

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- THE CALGARY ZOOLOGICAL SOCIETY

CPSS2018-0577 Civic Partners Annual Report Attachment 10
ISC:UNRESTRICTED

CALGARY ZOOLOGICAL SOCIETY (CALGARY ZOO)

Vision: Canada's leader in wildlife conservation.

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

Registered Charity

2017 City Investment

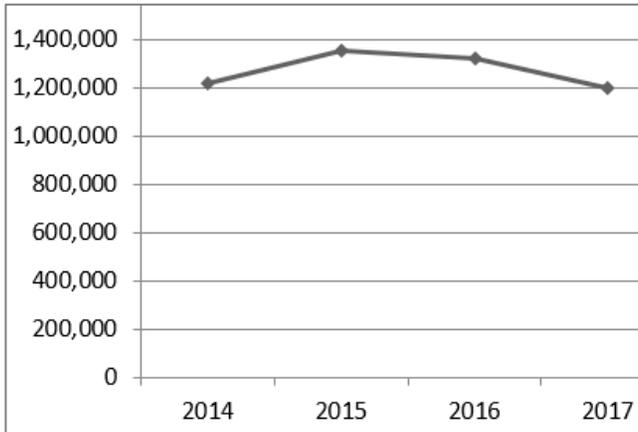
Operating Grant:\$7,999,110

Capital Grant: \$1,147,519

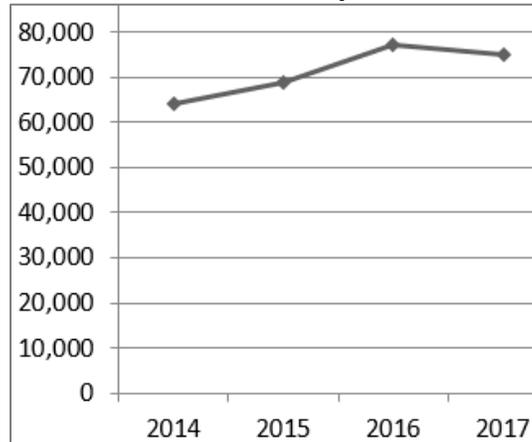
City owned asset? Yes

How did they do in 2017?

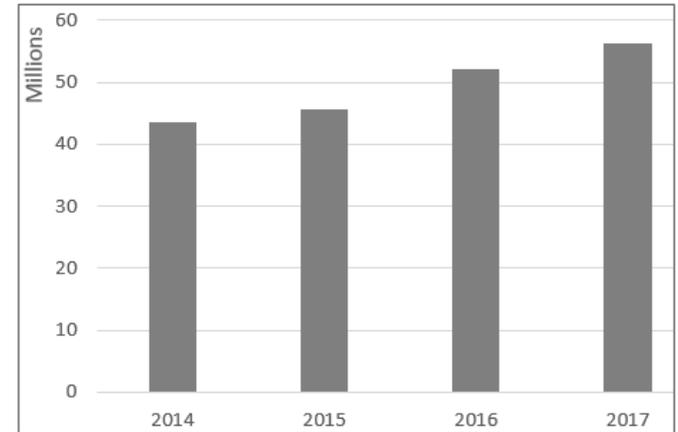
Total attendance



Memberships



Revenue



The story behind the numbers

- Attendance and visitor satisfaction was negatively affected by construction of the flood mitigation berm at the Zoo, and customer appreciation programs were initiated to minimize the impact.
- The Zoo contributed \$112.2 million to the local economy through operations and capital projects including the Treasures of China Giant Panda exhibit.
- The City's operating grant was leveraged by 5.9:1 through revenues generated from ticket and membership sales, events catering and fund development activities.

Snapshot of 2018-19 priorities

1. Reinvigorate guest experience.
2. Rebuild strategic reserves to advance the master plan.
3. Secure renewal of Canada's Accredited Zoos and Aquariums (CAZA) and Association of Zoos and Aquariums (AZA) accreditation.
4. Increase real impact on wildlife conservation through expanded scientific output, profile and partnerships with national and global conservation community.
5. Develop a People Services focus that positions the Calgary Zoo as an employer of choice.

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Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: *Calgary Zoo Foundation (inactive in 2017)*

City 2017 Operating Grant: \$7,999,110

City 2017 Capital Grant: \$1,147,519

1. Current Vision, Mission and Mandate:

Vision: Canada's leader in wildlife conservation

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

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

2.1 Prosperous City – 172 FT, 41 PT and 223 seasonal jobs; \$105M+ contribution to Calgary's economy

- P2 - growing tourism
- P3 - secured \$1M in kind contribution from China-based Hainan Airlines towards 5 –year stay of giant pandas
- P5 – Opened Land of Lemurs with financial support of the City and donors in conjunction with new conservation collaboration with U of C and Madagascar Biodiversity Partnership, to create additional opportunities for Calgarians and visitors to connect with nature.
- P12 – Continued Zooshare Program enabling over 13,350 low income Calgarians to experience the zoo.

2.2 Healthy and Green City –

- H1 - continued diversion of waste from landfill - aggregate reduction of 79 per cent
- H2 – developed partnership opportunity with ATCO and Natural Resources Canada we hope will lead to improved energy efficiency through smart microgrid managing energy use by all buildings at zoo along with implementation of 2 Mw/hr. of solar generation and 2 Mw/hr. of renewable electricity storage; refurbished former Eurasia Gateway building to PETAL standard as giant panda habitat, Panda Passage; acquired new hybrid vehicle for zoo security
- H5 - Managed a healthy and vibrant section of the urban forest with >50 per cent tree cover on zoo grounds (exclusive of parking lots)
- H6 - Entered into new relationship with the Rainforest Alliance to promote planting by zoo visitors of pollinator-friendly gardens
- H7 - welcomed 1.22 M visitors to over 7 km of pathways, numerous picnic sites and wide variety of activity options

2.3 City of Inspiring Neighbourhoods –

- N2 – City has completed floodway and multiple pumping stations to evacuate floodwater from St. George's Island.
- N9 - welcomed 1.22 M visitors to over 7 km of pathways, numerous picnic sites and wide variety of activity options

2.4 A Well Run City -

- W2 - the Society finished 2017 fiscal year in the black, continuing its tradition of fiscal prudence and sound stewardship of this important City asset
- W4 – began review and development of more effective compensation models to promote employee excellence and retention

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

1. In the current economy securing corporate sponsorship has become extremely challenging. However, thanks to arrival of the giant pandas in 2018 a number of China-based or owned companies became sponsors in 2017. In addition, a number of individual donors have contributed at various levels. These sources, together with support of the City of Calgary and Province of Alberta, and the zoo's capital reserves, have enabled the Society to complete the giant panda habitat and new pedestrian bridge on time and on budget.

2. Flood mitigation and 12th Street bridge construction did impact the visitor experience in 2017 and contributed to a 7.4 per cent decline in attendance in 2017 compared to 2016. However, good weather and opening of the new Land of Lemurs habitat in July helped to keep attendance from slipping further.

3. In response to these and other factors the Society deferred some lifecycle work and adjusted staffing to match attendance.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Attendance	1.35M	1.32M	1.20M	Overall utilization, including 43% visitation outside Calgary area (51% in summer) – the full impact on attendance of construction of the flood mitigation measures was felt in 2017 – various customer appreciation programs were initiated to minimize that impact Ongoing support predominantly from Calgarians. The Calgary Zoo education and experiential learning programs continue to attract strong participation from the Calgary school system teachers and students despite system budget challenges
	Memberships	69K	77K	75K	
	Education Participants	75K	64K	81K	
How well did you do it?	Total Revenue	\$45.6M	\$52.1M	\$56.2M	Total revenues – includes capital funding using the Restricted Funds accounting treatment External survey of guests overall satisfaction. Survey indicates sharp reduction in 2016 due to flood mitigation berm noise and debris – continuing into 2017 - supported by numerous tourism and reputational awards. Factor measurement started in 2016
	Visitor Satisfaction Rating	77.0%	64.2%	64.5%	
	Conservation Awareness	n/a	79.6%	85.0%	

					measures awareness of Visitors of the Zoo Conservation mission – rose from 66% in first month of measure to peak of 91% in winter of 2017 thru ongoing awareness campaigns
How are Calgarians better off?	Economic Impact	\$94M	\$107M	\$112.4M	Contribution to local economy – operations and capital development – 2016 includes Lemur - 2017 includes Panda project impacts
	Operating Grant	18.0%	19.3%	16.8%	Operating grant as a % of operating revenue
	Capital Facility Investment	33.1%	37.3%	39.8%	Maintain and expand available high quality City Facilities – on an accrued historical cost basis - % of total – expenditures capital fund
	Interpretive Participants	185K	179K	663K	Number of visitors participating participants in conservation based interpretive programs – focused on inspiring action – significantly enhanced program profile in 2017
	Conservation Investment	6.2%	6.2%	5.4%	Commitment to the Society Mission and Vision - a biologically diverse - sustainable future – acts to sustain future relevance for the operation of any Zoo by fostering public support - % of total operating expenditures

5. What resources were leveraged to support operational activities in 2017?

1. City operating grant was leveraged by 5.9:1 through revenues generated from ticket and membership sales, events catering and fund development activities.
2. Volunteers provided 32,111 hours of service valued at \$642,220
3. Progress was made in negotiation of a significantly updated Lease and Operating Agreement between the City and the Society to be concluded in 2018
4. A new understanding with CUPE local 37 and 38 protects unionized employees while providing the Society more flexibility to staff according to needs.
5. The Society entered into a joint initiative with ATCO to propose to Natural Resources Canada the development and implementation of a new microgrid to more efficiently manage energy use across the whole zoo campus and to begin development of a solar generating grid to move the zoo to NetZero status.

6. Please estimate how The City’s operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

%	Advertising and promotion
%	Programs or services



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%	Office supplies and expenses
%	Professional and consulting fees
100 %	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

7. Did volunteers support your operations in 2017? If yes,

How many volunteers?	401 averaging 80 hours each over the year
Estimated total hours provided by volunteers:	32,111 with est. value of \$642,220

8. What are your key priorities and deliverables for 2018-2019?

1. Reinvigorate guest experience.
2. Rebuild strategic reserves to advance the master plan.
3. Secure renewal of CAZA and AZA accreditation.
4. Increase real impact on wildlife conservation through expanded scientific output, profile and partnerships with national and global conservation community.
5. Develop a People Services focus that positions the Calgary Zoo as an employer of choice.

CAPITAL AND ASSET MANAGEMENT

Asset: The Calgary Zoo

9. Provide a summary of your organization’s 2017 capital development, including specific lifecycle/maintenance projects.

1. Lifecycle total -\$3.3M (CRIIPS \$2.3M)
 2. Minor capital - \$8.4M
 3. Major capital \$18.7 M
- \$1.15M/\$3.3M**

10. What funding was leveraged to support capital activities in 2017 \$2.7M/\$8.2M

- The Society completed \$3.3M lifecycle projects, matching the City’s lifecycle funding by 1.9:1
- Completed the Land of Lemurs habitat leveraging City grant by 3:1
- Continued construction of Panda Passage and pedestrian bridge leveraging City grant by 3.7:1

NOT APPLICABLE--

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

1. Provided access to engaging, exciting wildlife encounters for an estimated 620,000 Calgarians, 275,000 other Albertans, 163,000 other Canadians and 162,000 international visitors.
2. Staff and volunteer interpreters completed 400,000 conservation engagement encounters with visitors.



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3. Welcomed over 60,000 schoolchildren from the CBE, CSSB and others as part of their science curriculum.
4. Once again our responsible stewardship approach enabled posting of another financially strong year.
5. The new fully immersive experience of Land of Lemurs opened last July at the east end of St. George's Island on previously undeveloped land, to the delight of tens of thousands of visitors.
6. Construction of the new Panda Passage habitat and adjacent swinging bridge approached completion in preparation for arrival and quarantine of four giant pandas on March 23, 2018 and grand opening on May 7, 2018.