

CIVIC PARTNER 2021 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

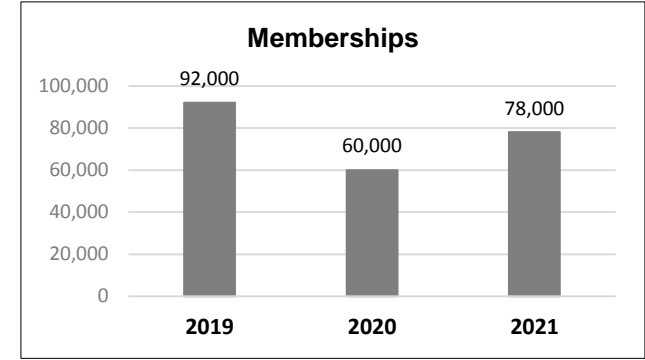
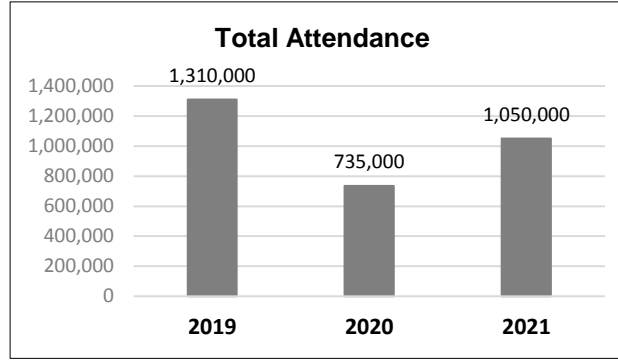
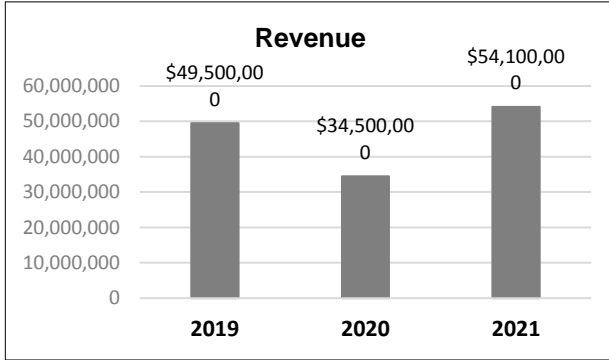
2021 City Investment

Operating Grant: \$8,238,666

Capital Grant: \$1,919,264

City owned asset

2021 Results



The story behind the numbers

- 2021 revenue returned closer to pre-COVID levels and was bolstered by capital funding for the Canadian Wilds redevelopment.
- Calgary Zoo buildings remained closed from January to June 2021, and from September 2021 to March 2022 proof of vaccination was required to enter. These changes required increased staffing and resourcing, and negatively impacted visitor numbers and membership renewals.
- The Calgary Zoo continues to enjoy significant community support, who feel that membership represents a value to them and their family.

Impact of COVID-19

Continued to be creative to adapt to restrictions, leading to reduced costs for operations, and new sources of revenue. Negative public reactions to the passport program had a negative impact on frontline staff.

Advancing Equity, Diversity and Inclusion

Launched the ZooYouth program to provide customer service job experience for marginalized youth, and launched an updated *Respect at the Calgary Zoo* program in 2021 that included new anti-racism content. Formed an Indigenous Ways of Knowing Advisory Group to advise on recommendations for incorporating Indigenous Culture into the Calgary Zoo's programs and services. Created an action plan to further improve Equity, Diversity and Inclusion at the Zoo.



STRUCTURE

1. Vision, Mission and Mandate:

- (a) **Vision:** Canada's Leader in Wildlife Conservation
- (b) **Mission:** Take and inspire action to sustain wildlife and wild places
- (c) **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.

2021 RESULTS

2. **What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

A Prosperous City

- 2021 attendance was 1,050,000; 700,000 by Calgary area residents and 350,000 by visitors
- Employed 253 Full Time Equivalent staff and paid \$15.6 Million in wages, salaries and benefits
- Spent \$20.8 million for products and services, much of it locally
- Maintained financial health in the face of the ongoing pandemic challenges
- Worked to develop new after-hours events and activities to attract new demographics

A City of Safe & Inspiring Neighbourhoods

- Surveys and online reviews showed Calgarians feel the Calgary Zoo is a safe and favoured destination for them and their families
- Opened the new Dinny's Green, featuring a restored Dinny the Dinosaur, the last remaining structure from the original Natural History Park at the Calgary Zoo, with funding from the Brawn Family Foundation
- Guests enjoyed over 7 km of park pathways, many picnic areas and increased activity options
- Celebrated the 25th anniversary of Zoolights featuring new light displays; expanded to Prehistoric Park for the first time ever and set a new attendance record of 106,418
- Zooshare subsidy enabled equitable access for 8,528 low income Calgarians to experience the Zoo
- Almost 78,000 Calgarians were paid members of the Zoo in 2021, up about 28% from 2020

A Healthy and Green City

- Calgary Zoo cares for large section of Calgary's urban forest with over 10,000 trees and shrubs
- Expanded diversion of waste from landfill through Zoo-wide composting and recycling, which continues to reduce the Zoo's waste to landfill footprint

- Despite Covid 1,050,000 visitors enjoyed the Zoo experience and participated in our sustainability efforts, which included waste reduction through increased use of compostable straws, cups, lids and utensils

A Well Run City

- The Society continued its practice of responsible financial management that ensures its ability to withstand unexpected financial issues while continuing to build for the future
- Year-round, proactive interaction with members and other Calgarians through social media, media releases, email, etc. keep Calgarians informed of Wilder Institute / Calgary Zoo activities and our global impact on wildlife conservation
- Continued development of employee programs focused on equity, building a respectful workplace free of harassment, violence and discrimination, and creating processes that are inclusive and provide accessibility and equal opportunity for all members of our workforce.
- Successful safety audit and maintenance of our health and safety management system with continued adherence to the Alberta Certificate of Recognition; maintained health and safety compliance training despite some supplier disruptions, which helped the organization to ensure a safe environment for employees, contractors, volunteers and visitors.
- No significant health and safety incidents reportable to OHS or Alberta Environment; successfully passed several Alberta Health Services inspections related to COVID-19 as a result of robust protocols and procedures focused on keeping the public and our employees and volunteers as safe as possible in a dynamic and challenging operational environment
- Despite the economic and operational challenges due to COVID, the Zoo was able to retain a significant percentage of its workforce by reengineering its work and roles that not only kept employees working but provided development opportunities that would have been difficult to realize under normal operational parameters. Continued to support remote work for non-essential workers to support the health and safety of our essential and front-line workers, our visitors, and the public overall
- Implemented field research team cohorts and safety protocols that allowed critical conservation research to be completed despite pandemic conditions

Calgary in the new economy – In 2021 the Society began a major redevelopment of Canadian Wilds that will make it a more compelling attraction to Calgarians and global tourists alike, bringing new educational and interpretive opportunities. The province committed \$15.5 million to this project and the Taylor Family Foundation donor committed an additional \$8.5 million. In late 2021 the City committed \$4.25 million, and in early 2022 the federal government committed \$3.75 million. With this development our plan is to rebuild and grow annual Zoo attendance by 25% above 2019 levels by 2023. This project is bringing both construction- and tourism-related employment.

Climate Resiliency Strategy – The Calgary Zoo, first and foremost a conservation organization, continues its strong commitment to reduce greenhouse gas emissions from waste decomposition. In 2021 87.36% of our waste - 388,114 kilograms - was either recycled or composted. Close to 100% of zoo irrigation water was diverted for use on park. Ongoing lifecycle maintenance continued to see implementation of processes and equipment that reduce energy consumption and waste, and this is a major consideration in planning all capital projects.

Resilient Calgary – The Society has, in collaboration with The City, prepared for and proven its resilience to floods, economic downturns and recession, and now a pandemic. Robust health and safety protocols for employees, volunteers, guests and our animals are in place and proactively updated. Prudent stewardship over many years has enabled the organization to be financially

resilient as well. The Calgary Chamber of Commerce recognized this in fall 2020 when it awarded the Calgary Zoo the Resilient Business Award: Corporate Enterprise.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Attendance	1.31M	735K	1.05M	We continue to be one of the top tourist attractions in the City, Province and western Canada
	Memberships	92K	60K	78K	The 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	\$49.5M	\$34.5M	\$54.1M	Revenues returning closer to pre-COVID levels, also bolstered by capital funding for our Canadian Wilds Re-Development.
	Likely to recommend (2020 - "Have Recommended")	79%	78%	N/A	The Calgary Zoo continued to work closely with AHS and the province to ensure a zoo visit was safe and closely aligned with public health directives. Our buildings remained closed January – June 2021, and from September 2021 - March 2022 proof of vaccination was required to enter – both of these large periods of operational changes required increased staffing, resourcing and had negative impacts on visitorship and membership renewals.
	Conservation Awareness	85.0%	n/a due to Covid	n/a due to Covid	Our historic exit surveys say that supporting the Calgary Zoo is a good way to support wildlife conservation, which is extremely important when identifying the total value that

Briefly describe the any key impacts of COVID-19 on your operations in 2021.

					the Calgary Zoo brings to the Calgary Community.
How are Calgarians better off?	City Operating Grant as percentage of revenue	17.6%	23.9%	15.2%	Society continues to self-generate almost 85% of its revenues, returning to pre-COVID levels
	Conservation Investment	\$2.0M	\$2.2M	\$3.4M	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	\$34.0M	\$24.9M	\$28.4M	The Zoo continues to be a strong and reliable economic contributor to the Calgary Community
	Capital Investment	\$8.9M	\$4.2M	\$8.9M	We reinvest to ensure the Zoo offers relevant, timely and engaging experiences to guests
	Interpretive Participants	1M	1M+	1M+	To support our Covid operating protocols, we hired additional interpretive staff that were focused on safety messaging, mask wear enforcement and small group storytelling.

- While attendance has recovered significantly from 2020 levels, we still aren't operating at full capacity.
- Since the beginning of the pandemic, we have worked closely with AHS, the Province and the City to ensure our operations aligned with public health directives including: mask wear, physical distancing, increased staffing, building closures (December 2020 – June 2021), proof of vaccination (September 2021 – March 2022). The health and safety of staff, volunteers, members, donors and visitors is our top priority!
- The provincial implementation of the vaccine passport program was negatively received by some visitors and members, resulting in frontline staff experiencing extended verbal harassment September 2021-December 2021. Some Calgarians indicated they would “boycott” visiting or donating to the zoo.
- The second year of the pandemic taught us how creative and versatile we could actually be, reducing costs throughout the Zoo, creating new and imaginative sources of revenue.

4. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

- We were open 364 days in 2021. We welcomed over 1.05 million visitors (a normal year would be 1.3 million); ~700,000 came from within 40km of Calgary, ~350,000 came from > 40km of the city limits.
- We ran 91 summer camps (welcoming 1,679 attendees) – our most successful year ever!
- We hosted 210 team builder events (compared with 29 team builder events in 2019)
- We delivered conservation education programs to 11,360 students and adults in 2021 (down from 34,239 in 2019).
- We appreciated the support of 76,788 members in 2021 (91,208 in 2019)
- Our Special Experiences business line offered 74 event days including: Zoo Brew, Locked Zoo, Adult-only evenings, Art Night, ZooNights etc.
- We welcomed 106,000 visitors for the 25th anniversary edition of ZOOLIGHTS (November 19, 2021 – January 2, 2022), one of our highest attendance years – despite two frigid temperature weeks.

5. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

- We commenced our ZooYouth program in April 2021 which provides entry level customer service experience for marginalized youth in Calgary. Approximately 35 youth from diverse backgrounds were provided a seasonal employment contract at the Zoo for the period May to August.
- In July 2021, all employees and volunteers were asked to complete the zoo's Respect at the Calgary Zoo training program which was updated with anti-racism content in 2021.
- In September, we acknowledged the National Day for Truth and Reconciliation and provided employees and volunteers with resources to encourage their understanding and awareness of the inter-generational trauma and impact of the Residential School system.
- We also formed an Indigenous Ways of Knowing Advisory Group to consult with experts as needed on specific tactics to make recommendations regarding incorporating North American Indigenous Culture into Wilder Institute/Calgary Zoo programs and services

6. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

- In April 2021, we conducted a pay equity analysis as a normal part of our annual salary review process.
- In June 2021, we administered an Diversity, Equity and Inclusion survey, which resulted in a multi-year action plan.
- In October 2021, we debuted our equity statement on our external website and job postings.

7. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

- We continue to proactively work with attraction partners, civic partners and tourism partners to collaborate and create shared opportunities to profile Calgary and Alberta as desirable tourism destinations.
- Building on the success of our Daily Dose series in 2020, our social media presence grew to over 99 million worldwide providing edutainment to support parents working from home, kids schooling from home and teachers unable to do fieldtrips with their classes, raising awareness for the importance of conservation and accredited zoos. Our online community continues to grow on all platforms.

- In 2021, we rebranded, introducing the world to the “Wilder Institute”. Together we are restoring the balance between human life and wildlife locally and globally. We worked with businesses around the city (VStrategies, Calgary Tower, Encore and Calgary Marriott) to deliver a first-of-its-kind event in Canada sharing National Geographic/Joel Sartore’s photo ark. Our ambitious 10-year plan will see us growing our conservation programs, partners and donor base exponentially by 2030.
- The Wilder Institute / Calgary Zoo Conservation and Science team had submissions or acceptances of 19 peer-reviewed wildlife conservation papers or chapters for some of the most prestigious international conservation science journals and books. We were also called on to consult on Conservation Translocation or Community Conservation issues 92 times, including 71 from international sources. Requests came from scientists, conservation organizations and governments around the world that reached out to the Wilder Institute / Calgary Zoo to ask for advice on the Conservation of endangered species.
- We host the global secretariat of IUCN SSC translocation specialist group, which works globally with others to face emerging threats, restore species, and yield wide-ranging benefits for nature and people.

RESOURCES

8. Please estimate how The City’s operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

- The \$8.2M operating fund provided by the City is combined with our other sources of revenue and used to pay our \$41M in operating expenditures, including facilities maintenance, staff compensation and various programs and services. A split by type of expenditure would be arbitrary.

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

9. Did volunteers support your operations in 2021? If yes:

How many volunteers?	466
Estimated total hours provided by volunteers:	43,616

10. What resources or funding sources did your organization leverage to support operations in 2021?

- The City operating grant was leveraged by 4.5:1 through revenues generated from ticket and membership sales, events catering, gift and food sales, and fund development activities.
- Volunteers provided 43,616 hours of service valued at approximately \$1.17M

11. Did your organization receive any awards or recognition in 2021 that you want to highlight?

- Association of Zoos & Aquariums – Marketing Excellence Award (Daily Dose)

- Association of Zoos & Aquariums – Volunteer Engagement Award
- 2021 Traveller’s Choice Award
- Best Youth Engagement
- Family Destination in Calgary and Family Friendly

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

Asset: *The Calgary Zoo*

a) Provide a summary of your organization’s 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

The following is a summary of the significant Capital and maintenance expenditures in 2021:

1. Repairs and replacement of Building assets	\$3,098,000
2. Minor Capital Projects to upgrade the facility	\$ 835,000
3. Canadian Wilds Re-Development	\$2,610,000
4. Gateway to Asia renovation	\$1,406,000
5. Dinny’s Green	\$ 958,000

b) What funding did your organization leverage to support capital activities in 2021?

Donors:	\$ 1,020,332
Sponsors:	\$ 23,666
Foundations:	\$ 2,510,500
City of Calgary:	\$ 1,919,197(CPIG)
Province of AB	\$ 4,450,000