

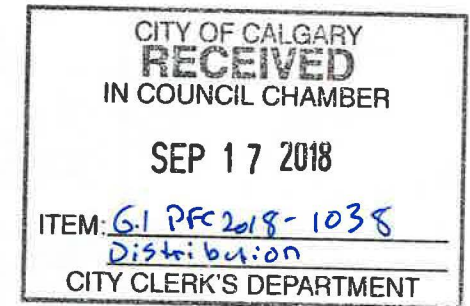
One Calgary Civic Partner Presentation

*The Calgary Zoological Society
(Calgary Zoo)*





About our Society



The Calgary Zoological Society undertakes its mission to;

***“Take and inspire action to sustain
wildlife and wild places”***

by being a Canadian leader in wildlife conservation,
committed to excellence in animal stewardship and
stakeholder engagement.





Meeting Current and Future Needs of Calgarians

By the numbers the Calgary Zoo has 1.2M visitors (5 years most visited zoo in Canada) – 97K members – 62K K-12 school visits – 46K event guests

Exit research finds:

- 96% visitors rate overall satisfaction as excellent/good
- 87% visitors find supporting zoo a great way to support wildlife conservation
- 85% members strongly agree “Calgary Zoo important to community quality of life”
- 87% members strongly agree “Important Calgary Zoo contributes to wildlife conservation”
- 79% members strongly agree “animals at the Calgary Zoo are cared for at the highest standard”

51% Summer visitors from out of town – 43% of these stayed
in a local hotel



Current challenges/opportunities underlying our 2019 - 2022 strategies:

- Continue achieving highest quality visitor experience while investing in keeping that experience fresh
- Fully engage and retain record setting 97,000 members in the mission and vision of the Society
- Discover innovative ways to continue growth of real, positive, conservation impacts reintroduction and community based sustainability
- Maintain strong safety and security record for 1.2M visitors
- Constantly uphold the highest animal welfare standards – pioneer in international zoo accreditation – decades of qualification
- Continue to address the Society operating footprint maintaining strong environmental, as well as, financial sustainability





Alignment with Citizen Priorities & Council Directives

2019 - 2022 One Calgary Directives:

- Combining Calgary's most popular visitor attraction 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
- 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





Alignment with Citizen Priorities & Council Directives

2019-2022 One Calgary Directives (continued):

- Intent to 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





Strategic Directions:

- Maintain momentum from record setting 2018 for memberships and visitation
- Grow world leading support for species at risk through community base conservation projects – leverage innovative new partnerships
- Examine new programs for enhancing visitor engagement in our Mission





Strategic Directions (continued):

- Boost utilization of *iconic* Canadian species at risk in the Canadian Wilds – especially youth engagement – conservation links
- Secure funding for *unique* microgrid/renewable energy project - *significantly* reduce potable water use
- Plan for re-purposing the Panda Exhibit for 2023 departure – Eurasian species

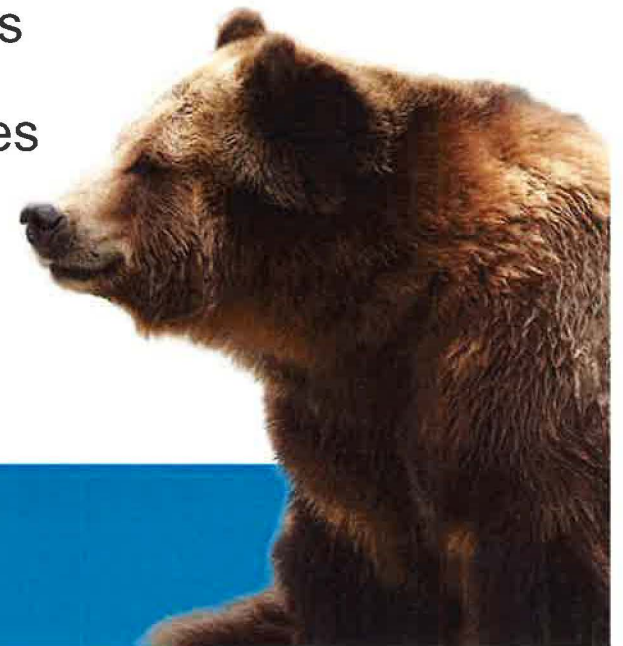
Begin engagement program for 2029 100th Anniversary Centenary Project





We will continue to track:

- Value of our mission to our community
- Year-over-year membership renewals and visitation rates
- Quality of the on-site visitation experience
- Animal welfare standards and perceptions
- Financial/Environmental Sustainability measures
- Capital maintenance and capital investment rates
- Volunteer satisfaction and utilization rate



2019-2022 Operating Budget Factors

- Operating net surplus built up thru 2018 beginning planned drawn down post record panda revenues
- Continued growth in conservation program based on non-site revenue expansion
- Innovative sustainability projects result in operating expenditure reductions to offset increasing capital maintenance costs
- Growth in volunteer participation to offset salary increase pressures while maintaining high levels of customer satisfaction thru onsite experience
 - Budget funded amortization of capital costs to support expanding capital base





2019-2022 Major Capital Projects*

- 2019-20 Play in nature in Canadian Wilds – est. \$5M
- 2021-22 Significant new anchor carnivore exhibit in Canadian Wilds – iconic specimen with strong conservation message – est. max. \$17M
- 2019-20 – Secure funding and begin development of NetZero microgrid – alternate energy showcase installation - est. \$11.8M
- 2019-20 – Invest in new Wildlife Conservation Centre (WCC) development to support endangered species reintroduction programs – total est. \$9M

**Business cases related to these projects are subject to the detailed scrutiny, vetting and approval of the Calgary Zoological Society Board of Trustees before proceeding*

