise be able to connect with our stories or visit us in person. As many of our free programs are posted on our social media they are still accessible world-wide and are accumulating views.

Zoo School - Delivery of Grade 11 Biology Credit Courses

In 2010, the Toronto Zoo became established as a private school with the Ontario Ministry of Education and gained the authority to grant school credits towards a student's secondary school diploma. Since its inception, Zoo School has been a very popular program. Due to the provincial closure of schools Zoo School operated in a 100% online format for 2021 with students attending online sessions four days a week for six weeks. They covered the same material as they would during a regular in-person Zoo School session with behind-the-scenes tours conducted virtually. A total of 18 students successfully gained their grade 11 university biology credit, resulting in \$32,310 revenue.

Zoo Camp continues to provide a positive summer experience for youth

In 2021, Zoo Camp attracted 762 participants and generated \$226,961 in revenue. In response to spacing limitations at the Zoo and COVID-related safety for staff and campers, we operated a modified Zoo Camp with reduced capacity. For example, each camp group had reduced cohort sizes and limited the interactions between the cohorts and staff throughout the day. Zoo staff were required to participate in contact tracing when entering camp home bases, and a rental washroom unit was installed for exclusive use by Zoo Camp to ensure social distancing whenever possible. All other Ontario Camp Association (OCA) and government guidelines relating to day camps and COVID-19 were followed accordingly. We continued to deliver staff training with a focus on interpretive techniques, providing the seasonal staff with a skill set to provide our campers with a fun and memorable learning experience at the Zoo.

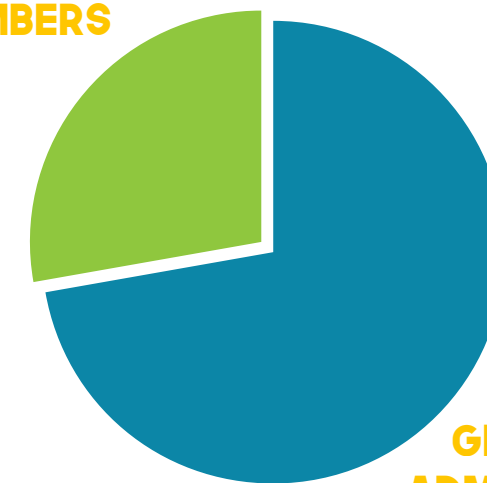




ZOO GUESTS

Your Toronto Zoo welcomes guests through its gates 365 days a year. These guests are made up of Zoo Members and general public visitors, including school groups, free children and day passes.

MEMBERS



2021 GUESTS

TOTAL: 751,120

**GENERAL
ADMISSION**

In 2021 the Zoo recorded a total of **751,120 guests**, **288,528 Zoo Member visits**. A total of **40,177 memberships** were purchased.

GUEST EXPERIENCE

Wild Encounters

Our Guest Experience team delivers personalized tours offered through the Wild Encounter (WE) program which allow for a close connection between our guests and our animals. Wild Encounter tours, first initiated in 2019, involve a 30-60 minute walking tour that provide small groups of 6-8 people an up close experience in one of our accessible behind the scenes areas where the Zoo's conservation initiatives are highlighted. In 2021, the Wild Encounter program generated **\$164,007.08 in revenue** with **2,940 guests attending tours** from June to December.

VIP Tours

The VIP tour program is a relatively new offering added in August 2021. This special experience provides a personalized tour guide for up to five hours to escort 2-6 guests via golf cart on their own customized tour featuring behind-the-scenes, private animal interactions, and a sit-down lunch. Through these experiences, guests gain a deeper understanding of our Zoo's mission and important conservation work leaving many inspired to do their part to help ensure a healthy planet and environment for the future. It also grants guests a unique opportunity to learn about all of the important work that the Toronto Zoo is doing behind-the-scenes. In its first year of operation from August to December 2021, **21 tours** were delivered for **80 guests**, generating **\$24,449 total profit**.

Attractions and Adventures

Conservation Carousel

118,614 Riders
\$335,006.00 Gross Revenue
\$296 465.49 Net Revenue

Gorilla Ropes Course

1,835 Riders
\$14,680.00 Gross Revenue
\$12,991.15 Net Revenue

TundraAir Ride

22,706 Riders
\$254,144.00 Gross Revenue
\$134,943.72 Net Revenue

Zoomobile

21 114 Riders
\$174 420.00 Gross Revenue
\$154 353.98 Net Revenue

164 269 TOTAL RIDERS
\$778 250 GROSS REVENUE
\$598,754.34 NET REVENUE



Terra Lumina - An Enchanted Night Walk Into a Bright Future

After nightfall, guests were invited to pursue an immersive experience along a 1.5km walking path that travels into the future and back. The journey begins when a portal carries guests into the luminescent wonders of the year 2099, a time when humans and nature learn to live in harmony.

2021 Season brought in:

26,208 Guests



STRATEGIC COMMUNICATIONS



E-Marketing Program

In 2021, we developed a new e-marketing program for our Zoo, improving the email communications system to our Zoo Members (over 28,000 members), media, and other email groups that we had plans to enhance and grow.

Partnerships

The need to leverage strong partnerships and in-kind promotional opportunities has never been more important. A few significant partnerships included:

Toronto Star Livecam, City Parent Magazine, Retail Pages, Toronto City Key, Attractions Ontario, ParentSource.ca and Toronto4Kids.com, Metroland Media

Website

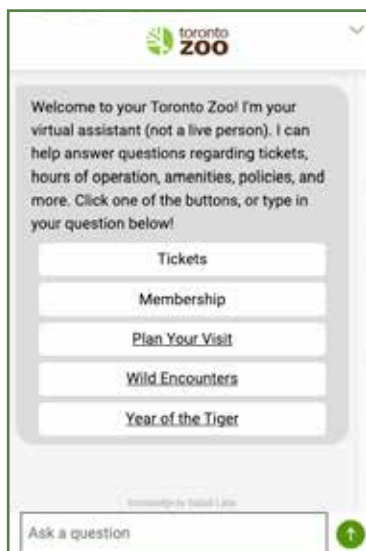
With over 13,000,000 page views in 2021, the Toronto Zoo website remains an active communications tool to share information with our audience. For a second year we used constantly changing graphics and messaging to share important updates and content as required, including changes to operational policies, updates on our programs and offerings, highlighting virtual programming while closed, and promoting animal updates and attractions seasonally.

The Toronto Zoo website saw a 50% increase in total page views and a 7% increase in total web sessions in 2021, even being closed for several months of the year. Total page views and sessions reached record-high numbers in 2021, the highest we've seen compared to the last nine years.

New Chat Bot

In 2021 we introduced a new website feature – our Chat bot. We have partnered with Satisfi Labs, a company that has successfully implemented Chat bot systems for a number of other top Zoos and Aquariums across North America. Located in the bottom right of our website pages, and in our Facebook messages.

The Toronto Zoo's chat bot currently has a database of 148 answers that link to questions asked by website visitors on our homepage and "Welcome Back" page. Between the launch of our chat bot on August 20th, and November 30, 2021, the chat bot has received over 13,357 inbound messages from 4,502 unique users. Based on Satisfi Labs historical data and comparisons they estimate the Zoo to have saved 350+ staff hours responding to messages in this time.

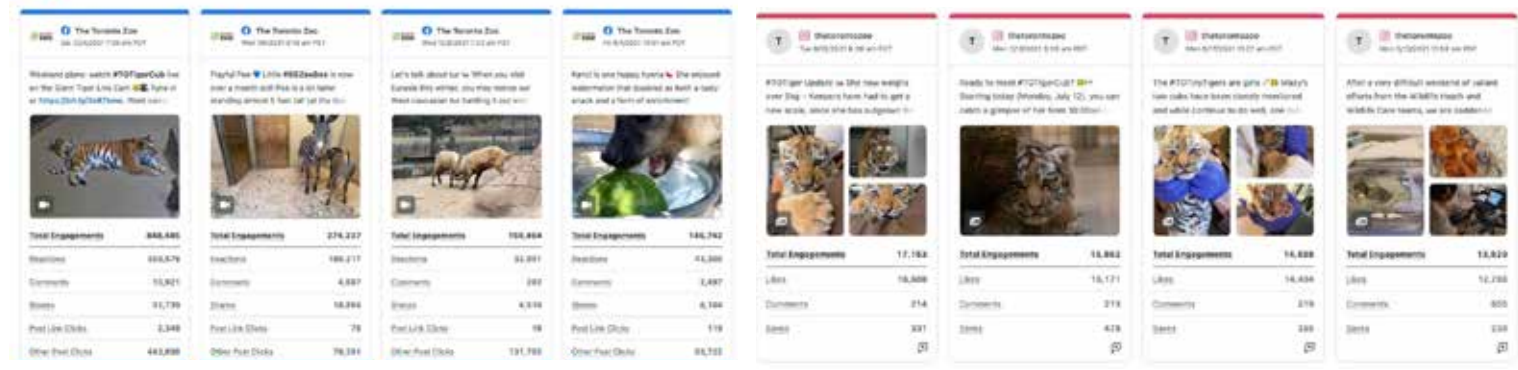


We live by one fairly straightforward communication rule – content is king! Luckily, we have some pretty extraordinary content to work with. Your Toronto Zoo continues to curate the extensive amount of content into compelling, fun, meaningful and well-timed stories that keep our audiences engaged.

Social Media

The Zoo's social media community now totals over 860,010 people across all platforms, a **54% increase over 2020** which ended with 558,559. In 2020, the Zoo exceeded 212,855,489 impressions, and engaged 14,312,001 people, and saw over 10,000,000 YouTube video views.

The Zoo Facebook remains #1 in ranking against other major Toronto attractions and other Canadian zoos, and ranks #1 against the top US zoos and aquariums. We are also #1 for Instagram against the key Toronto attractions/Canadian zoos, and at #4 against other US zoos and aquariums. An important note as well, we have not yet needed to pursue paid impressions on Facebook, as we are still receiving an average of 300k+ impressions per day, which is a great achievement!



TikTok Fundraising

Our team was very proud and excited to work directly with TikTok Canada on their #GivingSZN campaign this past year. They reached out to us, as our content was performing exceptionally well, and they thought it would be great alignment for us.

The campaign involved working with not-for-profits and charities across Canada to help raise awareness and donations during the holiday season. For participating, TikTok Canada made a generous \$30,000 donation to the Wildlife Conservancy.



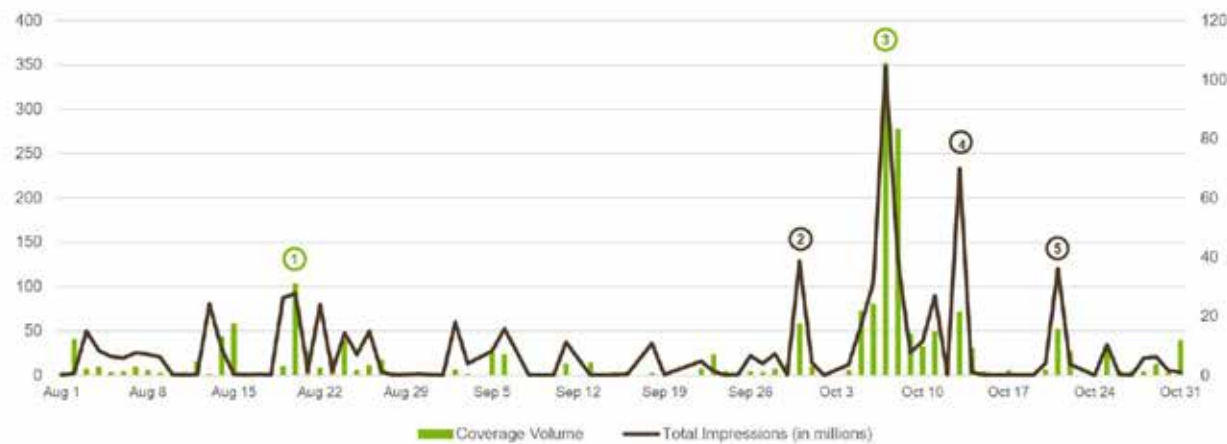
STRATEGIC COMMUNICATIONS - MEDIA ACTIVITY

Broadcast content had the largest share of media type, accounting for 74% of total coverage. Notable broadcast stories include the announcement that our Toronto Zoo animals will be vaccinated against COVID-19, as well as videos of various Toronto Zoo animals enjoying carved pumpkins for Halloween. Online articles accounted for 23% of total coverage. Top online stories include the announcement that all visitors to the Toronto Zoo must be fully vaccinated against COVID-19, the announcement of our endangered orangutan pregnancy, as well as researchers discovering a secret colony of endangered marmots on Vancouver Island, mentioning the Toronto Zoo's marmot captive breeding program. Print had the smallest share of volume at 3%. Notable print stories include articles about the Toronto Zoo's plea to the public to help find an escaped red fox, as well as the announcement that the Toronto Zoo was implementing a mandatory vaccine policy for its visitors.

The Toronto Zoo was mentioned in 1,903 news stories this quarter, garnering a total reach of 25.7 million and UVPM of 703.7 million. On average, the Toronto Zoo appeared in 146 stories per week, and 634 stories per month.



SPIKE ANALYSIS



- 1 **August 20:** August 20th saw a slight spike in coverage with 103 stories, largely due to the announcement that the Toronto Zoo will implement a [mandatory vaccination policy](#) for staff and volunteers.
- 2 **September 30:** Despite having only 58 stories, September 30th saw a peak in impressions (38.6 million), mainly due to coverage coming from higher reaching outlets. The story that dominated headlines was about Ontarians observing their first National Day for Truth and Reconciliation, which included hundreds gathering at the Toronto Zoo to mark the day ([1](#), [2](#)).
- 3 **October 7:** October 7th saw the highest spike in both coverage (351 articles), as well as impressions (104.4 million) for the quarter. Notable stories include a heavily syndicated article about the Toronto Zoo announcing that [endangered orangutan, Sekali, is pregnant](#) and due to give birth in April, as well as articles outlining what was open and closed on Thanksgiving in Toronto ([1](#), [2](#)).
- 4 **October 13:** October 13th had another spike in impressions with 69.9 million from 71 stories, led by high reaching articles about the Toronto Zoo announcing that starting October 25th, all guests will need to be fully vaccinated against COVID-19 to visit ([1](#), [2](#), [3](#), [4](#)).
- 5 **October 21:** October 21st saw another small spike in impressions (36.1 million) from 52 stories. The top story for the day was about the Toronto Zoo planning to vaccinate its animals against COVID-19 ([1](#), [2](#), [3](#), [4](#)).

OTHER MEDIA HIGHLIGHTS

Toronto Symphony Orchestra

Media event and launch of "Zoophony" – a collaborative animal/musical educational program

Breakfast Television live remote (5 segments) to promote the Holiday Marketplace – December 2021. Frank Ferragine featured various parts of the Holiday Marketplace, Stirling the donkey, and our Greater one-horned rhinos.



Toronto Star Feature - Women in Science

Inclusion in the special interest section for the Toronto Star and online at innovatingcanada.ca celebrating women who have made great strides in areas of research and innovation. Our Toronto Zoo featured four notable scientists doing incredible conservation work: Dr. Gabriela Mastromonaco, Pala Mackie, Dr. Elizabeth Okruhlik and Siga Lapinskas.

This feature appeared in the Saturday September 4, 2021 print edition of the Toronto Star, and online [HERE](#).



HIGHLIGHT OF MEDIA RELATIONS/PR ACTIVITY

- 213 media requests coordinated (written statements, filming and virtual interviews)
- 28 x Newsletter submissions written and submitted (Destination Toronto, We've Been Expecting You, Scarborough Community Renewal Organization SCRO, Highland Creek Villager, West Rouge Life & Live Green)
- 12 x Scarborough Mirror Columns written and submitted
- 55 x press releases issued
- Media events, including Zoo re-opening with Mayor John Tory, Board Members and City Councillors Paul Ainslie and Jennifer McKelvie (June), Sumatran Tiger Cub Media Event (July 2021), Scarborough Hero Awards Event (August 2021), Toronto Zoo & SHN Kids Vaccine Clinic Media Event (Dec 2021)

EVENTS & COMMUNITY OUTREACH

Every year, your Toronto Zoo coordinates and participates in a vast array of guest experiences, events, and programs, ranging from on-site signature and 'added value' events, activations, seasonal activities, off-site community and partner events, and corporate and private events. Due to COVID-19 closure from January 1 to June 19, your Toronto Zoo continued to develop new virtual experiences and on-site COVID-19 safe guest experiences and events, along with adapting existing events, in order to continue to deliver memorable experiences, support our community, and reach new audiences.

Virtual Move Your Paws

Annual move your paws 1K and 5K in support of Polar Bears. Participants registered and completed their run (in their area of choice) including sponsorship efforts and received their special package in acknowledgment.

Virtual Science Rendezvous

Science Rendezvous is an annual Canada-wide event with over 100 unique host sites bringing you some amazing science content and fun experiments that you can take part in from home! Zoo employees shared work experience, education and the role at the Zoo.

Virtual Pride

In collaboration with Strategic Communications - Queens participated with online Instagram Feed where the Queens interviewed Keepers to learn about our animals and give them Drag names.

Scarborough Hero Awards

In collaboration with SHN, UTSC and Centennial college created awards for community members for work done throughout Covid for various nomination categories including John Tory in attendance to celebrate the winners.

Scarborough Health Network Vaccine Clinic

Partnership to provide an opportunity to set up a vaccine clinic in May and December 2021.

Blanding's Turtles Release

Annual release of the endangered Blanding's turtles to the Rouge. The event starts with a traditional Elders blessings ceremony followed by the release with attendees including Donors, invitees and Zoo staff.

Oasis ZooRun

19th annual Oasis ZooRun event. This virtual event has a distance for everyone. You can choose from 10K, 5K, and CubRun (1K) distance options as well as the new 15K Cheetah Challenge! All participants received a souvenir shirt and finisher medal with featured animal, the cheetah!

Street Art Toronto

This team joined to create the Mural under the Bridge on Meadowvale. Design proposal panel took place at the Toronto Zoo. Now a permanent mural for all to enjoy while driving down Meadowvale road.

Parents Engaged in Education

School supplies drive engaging community partners to support the cause.

Cultural Hotspots and Murals

Art installation took place at the front entrance September and October.

Halloween at the Zoo - Mars Wrigley Activation

Mars activation in the front of the Zoo offering departing guests a photo op and candy.

36th Annual Remembrance Day Ceremony

Toronto Zoo proudly held its 36th Annual Remembrance Day Service. Out of an abundance of caution, the decision was made to keep the event to those invited to lay a wreath and the Toronto Zoo Staff only. Guests/community members did not observe the service in-person this year. The service was broadcasted live via web to the communities we serve in order to maintain directives from Toronto Public Health.

Coca Cola Activation

Holiday truck came with Santa to greet Toronto Zoo guests as it moves coast to coast!

Holiday Marketplace

Participants came to support local by shopping with 50+ artisans, producers, and processors at this indoor/outdoor Marketplace! Enjoyed vendor offerings, seasonal food & beverage, and the new season in the blossoming Rouge National Urban Park!

By shopping locally, you are helping to protect the environment by reducing your carbon footprint. Toy drives for the Toronto Fire Fighters and Toronto Police also in participation.

CORPORATE EVENTS

Group Events took place from June throughout the rest of the year with great efforts and focus on keeping in-line with the Federal Covid Rules and to ensure both staff and guest safety while striving for the optimal guest experience.





**Board of Management of the Toronto Zoo
Statements of Income and Expense | December 31, 2020**

| | Consolidated 2021 | 2020 | Expenses | Consolidated 2021 | 2020 |
|-------------------------------------|------------------------------|-------------------|--|------------------------------|-------------------|
| Revenue | | | | | |
| Funding from City of Toronto | | | Operations and administration | 13,397,344 | 14,572,398 |
| General appropriation | 19,444,300 | 12,772,302 | Conservation, education and wildlife | 14,452,479 | 14,032,192 |
| COVID-19 emergency funding | – | 10,473,571 | Marketing and communications | 5,175,481 | 5,854,578 |
| Capital Works Contribution | 171,000 | 171,000 | Food services | 3,438,441 | 1,945,694 |
| Restricted Contributions and Grants | 1,140,321 | 524,635 | Gift shop operations | 1,674,964 | 1,353,268 |
| Admission | 10,084,796 | 8,693,265 | General management | 4,141,374 | 4,363,337 |
| Membership | 2,740,737 | 1,937,864 | Development | 159,352 | 132,241 |
| Food services | 4,202,771 | 2,000,319 | Amortization of capital assets | 752,042 | 712,658 |
| Gift shop operations | 1,738,572 | 1,060,807 | Amortization of intangible asset | 1,944,695 | 1,944,694 |
| Parking | 3,015,831 | 1,687,284 | Employee future benefits (note 7) | 371,320 | 303,409 |
| Rides and rentals | 881,923 | 291,118 | Total | 45,508,092 | 45,214,469 |
| Learning & Engagement programs | 353,359 | 155,999 | Excess (deficiency) of revenue over expenses before the undernoted | (506,867) | (3,839,656) |
| Other revenue and recoveries | 1,227,194 | 1,605,928 | Additional funding from City of Toronto | 1,750,456 | 1,564,257 |
| Development | – | – | Funding from City of Toronto related to employee future benefits payable (note 3b) | 371,320 | 303,409 |
| Interest | 421 | 721 | Excess of (deficiency) of revenue over expenses | (1,886,003) | (1,971,990) |
| Total | 45,001,225 | 53,965,069 | | | |

