

Your Denver Zoo: 121 Years of Fostering Human-Animal Connections

Admission/Rental Fee Adjustments & Master Plan Update
BIZ Committee March 21, 2018



Introductions



Denny O'Malley

Interim President/CEO

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Senior Vice President for Design & Campus Management

- Zoo Background
- Admission & Rental Fee Adjustments
- Master Plan update
- Discussion & Questions



Your Denver Zoo



Mission

Secure A Better World For Animals Through Human Understanding

Vision

Continuously innovate to inspire life-changing human and animal connections



World Class Animals



One of the largest and most diverse animal collections on earth.

More than 3,700 animals representing 600 species.

Denver Zoo is home to over 50 endangered & threatened species.

World Class Conservation



Denver Zoo has participated in more than 600 conservation projects, in 62 countries, spanning 6 continents.

Denver Zoo was awarded Greenest Zoo in the country by the Association of Zoos & Aquariums (AZA).

World Class Community Partner



In 2017 Denver Zoo's total attendance surpassed 2.2 Million – largest number of guests in 121 year history.

Denver Zoo ranks in the top ten out of 250 AZA accredited zoos and aquariums for annual attendance.

Denver Zoo educational programs serve over 150,000 students from 1,200 schools each year.

Access for Families & Schools



- ❑ More than 382,000 guests visited the Zoo free of charge in 2017.
 - Value of more than \$4.8 Million in revenue

- ❑ 2017 Per Capita Admission Cost: \$4.75 per guest.
(Admission Revenue/Total Attendance)

- ❑ Denver Zoo's *Access-to-Awe* scholarship program awards more than \$250,000 to nearly 40,000 recipients each year.

- ❑ Partner w/ C&CD: 5-by-5 Program and *MyDenver* Card.
 - 30,000 children over the last two years

- ❑ Seven scheduled Free Days in 2018.



FINANCIALS

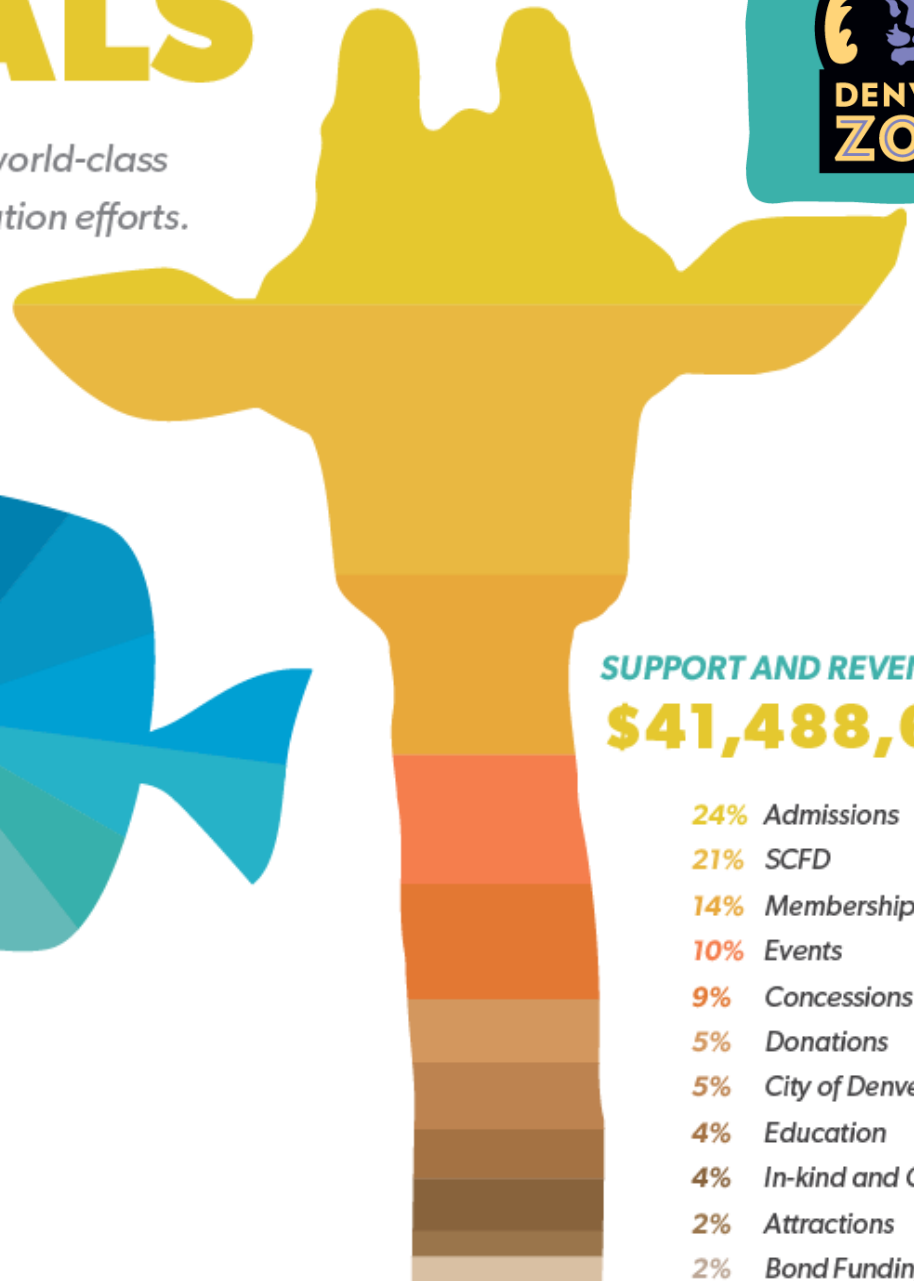
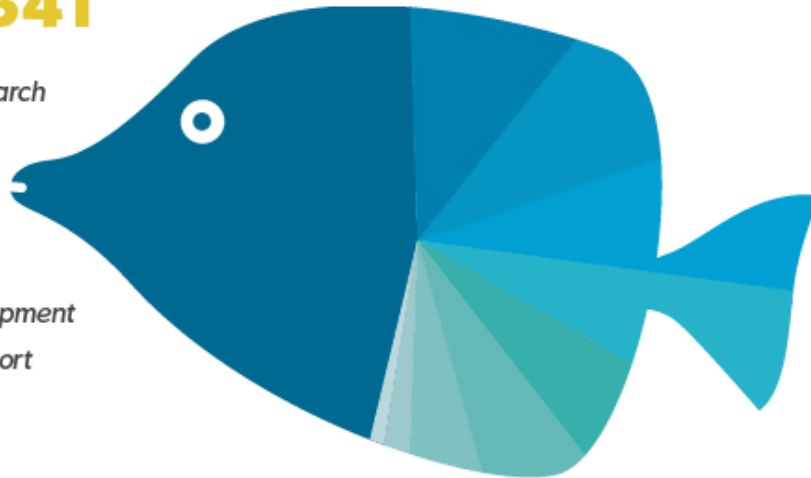
Sound stewardship ensures resources to provide world-class animal care, enhanced experiences and conservation efforts.



OPERATING EXPENSES

\$41,396,641

- 47% Animal Care & Research
- 10% Zoo Improvements
- 9% Guest Services
- 8% Education
- 6% Fundraising and Membership Development
- 6% Administrative Support
- 6% Horticulture
- 5% Events & Marketing
- 2% Certificates of Participation
- 1% Member Services and Promotions



SUPPORT AND REVENUE

\$41,488,607

- 24% Admissions
- 21% SCFD
- 14% Memberships
- 10% Events
- 9% Concessions
- 5% Donations
- 5% City of Denver
- 4% Education
- 4% In-kind and Other
- 2% Attractions
- 2% Bond Funding

*2016 Denver Zoo audited financials

Denver Zoo Admission Fees



Denver Zoo's last admission fee increase occurred in 2014

Admission fees for zoos around the country range from \$0-\$54

	<u>Current</u>	<u>Proposed</u>
March-October		
Adult (12 & up)	\$17.00	\$20.00
Child (3-11)	\$12.00	\$14.00
Senior (65+)	\$14.00	\$17.00
Under 3	Free	Free
November-February		
Adult (12 & up)	\$13.00	\$15.00
Child (3-11)	\$9.00	\$10.00
Senior (65+)	\$11.00	\$13.00
Under 3	Free	Free

*Proposed facility rental fee adjustments can be found at the end of this presentation



Operating Budget & Additional Revenue



Denver Zoo 2018 Operating Budget: ~\$41,500,000

2017 Admissions Revenue = \$10 million

2017 Facility Rental Revenue = \$600,000

Additional Annual Admissions Revenue = \$1,500,528

Additional Annual Facility Rental Revenue = \$37,675

Total Additional Annualized Revenue = **\$1,538,203**

Represents a **3.7%** increase to total annual operating budget.

To be used for increased operational expenses including animal nutrition & welfare, facilities maintenance and staff compensation.



*Assumes an 8% decrease in attendance for 2018.



Facilities

Deferred and preventative maintenance expenses have increased **more than 100%** since 2014.



Denver Zoo is 122 years old. Some of our buildings and infrastructure date back to the 1890's.

Our campus is 80 acres, 105 buildings totaling 643,000 sq./ft. We host more than 2.2 million visitors each year.

There are currently 500 preventative and deferred maintenance projects totaling ~\$20 million.

*G.O. Bond for capital expenses only - no general operating support.

Operations

Operational expenses have increased **28%** since 2014.



Denver Zoo is a 24/7, 365 day facility.

Animal welfare and guest safety are primary areas of focus.

Daily operations cost \$100K.

Example: Implementation of a fresh-browse program for leaf-eating species and establishment of animal welfare and research team.

Staff

Wage and benefits expenses have increased more than 20% since 2014.



The rapidly growing cost-of-living in the Denver-metro area have made recruiting specialized personal difficult.

Denver Zoo has fallen behind in maintaining fair market value (50th percentile) for many staff salaries.

Example: Denver is 16% more expensive than Salt Lake City and 29% more expensive than Dallas.



Cultural Comparables



☐ Denver Museum of Nature & Science

	Museum only	+ Imax *	+Planetarium*	+Imax & Planetarium
▪ Adult	\$16.95	\$23.95	\$21.95	\$ 28.95
▪ Children	\$11.95	\$17.95	\$15.95	\$ 21.95
▪ Senior	\$13.95	\$19.95	\$17.95	\$ 23.95

* Most common purchase is Museum Admission + Imax or + Planetarium. All special exhibits are an extra charge

☐ Cheyenne Mountain Zoo (Colorado Springs)

	Spring/Summer	Fall/Winter
▪ Adult	\$24.75	\$14.75
▪ Senior	\$22.75	\$10.75
▪ Children	\$19.25	\$12.75
▪ 2 & under	Free	Free

Maintaining Access & Affordability



- Increase annual investment in Denver Zoo's *Access-to-Awe* scholarship program by a minimum of 10%.
- Partnering with Denver Human Services to provide \$1 admission for those enrolled in Supplemental Nutrition Assistance Program (SNAP). **Usage expected to exceed 25,000 individuals each year.*
- Partnering with City Council District offices to provide free admission tickets to those individuals and families in most need in their communities.





Proposed Facility Rental Fee Adjustments

Norgren Hall	Current	Proposed
3 rooms - 3 hours	\$2,550	\$2,800
3 rooms - 8 hours	\$3,300	\$3,500
2 rooms - 3 hours	\$1,500	\$1,600
2 rooms - 8 hours	\$1,950	\$2,100
1 room - 3 hours	\$800	\$850
Giraffe Meadows Tent	N/A	\$2,000
Conoco Zoo Gardens		
Entire Pavilion	\$6,000	\$7,000
Half Pavilion	\$3,400	\$3,700
Original Boardroom		
3 hours	\$600	\$700
8 hours	\$900	\$950
After Hours		
Conoco Gardens	\$6,500	\$6,750
Northern Shores	\$4,000	\$4,500
Full Zoo Buyout	\$13,000	\$15,000

*DMNS Buy-Out \$15,000; Leprino Atrium (similar to Norgren) \$4,500

Proposed Facility Rental Fee Adjustments

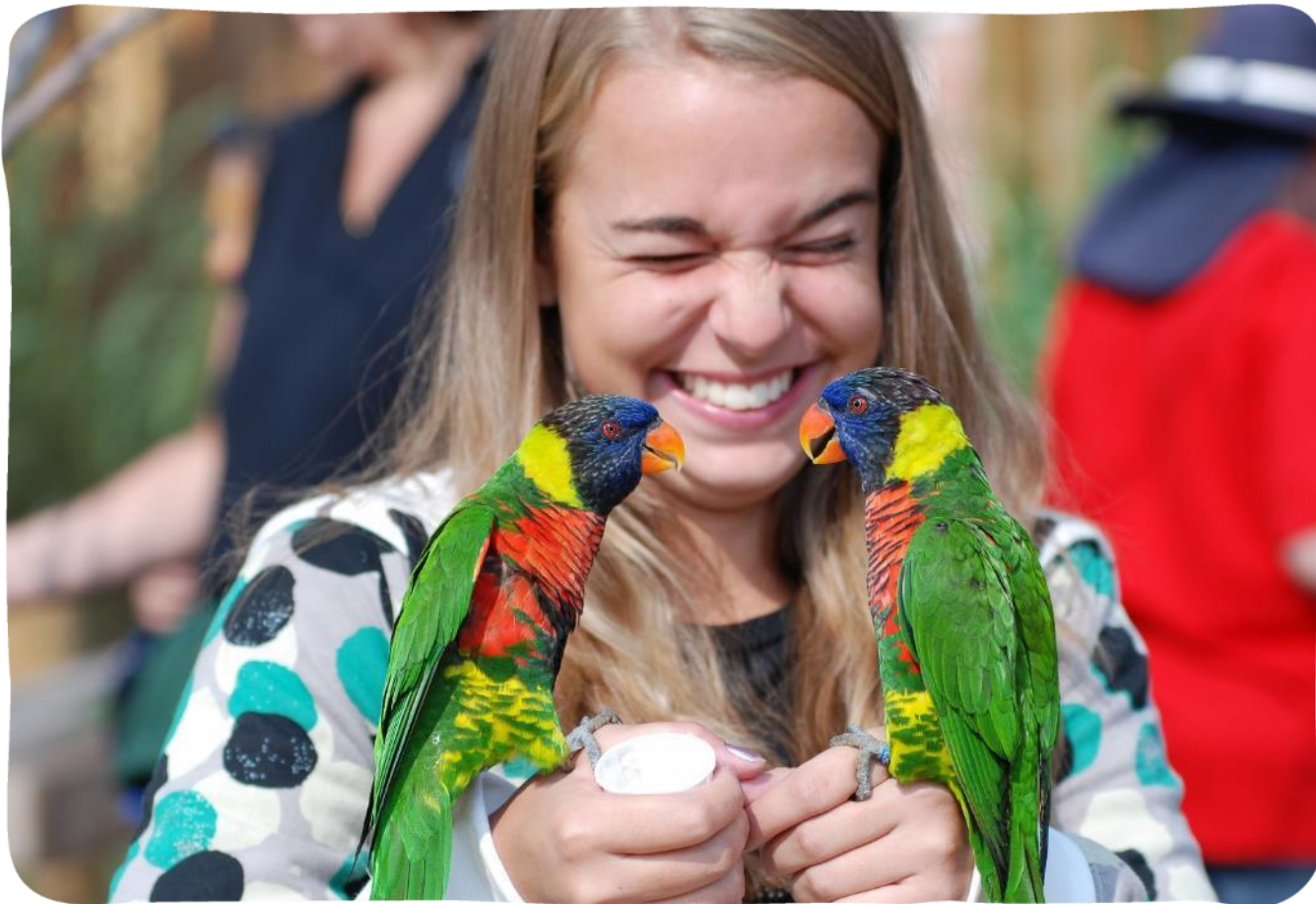


Zoo Lights		
Norgren Hall	Current	Proposed
3 rooms - Sneak Peek	\$10,000	\$13,750
3 rooms - Public Night	\$5,000	\$5,000
2 rooms - Public Night	\$2,600	\$3,200
1 room - Public Night	\$1,950	\$2,000
Studios		
Grasslands	\$900	\$1150
Treetops	\$900	\$1150
Grasslands & Treetops	\$1,900	\$2,000
Original Boardroom		
3 hours	\$700	\$750

Questions

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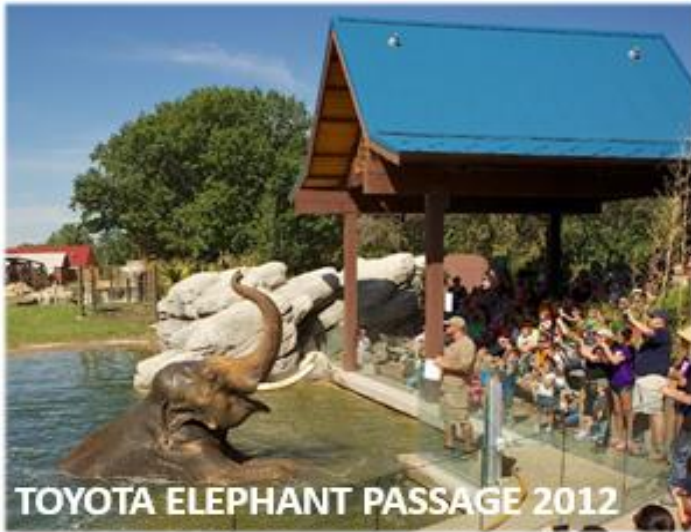


Denver Zoo: FACILITY MASTER PLAN



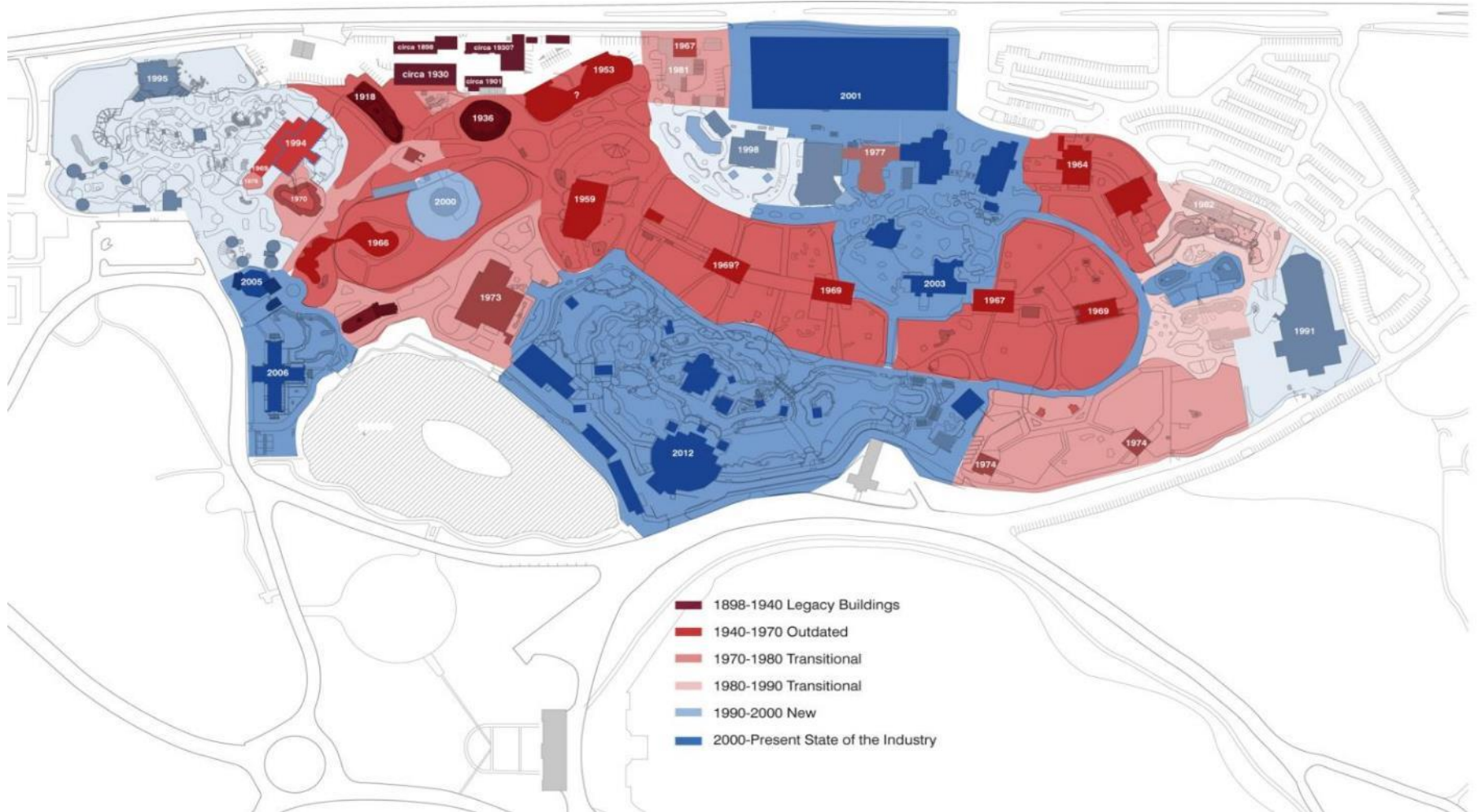
Millennium Master Plan

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A Track Record of Success



2015 Master Plan

Facilities Assessment



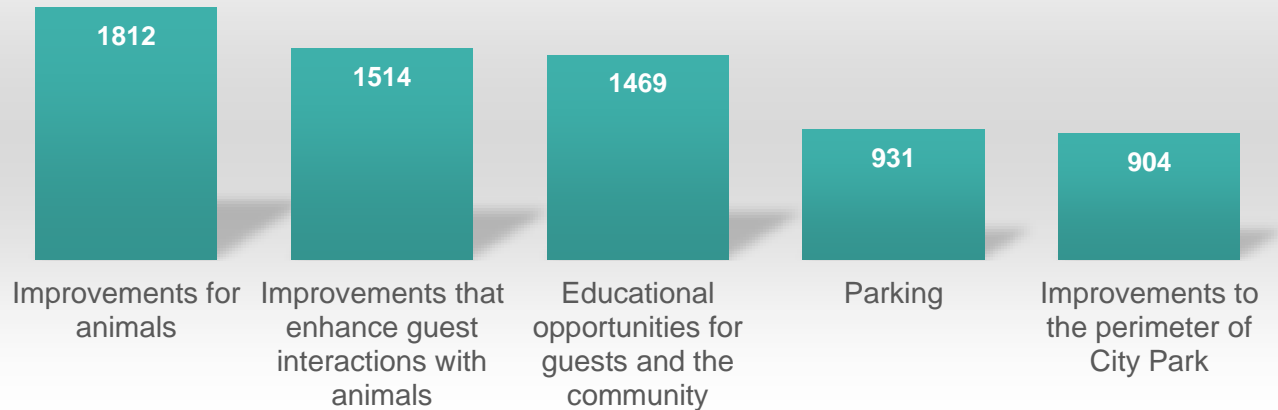
2015 Master Plan

Public Engagement & City Approval



What should be our highest priorities?

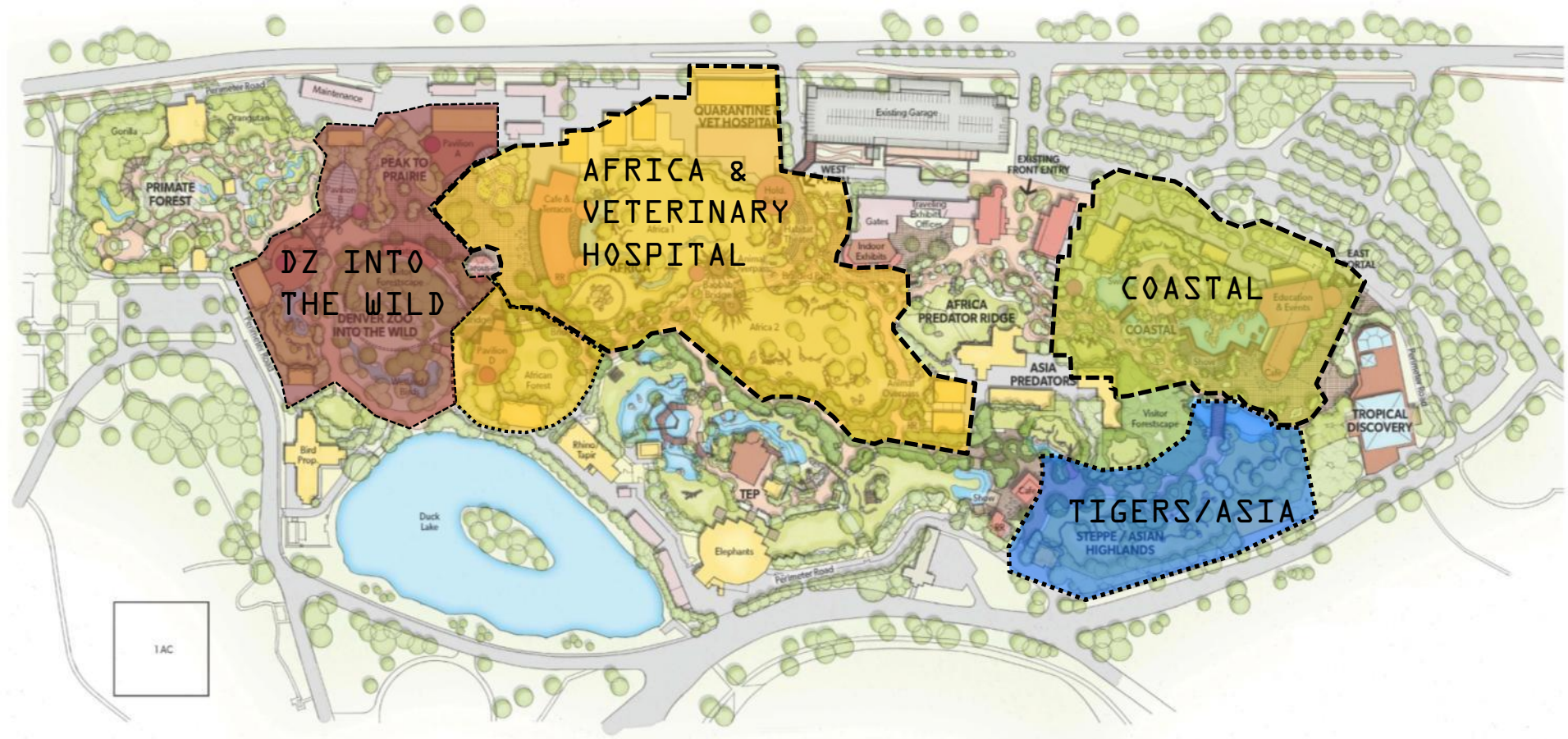
Weighted Responses to Overall Priorities



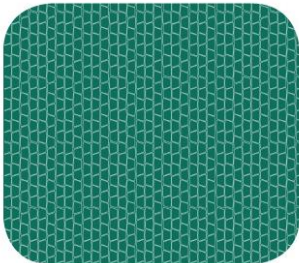
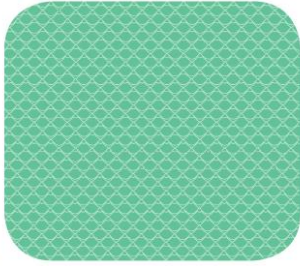
The New Denver Zoo Master Plan



Denver Zoo Master Plan



General Obligation Bond 2017



DENVER ZOO

2017 GENERAL OBLIGATION
BOND SUBMISSION

MARCH 15, 2017

OUR DENVER



YES ON

2A thru 2G

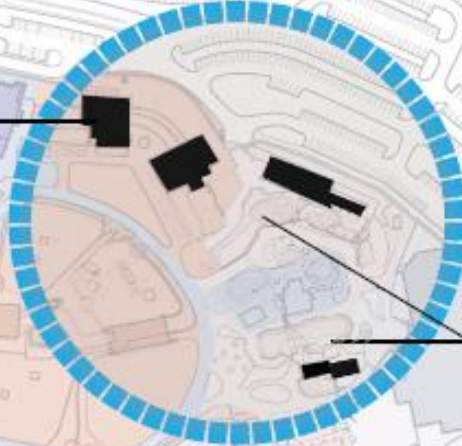
MISSION CRITICAL PROJECTS

Animal Hospital



Critical Life Support Needs in Northeast Quadrant of Campus

Felines Complex



Northern Shores Critical Life Support and Deferred Maintenance

Animal Hospital Needs:

- Building is obsolete and beyond its useful life
- Insufficient number and quality of treatment rooms

Felines Complex

- Felines Complex is 53 years old and functionally obsolete

Northern Shores

- Facilities are 33 years old
- Rockwork, pool structures, life safety systems in significant stages of failure

Denver Zoo Animal Hospital



Groundbreaking Spring 2019, open for operation Spring 2020

Thank You

