

CIVIC PARTNER 2022 ANNUAL REPORT SNAPSHOT- THE CALGARY ZOOLOGICAL SOCIETY

CALGARY ZOOLOGICAL SOCIETY (CALGARY ZOO)

Vision: Canada’s leader in wildlife conservation.

Mission: Take and inspire action to sustain wildlife and wild places.

One Calgary Line of Service: Economic Development and Tourism

Registered Charity

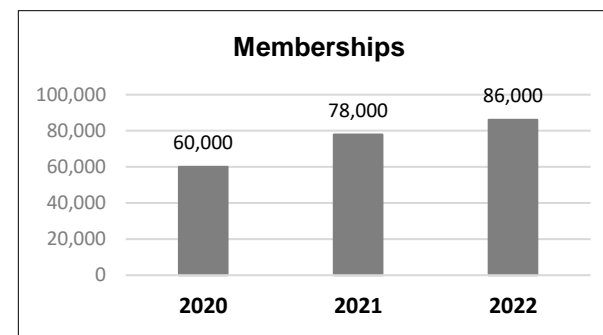
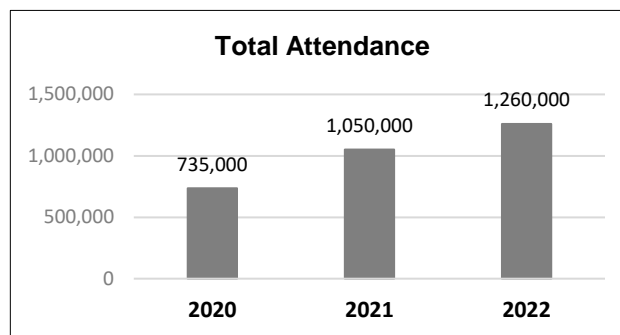
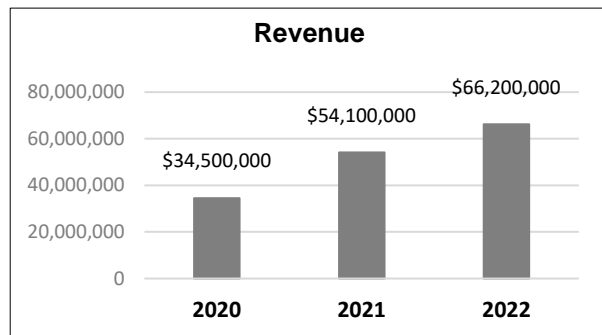
2022 City Investment

Operating Grant: \$8,454,907

Capital Grant: \$550,709

City owned asset

2022 Results



The story behind the numbers

- Revenues returned to pre-COVID levels in 2022. Without any new habitats opened in 2022, operations focused on new experiences including moments with animal care staff and parades to enhance the visitor experience and provide novelty.
- The Calgary Zoo continues to be a top tourist attraction in the city, province and western Canada.
- Membership growth demonstrates that the Calgary Zoo has significant community support and reflects the value of membership.

Addressing climate change

Continued to reduce the use of potable water by 4.5 million liters per year and continued waste diversion strategies including composting and recycling that diverted 87 per cent of total waste from the landfill. Began exploring potential of solar generation of electricity with a future goal of becoming net zero.

Advancing equity, diversity and inclusion; and racial equity

Implemented an organization-wide action plan for inclusion, diversity, equity and accessibility through an advisory committee that is accountable to senior leadership. Continued to support a broad range of initiatives to support visitors including infusing Indigenous Ways of Knowing in the Canadian Wilds redevelopment project, use of sensory kits for school programs and camps, offering sign language materials, celebrating a diverse range of awareness days and other initiatives.



**CALGARY ZOOLOGICAL SOCIETY
Civic Partner 2022 Annual Report**

Civic Partner Name: The Calgary Zoological Society
Legal Structure: Non-profit Society, registered charity
Manage/operate a City-owned asset: yes (Calgary Zoo)

1. What is your organization’s guiding mission or mandate?

Vision: Canada’s Leader in Wildlife Conservation

Mission: Take and inspire action to sustain wildlife and wild places

Mandate: The Calgary Zoological Society, operating as the “Wilder Institute Calgary Zoo”, develops, operates and promotes an integrated Zoological, botanical, and prehistoric park for the combined purposes of conservation, education, recreation and scientific study. The Society is a not-for-profit organization incorporated under the Societies Act of the Province of Alberta on January 9, 1929, and is a registered charity under the Income Tax Act of Canada.

2. What top 3-5 key results did your organization achieve in 2022 that contributed to one or more of key City strategies or plans or [Citizen Priorities](#) (a prosperous city, a city of safe and inspiring neighborhoods, a city that moves, a healthy and green city)?

A Prosperous City – In 2022, the Wilder Institute Calgary Zoo continued to rebound well from the pandemic and welcomed 1.26 million visitors, and had \$52M of capital and operating expenditures, primarily spent locally. Those expenditures include total payroll of \$21.2 million to employ Calgarians. To support affordability for low income Calgarians 17,195 admissions were sold at a 75% discount through our Zooshare program. Significant progress was made on the re-development of the Canadian Wilds section of the park, remaining on track to open this fantastic new attraction for our visitors late in late 2023.

A Healthy and Green City – The Wilder Institute Calgary Zoo continues to be a popular place for Calgarians to share time together in the outdoors, walking the 7 km of trails as they experience different animal habitats, amid a park with over 10,000 trees and shrubs, enjoying the Dorothy Harvie Botanical Gardens, picnic areas and playgrounds. In 2022, Calgary Zoo had over 86,000 members who each, on average, visit 4-6 times per year.

3. Performance measures help demonstrate the return on The City’s investment in a partner’s operations. Please identify performance measures that reflect your organization’s impact in 2022 (how much you did, how well you did it, and how the people you serve are better off).

	Performance Measure Name	2020 results	2021 results	2022 results	How does this measure reflect your organization’s impact?
How much did you do?	Attendance	735K	1.05M	1.26M	We continue to be one of the top tourist attractions in the City, Province and western Canada with attendance recovering near pre-COVID levels.

	Memberships	60K	78K	86K	The Wilder Institute Calgary Zoo continues to enjoy significant support from our community, who feel that membership represents a value to them and their family
How well did you do it?	Total Revenues	\$34.5M	\$54.1M	\$66.2M	Revenues have returned to pre-COVID levels, also bolstered by capital funding for our Canadian Wilds Re-Development of which a significant amount was not yet spent at the end of 2023.
	Likely to recommend (2020 - "Have Recommended")	78%	N/A	89%	With no new habitats opening in 2022 we focused on experiences (moments with animal care staff, parades, etc) to add novelty for our visitors.
	Conservation Awareness	n/a due to Covid	n/a due to Covid	60%	Our historic exit surveys say that supporting the Wilder Institute Calgary Zoo is a good way to support wildlife conservation, which is extremely important when identifying the total value that the Wilder Institute Calgary Zoo brings to the Calgary Community.
How are Calgarians better off?	City Operating Grant as percentage of revenue	23.9%	15.2%	12.8%	Society continues to self-generate more than 87% of its revenues, back to pre-covid levels.
	Conservation Investment	\$2.2M	\$3.4M	\$4.5M	Our market research has been clear; the more our visitors know about our work in wildlife conservation the more they want to support us. The Zoo is fortunate to have a significant portion of our annual Conservation Budget funded by Grants and Donations.
	Operating Spend	\$24.9M	\$28.4M	\$36.1M	The Zoo continues to be a strong and reliable economic contributor to the Calgary Community
	Capital Investment	\$4.2M	\$8.9M	\$16.1M	We reinvest to ensure the Zoo offers relevant, timely and engaging experiences to guests

	Interpretive Participants	1M+	1M+	1M+	In 2022, we have focused on “Surprise and Delight” opportunities (like animal feedings, enrichment or behind the scenes) across the zoo to give visitors a unique experience.
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4. What are examples of benchmarks your organization uses to evaluate and improve performance and operations, and increase your organization’s impact?

a) Please provide examples of benchmarks, and how this information is being used to support continuous improvement.

Our performance measurement system is a scorecard based on two types of performance measures:

- Financial: Achievement of budget targets established by zoo executive and the board at the beginning of the budgeted year.
- Qualitative: Progress toward long-term objectives and related targets identified in annual planning process.
 - Qualitative goals are based on tactics that correspond to our long-term strategic objectives and related current year strategic priorities. They cover all aspects of our organization’s mission. Including, but not limited to: enhanced visitor experience, growth of our conservation impact, improved business processes, animal welfare, capital project execution and employee well-being.
 - Progress against the qualitative goals is rated as either: “Not achieved”, “Partially Achieved”. “Achieved” or “Exceeded”

The scorecard is updated by management and reviewed with the Board of Directors quarterly. Performance against the scorecard determines the size of the variable pay pool available for the year, ensuring alignment of compensation with performance.

b) Please indicate your current and targeted performance in comparison to these benchmarks

In 2022, our performance against this scorecard was as follows:

- Financials: Budgeted net income targets were exceeded
- Qualitative goals: Out of 23 qualitative goals, 18 were rated as “Achieved” and 3 were rated as “Partially Achieved”. Of the goals that were not “Achieved”, most were conscious deferrals of work due to rising costs or re-prioritization. One was related to an impending piece of federal privacy legislation that has yet to be enacted.
- Overall, the Board of Directors was pleased with the organization’s performance in 2022.

5. What key results or progress was achieved in 2022 that reflected your organization’s changes to strategies, programs or services to better address equity, diversity or inclusion, or support racial equity?

Within our organization we have formed an Inclusion, Diversity, Equity, and Accessibility (IDEA)

Advisory Committee with a formal governance structure that is advisory and accountable to senior leadership. The committee also has an executive sponsor to demonstrate organizational commitment. The advisory committee will be responsible for recommending and implementing the organizational IDEA action plan and supporting senior leadership to embed inclusive practices and considerations into all our internal and external programs, processes, and policies. The Indigenous Ways of Knowing Advisory Group will become the organization's inaugural employee resource group (ERG).

The organization continues to invest time and resources to build internal IDEA capability by providing IDEA training to 75+ operational leaders on topics such as unconscious bias and microaggressions. The organization is actively partnering with the Canadian Centre for Diversity and Inclusion to access and build IDEA competency throughout the organization.

We continue to expand our collection of voluntary self-identification data to understand the demographic of our employee and volunteer workforce as compared to the market we serve and operate in. This includes measuring the diversity of our employees, volunteers, and job candidates and applicants to make data driven decisions that support our progress and IDEA journey.

To address IDEA for our visitors we have numerous initiatives underway, including:

- Infusing Indigenous Ways of Knowing into the interpretive content planned for our Canadian Wilds re-development through amplifying the voices and perspectives of artists, knowledge keepers and elders and through community consultation.
- Choosing language for interpretive content that is accessible to diverse audiences, including visitors with English as a second language
- Offering sensory kits that can be used during school programs and camps, which include learning tools such as wiggle seats, weighted stuffed animals, fidget tools, and more.
- Creating a sign language version of our penguin palooza school program
- Utilizing assistive technology apps on tablets for non-verbal students/campers, visually impaired guests and speech to text for hearing impaired attendees.
- Being more inclusive when it comes to the language that we choose to use in our visitor facing communications and using inclusive images of the guests that attend our events with an emphasis on same sex wedding couples and multi-racial attendees
- Offering a "Friends and Family" bundle that was an affordable option for family units of all varieties.
- Celebrating Awareness Days on our social media channels - Highlighting our values of inclusivity to our public audience, and ensuring we are creating a welcome space by acknowledging awareness days/holidays and encouraging our community to do the same (ie. National Day of Truth & Reconciliation, PRIDE, etc).

6. What steps did your organization take in 2022 to advance any respective calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City's White Goose Flying Report](#)?

In a public ceremony on February 22, 2022, The Calgary Zoological Society signed a Memorandum of Understanding with the Siksika Nation Tribal Administration that contains the following Shared Principles:

- We will consult on ways to identify and share the fact that our organization operates on the land of Blackfoot Confederacy Traditional Territory and Treaty 7 as a way to honour the history of the Blackfoot people.
- We commit to consultation and to building respectful relationships in areas of shared interest in an effort to contribute to meaningful reconciliation
- In recognition of the traditional stewardship of the Blackfoot peoples, we will meet annually to update Siksika on our field and breeding work with plant and animal species at risk within traditional Blackfoot lands, and to hear the observations and counsel of Siksika.
- We will work to provide Siksika members equitable access to Wilder Institute Calgary Zoo jobs, training, and education opportunities in order to help Siksika gain long-term sustainable benefits on the traditional lands of the Blackfoot Confederacy.
- Siksika will help to provide, at mutually agreed times, periodic educational opportunities for Wilder Institute Calgary Zoo management on the history of the Blackfoot and other Treaty 7 First Nations, including the history and legacy of residential schools, treaties and rights, intercultural competency, human rights and anti-racism in the spirit of Truth and Reconciliation to foster understanding and mutual respect
- Wilder Institute Calgary Zoo will work with Siksika to develop ways to engage Siksika youth in discussions around conservation and the career opportunities available in animal welfare and conservation work.

Implementation will largely begin in 2023 due to Siksika Nation election in 2022. The Wilder Institute Calgary Zoo’s External Relations and Indigenous Ways of Knowing Advisory Group will explore implementing similar arrangements with other First Nations. In 2023, we have retained two Blackfoot elders as consultants to help develop signage and interpretive elements of the new Canadian Wilds.

RESOURCES

7. Please outlined how The City’s operating funding was allocated in 2022.

The \$8.5M operating fund provided by the City is combined with our other sources of revenue and used to pay our \$50M in total expenses, including facilities maintenance, staff compensation and various programs and services. A split by type of expenditure would be arbitrary.

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

8. Did volunteers support your operations in 2022?

How many volunteers?	522
Estimated total hours provided by volunteers:	52,629

9. Did your organization receive any awards or recognition in 2022 that you want to highlight?

- Calgary’s Child Magazine – Parents’ Choice Awards:
 - “Best Family Fun Location”
 - “Best Winter Event for Families: (Zoolights)
 - Honourable Mention for “Best Tourist/Family Attraction”, “Best Annual Family Festival”, and Best Place to Have a Children’s Party
- Association of Zoos and Aquariums: “Top Honors – Research” for our work with Vancouver Island Marmots

10. What changes did your organization implement in 2022 to address climate change, for example, operational or program changes that reduced greenhouse gas emissions (GHG), air/water pollution, or waste that aligned with [The City’s Climate Change Program](#) including Council’s Climate Emergency Declaration?

Wilder Institute Calgary Zoo continued in 2022 to sustain significant reductions in use of potable water (reduced by 4.5 million liters per year) and to reduce waste to landfill (87% of waste is diverted to either composting or recycling).

In 2022, we began exploring with the City the potential of developing solar generation of electricity on grounds with the goal of becoming net zero on electricity. A feasibility study is nearing completion.

11. CAPITAL PROJECTS AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

Asset: *The Calgary Zoo*

a) What are 3-5 capital projects undertaken in 2022 that were funded by The City?

Project	City Funding (2022)	Benefit (service improvement, efficiency, improved condition)
Aviary/Crocodile Life Support Systems Life Cycle Replacement	\$242,092	Replacing the life support system for 2 pools in the African Rainforest building. Extends the life of the pools and maintains animal welfare.
Hippo Pool Filtration Repairs	\$209,203	Replacing and upgrading filters in the hippo pool, plus polishing the glass of the habitat. Maintains animal welfare and improves visitor viewing experience.
Handrail and Fencing Maintenance Program	\$189,856	Repair of handrails and fencing at various locations around the zoo. Critical for visitor and staff safety.
Cequel Lodge Washroom Upgrade	\$140,431	Complete refresh of the washrooms for an improved visitor experience.

In addition, an agreement was signed in 2022 with the City committing \$4.25M toward our Canadian Wilds re-development project. The funding will be utilized in 2023.