



One Calgary 2019-2022 Business Plan & Budget Summary
Calgary Zoological Society
(Board Approval Pending**)**

One Calgary Line of Service: Economic Development and Tourism

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

1. What are your organization's priorities and actions for 2019-2022?

- Maintain momentum from record setting 2018 for memberships and visitation coming off the excitement for the first year of the panda exhibit. We have made investments in new on-line tools and processes that will allow more effective communication with members and visitors. Research indicates resonance and strong support, especially with members, with the conservation mission of the Society. New online communication capacity allows us to build on our successful conservation mission capabilities. Although physiologically challenging the Zoo will be attempting to produce new panda cubs after the existing cubs are returned to China for wild release next year. Panda cubs will attract return visitation and in turn wild reintroduction to support wild panda populations. The Zoo will maintain the level of re-investment in program innovation and capital maintenance in order to maintain the high levels of guest on-site experience satisfaction and therefore visitor retention and new visitor recruitment.
- Grow support for species at risk through community-based conservation projects. We understand that strong relevance to our visitors and enhancing their support depends on high levels of direct connection to the Zoo's conservation mission. Further we understand that expansion of that mission cannot be solely dependent on on-site earned revenues as we balance utilization those revenues in reinvesting in quality visitor experience against expanding our world leading, award winning, regional, national and international conservation programs. Leverage must come from identifying and securing new conservation partnerships as we work to maintain our admission accessibility to Calgarians and the quality of our visitor engagement. To deepen the connection between guest visitation and our Mission, onsite species, displays and exhibit development needs to exhibit powerful linkages with our actual conservation programming and the understanding of how worldwide conservation challenges relate to conservation challenges closer to home while relaying ideas of how visitors can directly impact conservation success thru their own choices and actions.
- For both non-local visitors and Calgarians alike it is important that we boost our conservation connections to the iconic Canadian species at risk. This is in part achieved by maintain a strong attraction into the Canadian Wilds section of our Zoo. The strength of local conservation action is in part dependant on experiencing local conservation challenges. This is especially true with the next generation. Building conservation awareness with youth pays the greatest dividends over time. The Zoo management is examining a number of innovative opportunities at the intersection localized experience with youth engagement.
- Secure funding for unique microgrid/renewable energy project. We have been promoting with not only the municipal government but also provincially and federally a first-of-a-kind global project that pairs the operational efficiencies of onsite energy management of microgrid technology with alternate energy generating sources. We are promoting a novel flagship engagement program alongside the objectives of

reduction of the Zoo's footprint and operating costs that involves visibly showcasing a wide variety of alternate energy options with 1.4 million visitors, on the intersection of the busiest two roadways in Alberta and location directly along the YYC flight path. The project is also proposed to include education curriculum development options coupled with site visitation in an already strong connection to local schools. There are also a number of unique community engagement innovations the project would like to explore such as the offering of green bonds locally to participate in the project.

- Over the course of the flood mitigation project with of the City of Calgary design came to rely more on de-watering pumping, the most maintenance heavy element of the system, Zoo management examined the opportunity of increase water volume to offset potable water use across the Zoo on a cost-effective basis.
- As the panda visit to the Calgary Zoo is limited to a five-year contract with the Chinese government, in designing the panda exhibit Zoo management built into the capital cost the cost-effective repurposing of the exhibit for a new high profile Eurasian species.
- Maintain strong safety and security record.

2. Outline how your priorities align with the Citizen Priorities for 2019-2022 and Council Directives (see attached summary)

A Prosperous City

- Combining Calgary's most popular visitor attraction (1.4M visits) with care for and conservation of wildlife and our wild environment – ZooLights Calgary's iconic winter festival (110K attendees).
- Place of choice for Calgary families for four generations – accessible to all economically (ZooShare – 18K) and otherwise (self-propelled wheelchairs).
- Over 600 active volunteer ambassadors – contributing 32K hours or \$640K of value engaging Calgarians in a love of nature.

A Well-Run City

- Progressive civic partnership spanning 89 years – mature well governed and managed charity with rigorous financial and risk management practices – solid stewardship and maintenance of a cherished civic asset – new 10+ year cooperative lease agreement – demo site City driverless shuttle technology.

A Healthy and Green City

- Deeply connect our visitors on-site and virtual to the urgent need for conservation action and inspire in a measurable way their direct conservation action.
- Become NetZero facility – first-of-a-kind microgrid and alternative district energy showcase – supporting Calgary technical excellence with innovative local collaboration – 4K tonnes GHG reduction – significant reduction potable water from use of flood mitigation de-watering.
- Certified arborists and horticulturalists partnered with the City for management of a vital growing urban forest of over 7000 trees with a 40% canopy cover.

- Connected beyond our boundaries – generating new discoveries thru world leading regional, national and international conservation programs.

3. Which of your programs and services are funded by The City's operating grant?

Salaries, wages and benefits – 100%

4. Identify 3-5 performance measures that you will use to evaluate your organization's performance from 2019-2022. Provide measures in the RBA format of How much you will do, How well you will do it, and Is anyone better off. (See attached sample)

- visitation and membership rates – maintain, as much as possible, record 2018 rates
- value of our mission to our community – improve survey 2018 rate
- quality of visitor experience – at least maintain the high 2018 satisfaction survey rates
- quality of animal welfare conditions – at least maintain the high 2018 satisfaction survey rates
- track and publish sustainability program measures – solid waste reductions, energy footprint (GhG) reductions, potable water use

5. Identify how you will leverage resources from 2019-2022. Please provide specific examples.

- discontinue older engagement programs in favour select new engagement initiatives based on sound research
- maintain search for non-gate, on-site revenue development options that enhance on-site visitor experience
- leverage innovative new conservation partnerships – new non-site related revenue sources
- secure significant levels of provincial and federal program grants for microgrid/alternate energy innovation
- study options to utilize berm de-watering systems to offset onsite irrigation – fund investment thru significant cost reduction
- leverage prior investment in panda exhibit by planned repurposing of exhibit to new compatible Eurasian species

6. Provide your board approved budget projections covering 2019-2022:

Operations (000's)	2019	2020	2021	2022
City of Calgary proposed operating grants	8,326	8,409	8,493	8,577
Other operating grants	850	1,243	1,673	2,273
Earned revenue from operations	39,575	38,540	38,458	39,971
Donations & fundraising revenue (shifting to capital donor contributions)	1,600	1,600	1,200	1,200
Operating expenses	44,554	45,737	46,936	47,751
Net of revenue and expenses	5,797	4,055	2,888	4,270
Opening operating reserves	6,500	6,500	6,500	6,500

Ending operating reserves	6,500	6,500	6,500	6,500
Capital (000's)	2019	2020	2021	2022
Opening capital reserves	25,000	15,671	10,938	10,705
Requested City of Calgary lifecycle grants	2,336	2,383	2,430	2,479
Other City of Calgary capital grants	-	-	2,833	2,834
Other capital revenues (including operating contribution plus amortized capital costs)	17,797	20,855	19,889	20,770
Capital expenditures	29,462	27,971	25,385	25,603
Ending capital reserves	15,671	10,938	10,705	11,185

7. What are the key financial risks or challenges related to your organization's budget projections for 2019-2022? Provide specific examples and the year in which challenges are anticipated.

- local economic conditions supporting 2018 attendance levels
- expanded environmental impacts – e.g. extreme smoky conditions
- securing additional non-gate conservation related partnerships and funding
- securing provincial and federal funding to allow sustainability projects to move ahead
- using potable water savings to offset additional berm maintenance costs
- maintain capital reserve going into centenary project in 2029