

CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- THE CALGARY ZOOLOGICAL SOCIETY

CPS2019-0538 Civic Partners Annual Report Attachment 12  
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*

**One Calgary Line of Service: Economic Development and Tourism**

**2018 City Investment**

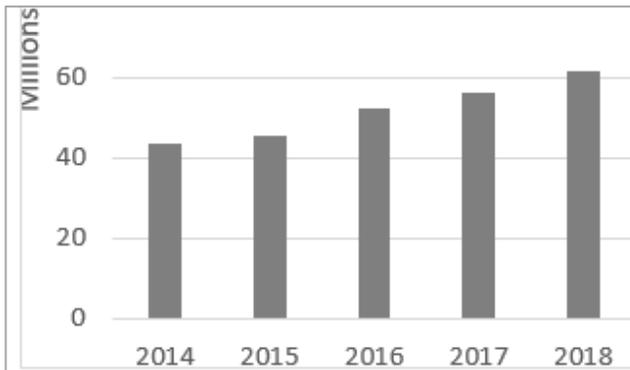
Operating Grant: \$8,296,184

Capital Grant: \$1,475,352

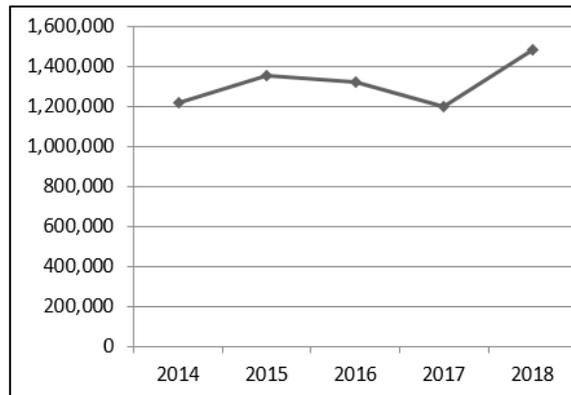
City owned asset? Yes

**2018 Results:**

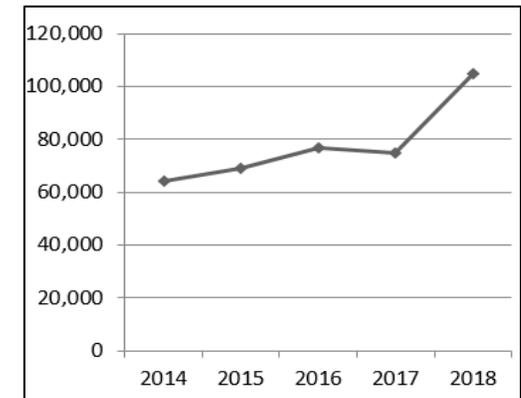
**Revenue**



**Total attendance**



**Members**



**The story behind the numbers**

- 2018 revenues exceeded projections.
- With the opening of the giant panda exhibit in 2018, there was a record 1.48 million visitors, despite the impact of heavy forest fire smoke.
- Memberships in 2018 grew 40 per cent over 2017.
- 541 Calgarians volunteered more than 51,220 hours to support operations.

**Strategic alignment**

- Operations support *Calgary in the New Economy: An economic strategy for Calgary*, with an economic impact of \$132 million in 2018, up from \$112.4 million in 2017.
- The Zooshare program supports the *Enough for All* poverty reduction strategy by providing a 75 per cent ticket price subsidy. In 2018, 21,204 low-income Calgarians accessed the program.
- Management of significant tree cover and the Dorothy Harvie Gardens aligns with The City of Calgary's *Open Spaces Plan*.
- The Zoo collaborates supports strategies stewarded by Calgary Economic Development as a partner and filming venue, Tourism Calgary, and Calgary Arts Development Authority as a venue for photographers.

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**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2018

**Related Subsidiaries or Foundation:** *Calgary Zoo Foundation (reactivating in 2019)*

**City 2018 Operating Grant:** \$8,296,184

**City 2018 Capital Grant:** \$1,475,352

**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 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?**

**2.1 Prosperous City – 168 FT, 41 PT and 278 seasonal jobs;**

- P2 - growing tourism by setting a record attendance in 2018 of \$1.48M; \$132.8M contribution to Calgary’s economy, up 18.1% from 2017
- P5 – opened Panda Passage with financial support of the City, the Province and donors to create additional family-friendly opportunities for Calgarians and visitors to connect with nature.
- P12 –Zooshare Program enabled 21,204 low income Calgarians to experience the zoo.

**2.2 Healthy and Green City –**

- H1 - continued diversion of waste from landfill through accelerating recycling and composting, thereby reducing the zoo’s environmental footprint.
- H5 - managed a flourishing and vibrant section of the urban forest with more than 7000 trees, 440 of which are large caliper trees added over the last three years
- H6 - continued relationship with the Rainforest Alliance to encourage zoo visitors to plant pollinator-friendly gardens; launched a new national relationship with Nature Conservancy of Canada
- H7 - welcomed guests to over 7 km of pathways, numerous picnic sites, a new central picnic area (Panda Garden) and wide variety of activity options

**2.3 City of Inspiring Neighbourhoods –**

- N2 – Flood mitigation systems on St. George’s Island tested and being monitored.
- N9 - welcomed 1.48 M visitors to over 7 km of pathways (1.2 M participated in educational interactions with our staff and volunteer interpreters) numerous picnic sites and wide variety of activity options

**2.4 A Well Run City -**

- W2 - the Society finished 2018 fiscal year in the black, continuing its tradition of fiscal prudence and sound stewardship of this important City asset; secured 5 year renewal of accreditation by the Association of Zoos and Aquariums.

**3. What challenges affected your operations in 2018 and how did you adjust?**

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 addition, individual donors have contributed at various levels, mostly for conservation programs. 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 with new gift shop and concessions, and new pedestrian bridge on time and on budget.

2. Heavy forest fire smoke in August negatively impacted the visitor experience and attendance and we adjusted operations accordingly.

3. Calgary Zoo already has one of the highest attendances compared to local population of zoos in North America, which suggests future attendance growth may plateau. Accordingly, plans to reactivate the Calgary Zoo Foundation to broaden sources of funding for conservation work at the zoo and elsewhere were completed in 2018 and initiated in January 2019.

**4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)**

<u>Strategy</u>	<u>Key Results</u>
<a href="#"><u>Calgary in the new economy: an updated economic strategy for Calgary</u></a>	As the operator of a major community and tourism attraction adjacent to downtown Calgary, the Society is dedicated to the long-term sustainability and economic viability of the Calgary Zoo. 2018 employment, attendance, financial results and contribution to the local economy have been very strong.
<a href="#"><u>Cultural Plan for Calgary</u></a>	Calgary Zoo is the most visited cultural facility in Calgary.
<a href="#"><u>Enough for All Poverty Reduction Strategy</u></a>	Zooshare Program enabled 21,204 low income Calgarians to experience the zoo via a 75% subsidy of ticket price
<a href="#"><u>Sport for Life Policy</u></a>	
<a href="#"><u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u></a>	
<a href="#"><u>Open Spaces Plan</u></a> (Calgary Parks')	Calgary Zoo manages a 56.25 hectare site that includes a significant share of Calgary's tree cover and the Dorothy Harvie Gardens, a recognized horticultural centre. The City's standards of tree care are met or exceeded by our team. The zoo is also in discussions with City Parks about the possibility of re-introducing northern leopard frogs to a suitable wetland within city limits.
<a href="#"><u>Recreation Master Plan</u></a>	
<a href="#"><u>Calgary Heritage Strategy</u></a>	The Society has managed the Calgary Zoo since 1929, consistently improving its operations and the service it renders to our city.

**5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?**

Calgary Economic Development – Action Calgary – Bronze partner and filming venue; Tourism Calgary partner; Calgary Arts Development – Living a Creative Life – venue for photographers.

**6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

	Advertising and promotion -
<b>5.0%</b>	Programs or services – ZooShare \$413,646
<b>%</b>	Office supplies and expenses
<b>%</b>	Professional and consulting fees
<b>45%</b>	Staff compensation, development and training



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%	Fund development
%	Purchased supplies and assets
<b>50%</b>	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

**7. Did volunteers support your operations in 2018? If yes:**

<b>How many volunteers?</b>	541
<b>Estimated total hours provided by volunteers:</b>	51,220 valued at \$1.5M using formula from <a href="http://www.propellus.ca">www.propellus.ca</a>

**8. What resources did your organization leverage to support operations in 2018?**

1. City operating grant was leveraged by 6.4:1 through revenues generated from ticket and membership sales, events catering and fund development activities. 2. Volunteers provided 51,220 hours of service valued at \$1.5M 3. An new ten-year Lease and Operating Agreement between the City and the Society was signed.

**9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Attendance	1.32M	1.20M	1.48M	Projections about the draw of giant pandas proved accurate
	Memberships	77K	75K	105K	Record high membership (+40%) means the zoo enjoys continually increasing support of Calgarians
	Education participants	64K	81K	98K	Relevant programs continue to draw strong participation from school programs, camp attendees, etc
<b>How well did you do it?</b>	Total revenues	\$52.1M	\$56.2M	\$61.5M	Exceeded projections for revenue including capital (use Restricted Funds accounting treatment)
	Visitor Satisfaction Rating	64.2%	64.5%	72.5%	New point of sale systems with online ticketing and timed ticketing made it easy to see the giant pandas without line-ups; the giant pandas and their habitat delighted visitors as did additions made to zoo conveniences, parking and food service offerings .18 days heavy forest fire smoke in

	Conservation Awareness	79.6%	85.0%	81.2%	<p>August negatively impacted attendance.</p> <p>Public interest in our conservation programs and interpretive sessions remains very strong</p>
<b>How are Calgarians better off?</b>	Economic Impact	\$107M	\$112.4M	\$132.8M	<p>Calgary Zoo is a growing contributor to Calgary's economy. Multiplier per Grant Thornton: 2.16/\$1 revenue.</p>
	Operating Grant	14.6%	14.2%	13.5%	<p>City operating grant as % of total revenue is shrinking but still vitally important</p>
	Capital Facility Investment	37.3%	39.8%	28.6%	<p>On an accrued historical cost basis - % of total expenditures capital fund</p>
	Interpretive Participants	179K	663K	1275K	<p>Number of visitors participating in zoo interpretive programs up by 92% in 2018</p>
	Conservation Investment	6.2%	5.4%	7.8%	<p>% of total operating expenditures to sustain and grow support for and <b>relevance</b> of the zoo to Calgarians and tourists. Includes giant panda conservation.</p>

**10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)**

**Asset: Calgary Zoo**

**a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.**

CPRIIP: \$2,289,875.47	
Minor Capital (includes carry from previous year and fixed assets): \$4,312,487.31	
Major Projects as follows:	
Wildlife Conservation Ctr. design and development	\$ 212,688.05
Canadian Wilds Nature Play	\$ 147,516.76
Pandas design, development, construction	\$1,227,628.40
Grazers Lawn PP7 - Panda Park	\$ 772,894.40
Swinging Bridge	\$ 325,351.78
Lemurs	\$ 69,223.55



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**b) What funding did your organization leverage to support capital activities in 2018?**

The Society leveraged City of Calgary and Province of Alberta capital funding for Panda Passage and Pathway to Pandas; leveraged City funding for operations and lifecycle maintenance; leveraged provincial and federal funding for greater sage grouse recovery project.