

SECURE A
BETTER WORLD
FOR ANIMALS
THROUGH HUMAN
UNDERSTANDING

### WHAT WE DO

### ANIMAL CARE

WE PROVIDE THE HIGHEST STANDARD OF PROGRESSIVE ANIMAL CARE AND CONTINUOUSLY SEEK TO INNOVATE AND IMPROVE.

### EDUCATION

WE BRING SCIENCE LEARNING
TO LIFE; SPARKING CURIOSITY IN,
AND CREATING CONNECTIONS WITH,
ANIMALS AND NATURE.

### FIELD CONSERVATION

WE COMMIT TO SAVING WILD ANIMALS AND WILD PLACES THROUGH CONSERVATION ACTION BASED ON ENGAGEMENT WITH LOCAL COMMUNITIES, SUSTAINABLE PRACTICES AND RESEARCH.

### PEOPLE

WE VALUE OUR STAFF, VOLUNTEERS AND DONORS WHO ARE ESSENTIAL TO OUR SUCCESS AND WE EMPOWER THEM TO PROVIDE LASTING MEMORIES FOR OUR GUESTS.

### HOW WE DO IT

### PROTECT

WE PASSIONATELY
COMMIT OUR EXPERTISE
AND RESOURCES TO
SAVING ANIMALS.

### HONOR

WE TREAT PEOPLE, ANIMALS AND NATURE WITH RESPECT.

### INNOVATE

WE STRIVE TO DISCOVER CREATIVE SOLUTIONS.

### ENGAGE

WE CONNECT PEOPLE WITH ANIMALS BY CREATING LIFE-CHANGING MEMORIES.

### **EMPOWER**

WE PROVIDE PEOPLE THE KNOWLEDGE AND TOOLS TO TAKE POSITIVE ACTION FOR ALL SPECIES.

### SERVE

WE DELIVER EXCEPTIONAL SERVICE TO OUR GUESTS, ANIMALS AND ONE ANOTHER.



ZOOS... ARE
CALLED UPON
TO HELP SAVE
AND PROTECT
SPECIES, BOTH
WITHIN THEIR
GATES AND
BEYOND.

### DEAR DENVER ZOO SUPPORTERS

The role of zoos in the global conservation effort intensifies with each passing year as animals face growing pressure in their natural habitats, and experience an alarming increase in those classified as vulnerable, threatened and endangered. Zoos, particularly those accredited by the Association of Zoos & Aquariums (AZA), are called upon to help save and protect species, both within their gates and beyond.

Denver Zoo has answered that call. Since 1896, we have established ourselves as a leader in the protection of wildlife, dedicating staff and funding to more than 600 conservation projects in 62 countries on six continents. Last year, we committed \$2.2 million towards conservation, and worked directly with communities, local governments and various non-governmental organizations to develop innovative solutions to conservation issues around the world, including in Colorado, Botswana, Mongolia, Peru, Vietnam and New Mexico.

Here at the Zoo, we manage one of the largest and most diverse animal collections on earth—nearly 4,000 animals representing 600 species, many of which are threatened or endangered. Our animal care staff of more than 130 curators, keepers, veterinarians, nutritionists and behavioral husbandry specialists work together to provide exceptional 24/7 care.

Our mission "to secure a better world for animals through human understanding" becomes more relevant and crucial with each passing year, and our ability to fulfill it depends on strong community interest and support. Fortunately, in 2017, we had the privilege of connecting a record 2.2 million people to wildlife through Zoo visits and outreach education programs, reinforcing the important role Denver Zoo plays in the community. As we turn towards 2018 and beyond, we have made significant steps to ensure the Zoo is in a good position to achieve its significant potential, including reorganizing our governance structure and launching a nationwide search for our next CEO, who we hope to have in place this summer.

We are humbled to know that guests value the Zoo as an enjoyable place to visit to learn about animals and the conservation efforts underway to support and protect them. Our priority is to continue to improve the Zoo in every aspect to meet the highest standards in animal care, enhance guest experience, increase our contributions to conservation, and reflect the level of excellence Denver has come to expect of from our Zoo. To our Board, staff, volunteers, guests, donors and community partners, we extend our heartfelt thanks!

Sincerely, Thernu & Yackel Denny O'Malley

Sherri Koelbel

Chair of the Board of Governors

Denny O'Malley

Denver Zoo Interim President/CEC



### WANT TO HEAR SOMETHING WILD?

### We celebrated the highest attendance in our 121-year history.

It was a big, successful, fun-filled year at Denver Zoo. We served a record 2,228,687 people in 2017 through Zoo visits and outreach education programs. A total of 2,180,644 guests visited the Zoo while 48,043 people participated in outreach education programs in schools, libraries and community centers throughout Colorado and Wyoming, as well as conservation education programs around the world. We are proud that 382,446 of those guests were provided free access to experience Denver Zoo.

Much of 2017's success can be attributed to the Zoo opening our new tiger exhibit, *The EDGE*, in March. *The EDGE* is home to the Zoo's three Amur tigers—Nikolai, Nikita and Thimbu—and offers several unique ways for guests to see the tigers closer than ever before.

We connected with kids and the young at heart through our popular traveling exhibit, *DINOS! Live at Denver Zoo*, brought to you by Your Hometown Toyota Stores, that was here from July through October. Also, reticulated giraffe, Dobby, made national headlines when his mother surprised the Zoo with her pregnancy just days before delivery in February.

Our record-breaking attendance reinforces the importance of Denver Zoo in our community. Our guests value the Zoo as an incredible place of wonder, the perfect outdoor experience with family and friends, and a great way to learn about wild animals and wild places as well as our conservation efforts worldwide.



### BREATHTAKING.

### EXPANSIVE. EXHILARATING.

### The EDGE gives our Amur tigers a beautiful new home, and Zoo guests an exciting new experience.

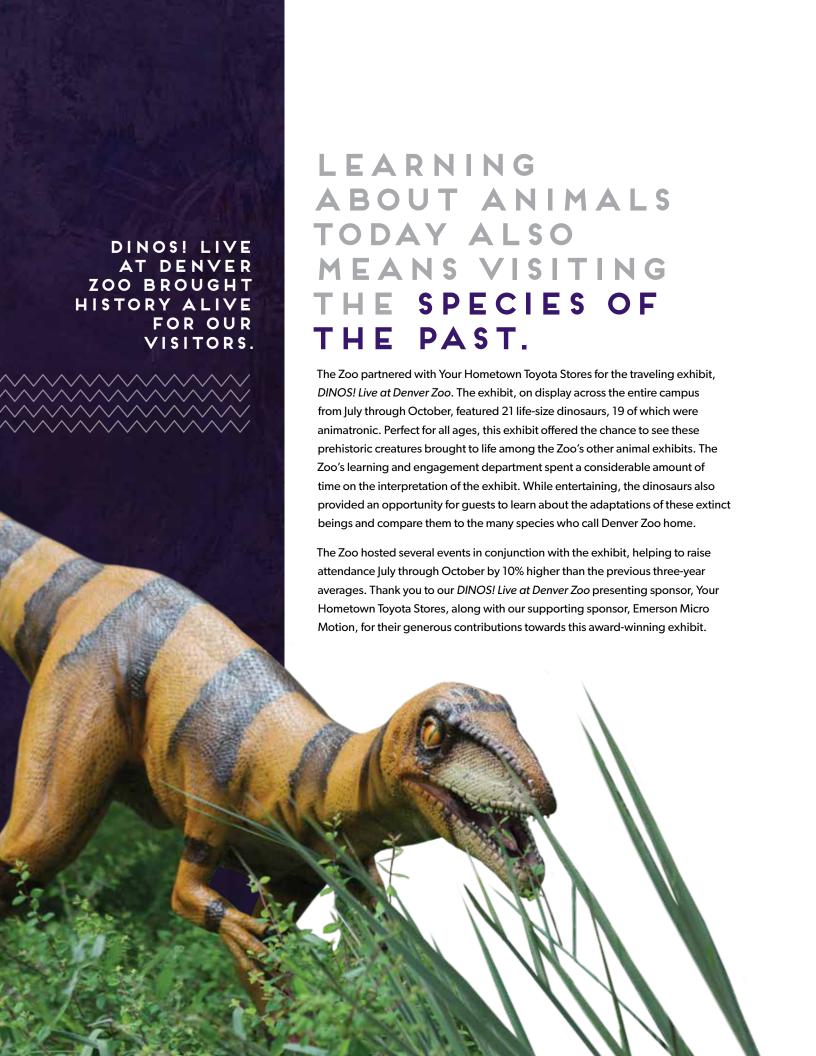
The EDGE is our brand-new, large and naturally beautiful home for Amur tigers. It opened to the public in March 2017 to rave reviews. The new exhibit, located on nearly an acre of the southeastern edge of the Zoo, provides an expansive space for the endangered species, increasing the tigers' outdoor space by almost 50 percent from their old home in the Felines Exhibit.

The majority of the exhibit's construction and parts of its unique design were performed by our Zoo's own expert staff members. It was an enormous accomplishment for an in-house project of this scale. Financially, *The EDGE* was made possible through a combination of \$2.2 million in Better Denver Bond funding from the City and County of Denver and a major investment of time and financial resources by the Zoo's talented in-house staff.

The EDGE provides our tigers a special place to call home while giving our guests an opportunity to learn more about and appreciate these endangered animals. Visitors are given a stunning view of the beauty and power of these animals and are inspired by our efforts to care for them here and protect their counterparts in the wild.

OUR IN-HOUSE TEAM TOOK THE LEAD ON THIS EXTRAORDINARY PROJECT AND WE COULDN'T BE PROUDER OF THE RESULTS.









The Association of Zoos & Aquariums (AZA) announced in September 2017 that Denver Zoo was once again granted accreditation by AZA's independent Accreditation Commission. Denver Zoo has been a member of AZA and retained this certification since 1976.

To be accredited, our Zoo underwent a thorough review to make certain we have met, and will continue to meet, ever-rising standards. AZA requires zoos and aquariums to successfully complete this rigorous accreditation process every five years.

The accreditation process includes a detailed application and a meticulous on-site inspection by a team of trained zoo and aquarium professionals. The inspecting team observes all aspects of the institution's operations including animal care and welfare, keeper training, educational programs, conservation efforts, veterinary programs, financial stability, risk management, visitor services, safety for visitors, staff and animals, and more.

The AZA inspection team highlighted a number of achievements during their Denver Zoo visit. The Zoo's overall staff morale, commitment to veterinary care, impressive field conservation programs and the challenging but successful socialization of the Zoo's three bull elephants, were just a few strengths noted by the inspection team.

# WE ARE PART OF THE CULTURAL HEART OF OUR CITY AND VOTERS SHOW US THEIR SUPPORT AND CONFIDENCE.

### The Bond Ballot Measure 2B passed in 2017, helping us to better fulfill our mission and vision.

The City and County of Denver authorizes General Obligation (GO) Bonds to restore, replace, and expand infrastructure and capital assets across the city. Denver presented the 2017 GO Bond authorization to voters in November 2017 after more than a year of agency, City Council, and public input. Denver voters showed overwhelming support for ballot measures to protect and improve infrastructure across the city from fire stations to bike and pedestrian facilities. Among these projects was a \$20 million investment for improvements at Denver Zoo which will provide critical resources to replace our 48-year-old animal hospital and provide improvements for our marine mammal habitats.

Denver Zoo is home to nearly 4,000 animals, including many endangered and threatened species. By replacing the animal hospital and making improvements to our marine mammal habitats, we ensure our animals continue to have access to leading edge care and extraordinary surroundings.

Thank you to the Zoo Team's support through the 2017 General Obligation Bond process. Together, we made sure that the vision of the 2015 Master Plan was the guiding star, encompassing the needs of our animals, our passion for this special place, and the unique role it plays for the millions of children and families who visit us each year.





### THANK YOU FOR UNLEASHING YOUR WILD SIDE!

You are making a difference for our nearly 4,000 animals here at Denver Zoo and strengthening our work to preserve and protect wild animals and their habitats across the globe.



### **DENVER ZOO** SUPPORTERS

Thank you for unleashing your wild side and supporting wild animals and their habitats. Our deepest appreciation for helping foster connections between people and the planet, and ensuring our community continues to learn, grow, and thrive. All donors listed have made cash contributions of \$1,000 or more to the annual fund in 2017. Together, we are a force of nature.

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Hannah Yaritz

Genevieve Young

Toni Zagarella

Linda and Robert Zaparanick

Karen M. Zarlengo

In memory of Joe and Louise Zaro,

Ms. Gina Zaro and Mr. Guy Ohl

Jan Zinkl

Kathleen M. Zipp

### **ESTATE GIFTS IN 2017**

Anonymous

Mary J. Armstrong Estate

Margot Bristol Estate

Dorsey E. Cherry Estate

Myrna K. Criswell Estate

Judith Ann Fontius Estate

Kay Gemmill

Josephine P. Rehmar Estate

**Betty Robertson** 

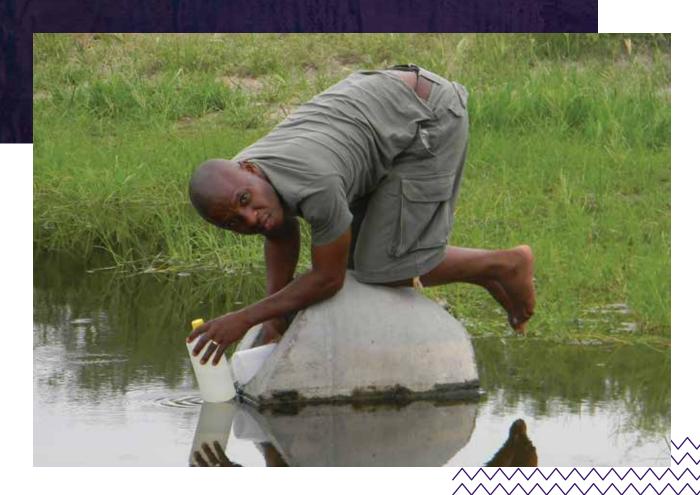
**Thomas Siratovich** 

Candace J. Taylor Trust Estate

\*Deceased







### EXPERIENCE AND EXPERTISE THAT IS MAKING A GLOBAL IMPACT.

### Our 2017 Conservation Award Winner is changing the lives of animals and people here and half a world away.

Dr. Moses Selebatso was selected as Denver Zoo's annual Conservation Award winner this year and he could not be more deserving of the honor. Dr. Selebatso has more than 20 years of experience in wildlife research, community development and conservation, predominantly within the southern Kalahari of Botswana. He currently works with Denver Zoo and its partner, Kalahari Research and Conservation, to restore and maintain the Kalahari ecosystem and ecologically viable wildlife populations of African wild dogs, lions, vultures, springbok and wildebeest. Denver Zoo has conducted wildlife conservation in Botswana since 2006.

Dr. Selebatso's work spans management-oriented environmental research, community conservation and development and human-wildlife interactions. Dr. Selebatso was recently awarded a Ph.D in Natural Resource Management from University of Botswana, where he studied the ecology of the Central Kalahari blue wildebeest. He also earned a master's degree in Ecology and Natural Resources Management from University of Botswana.

In Botswana, human-wildlife conflict usually centers around efforts to protect livestock, a huge part of the country's culture and economy. Denver Zoo works to reduce human-wildlife conflict by promoting coexistence between people and animals by researching the ecology and effectiveness of conflict mitigation measures.

## CHANGING THE FUTURE FOR COMMUNITIES, ANIMALS AND THE PLANET.

Denver Zoo's work around the world is guided by conservation science, education, and capacity-building and advancing science-based policy to create lasting and impactful field conservation.





**PERU**Conservation project focus:
Lake Titicaca frog





Conservation project focus: multiple vulture species, African wild dog, lion.

### $\sqrt{}$

VIETNAM

Conservation project focus:
Tonkin snub-nosed monkey





OUR INCLUSION
PROGRAM
GIVES SOME
VERY SPECIAL
VOLUNTEERS
THE CHANCE
TO BE AN
INTEGRAL
PART OF THE
WONDER OF
DENVER ZOO.

## LOVE AND RESPECT FOR WILD ANIMALS KNOWS NO BOUNDS.

Denver Zoo's Inclusion Program provides volunteer opportunities for adult individuals with disabilities and have exceptional physical or cognitive needs. The Inclusion Program establishes a context and process of reasonable accommodations to encourage these adults to achieve success, inclusion and independence as Denver Zoo volunteers.

Our Inclusion Partners volunteer with mentors, volunteer or staff colleagues who provide individualized support, guidance and coaching based on the specific needs, interests and abilities of the Partners. Partners engage guests throughout the Zoo, doing their part to help our guests have an exceptional and memorable experience. In addition, they prepare diets and other husbandry duties for the Animal Care team and help to maintain garden beds for the Horticulture team.

Denver Zoo is heartened by the incredible and critical support we receive from all of our volunteers each year. In 2017, more than 550 volunteers donated 60,679 hours to support the advancement of our mission. Thank you to our wonderful core of Zoo volunteers.





# WHEN WE INTRODUCE THE NEXT GENERATION TO THE WONDERS OF WILD ANIMALS AND WILD PLACES, THEY BECOME KEEPERS OF THE FUTURE.

We believe all children need to experience nature, discover a love of animals and the planet, and gain an understanding of their own greater role in the world. Denver Zoo's Nurturing Scientists through Nature Play program helps develop children's sense of wonder in the natural world and address the needs of Denver's underserved preschool students, teachers and caregivers in areas that often struggle with science education. Children learn best through play and benefit tremendously when that play is in nature. But recent research indicates that young people in Denver's low-income and ethnically diverse neighborhoods have less access to play in natural areas. Through our award-winning program, with each turn of a leaf, stroke of a tortoise shell and sift through sand, children develop science skills and gain a window into science they might not otherwise experience, all while under the guidance of Zoo staff and experts and with the important adult role models in their lives.

We are incredibly grateful and humbled by this generous support from the Sturm Family Foundation for our Award-winning Nurturing Scientists through Nature Play Program and helping to underwrite the Access to Awe Fund that provides access to Denver Zoo's educational programs regardless of financial circumstances.

- Stephanie Stowell, Denver Zoo Vice President of Learning and Engagement

In 2017 the AZA recognized Denver Zoo for our work in early childhood education with a significant achievement award. The award recognizes outstanding achievement in educational program design based on their ability to promote conservation knowledge, attitudes and behavior, show innovation and measure success.

Denver Zoo currently partners with Clayton Early Learning and Mile High Early Learning thanks to funders from Constellation Philanthropy. The program reaches 126 students, their families and caregivers, and 28 school staff in the Five Points and Cole/Whittier neighborhoods.

Denver Zoo's educational reach is broad and impactful, in 2017 Denver Zoo served 1150 unique schools engaging and empowering tens of thousands of children to appreciate and protect nature.



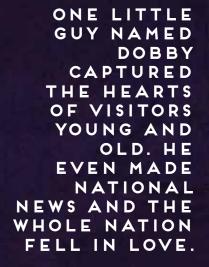
# WHAT'S THE BEST KIND OF SURPRISE PARTY? CELEBRATING A SURPRISE BABY GIRAFFE, OF COURSE.

In February 2017, Denver Zoo received a very welcome surprise—a new giraffe calf named Dobby, who was born only days after zookeepers and staff discovered his mom, Kipele, was pregnant. On February 28, Dobby entered the world standing only 5 feet tall and weighing in at a mere 73 pounds, both very small figures for a newborn giraffe. In addition to his diminutive stature, Dobby had difficulty standing to nurse and therefore didn't receive enough infection-fighting proteins from his mother.

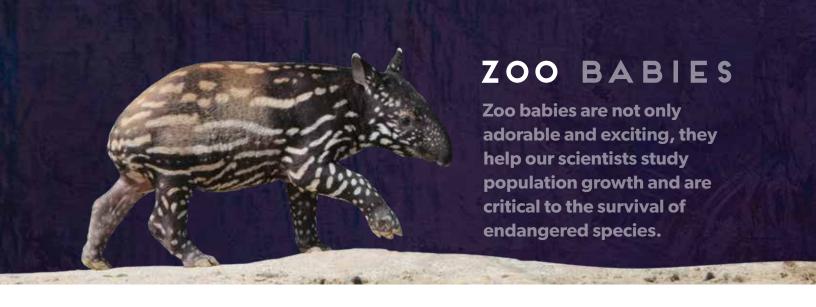
Thanks to quick action and the attentive care of our veterinary team and help from Cheyenne Mountain Zoo, which provided him with a plasma transfusion restoring his antibody levels to normal, Dobby is now a healthy, thriving one-year-old, and measures 9 feet, 5 inches and 757 pounds—more than 10 times his birth weight.

How can anyone get up-close and personal with a giraffe, look into those ginormous eyes and not want to help our herd in any way possible? These gentle giants always fill me with awe and mirth at their antics. When I found out that there was a need for help with their browse- I just thought of how fast they are disappearing from this earth and if I could help in the slightest, I would. So I did.

- Todd McNamara, Zoo Pride Member



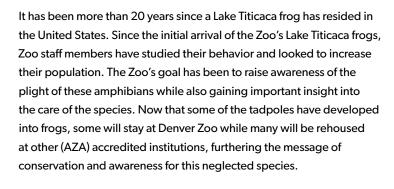




### WE HATCHED THE FIRST LAKE TITICACA TADPOLES IN NORTH AMERICAN HISTORY.

HOW MANY
TADPOLES DOES IT
TAKE TO HELP SAVE
A SPECIES? WE
HAVE 200 OF THEM
WHO ARE DOING
JUST THAT.

On Valentine's Day 2017, Denver Zoo was thrilled to announce the hatching of the first Lake Titicaca frog tadpoles in North American history. The roughly 200 tadpoles are the offspring of two of 20 frogs that arrived from the Huachipa Zoo, in Lima, Peru, in November 2015. Until recently Denver Zoo was the only institution in the northern hemisphere to house this critically endangered species found only in Lake Titicaca area of Peru. Zookeepers have been watching the tadpoles carefully since their hatching and say they are doing great.







### AFRICAN WILD DOG PUPS SPRING INTO PREDATOR RIDGE.

In November 2017, Denver Zoo welcomed four endangered African wild dog puppies—three male puppies, Nigel, Theodore Roosevelt and Livingstone, and one female puppy, Cholula. African wild dogs are native to the open woodlands and plains of sub-Saharan Africa and known for their distinct orange, black and white markings. With a worldwide population estimated at 6,600, African wild dogs—also known as African painted dogs—are classified as "Endangered" by the International Union for Conservation of Nature due to habitat fragmentation, conflict with human activities and infectious disease. Denver Zoo is a leader in the management of African wild dogs within the AZA, and has successfully produced 32 puppies since 2001. Additionally, Denver Zoo helps protect African wild dogs in Botswana by tracking them with radio and GPS collars and has been involved in African wild dog research aimed at improving the management and sustainability of the species.

A KEA CHICK HATCHED.

On February 8, 2017, Denver Zoo welcomed our first-ever Kea chick. Kea are a species of large parrot found only on the south island of New Zealand.

DENVER ZOO IS A LEADER IN THE MANAGEMENT OF AFRICAN WILD DOGS WITHIN THE AZA, AND HAS SUCCESSFULLY PRODUCED 32 PUPPIES SINCE 2001.



# PEOPLE SAY IT CAN GET WILD AND CRAZY AT THE COLORADO STATE CAPITAL.

### WE MAKE SURE IT DOES.

Denver Zoo and the Zoo's animals were recognized by the Colorado State Legislature in April 2017 during Zoo Day at the Capitol, acknowledging the Zoo's immense impact on the region. Legislators met with Zoo staff and their animals during a breakfast at the Old Supreme Court Chambers before a tribute was presented in front of both the House and Senate. In particular, lawmakers touted our impact in improving the community through free access and educational programming. More than a century since its inception, Denver Zoo has become an international leader in animal care, conservation, education and sustainability and is a beloved member of the community.

AT OUR STATE CAPITAL "ZOO DAY", DENVER ZOO WAS RECOGNIZED BY STATE LEADERS AS THE MOST VISITED CULTURAL INSTITUTION IN THE STATE.



### LIONS, TIGERS, AND BALANCE SHEETS.

### We are a wildly important part of our region's economy.

Denver Zoo hosted our inaugural State of Denver Zoo Luncheon in August 2017, where we presented results from a new study detailing the Zoo's economic benefits to the Denver and SCFD region. The study was prepared by the firm Development Research Partners. They found that, based on current trends, benefits from the Zoo's operations and construction activity will total more than \$488 million to the City and County of Denver and \$636 million to the seven-county Scientific and Cultural Facilities District (SCFD) region over the next five years.

The Denver Zoo is a real asset to our community as an economic driver and cultural institution, and it's important that places like the Zoo can remain strong and vibrant for years to come. But more than just the jobs and the economic impact, the Denver Zoo represents a unique experience for thousands of kids, families and students to see and learn about our wider world. That's something you can't put a number to, and it's much more powerful.

- Mayor Michael B. Hancock

The study was comprehensive in its scope, involving employment, guest expenditures and construction activity. Findings included:

- We boost the economy. Through the multiplier effects of the initial spending, the total economic benefits of Denver Zoo were an estimated \$116.7 million in the SCFD, produced by 1,141 workers earning \$54.1 million in 2016.
- We create jobs. To manage its 24/7/365 days a year operation, Denver Zoo employs more than 400 full and part-time staff and nearly 250 seasonal, part-time, temporary workers and interns. Private concession operations for food service and gift shop operations managed by KM Concessions add an additional 380 workers.
- We support other businesses. Vendors and suppliers in Denver Zoo captured about 76 percent of non-employee expenditures in 2016. This includes items like animal care and nutrition, repair and maintenance and communications. When using the boundaries of the SCFD region, the figure jumps to 88 percent.
- We propel other industries. In 2016, Zoo visitors from outside the SCFD region spent an estimated \$3.9 million annually in local lodging, restaurants and other retail stores.
- We bring people to the city. Forty percent of the Zoo's team lives in the City & County of Denver; more than 94 percent live in the SCFD region.

Thank you to our co-lead underwriting sponsors: Swire Coca-Cola, USA and Koelbel and Company for their support of our inaugural State of Denver Zoo event. With their generosity, along with our other Corporate Partners, donors, and annual visitors, the Zoo continues to be an economic driver not only in Denver, but throughout the state.



### HELPING OUR EMPLOYEES MORE AND REACH IMPORTANT

**DENVER ZOO IS** PROUD TO HAVE GRADUATED OUR FIRST LEADERS INFLUENCING FORWARD THINKING (LIFT) COHORT IN 2017. LIFT (Leaders Influencing Forward Thinking) is a leadership development program designed exclusively for staff in non-management positions. With limited opportunities in the Zoo for upward advancement, LIFT provides an alternative leadership path reserved for Denver Zoo's brightest talent. Several highlights of the twelve-month program include presentation and facilitation skills, interviewing skills, community service activities and hands-on project management opportunities. Participants are mentored by executive and senior leaders, including job shadowing and one-on-one coaching.



THE ZOO IS
NOT JUST FOR
KIDS. WE'VE
REACHED OUT
TO YOUNG
PROFESSIONALS
AND THEY'VE
JUMPED AT
THE CHANCE
TO JOIN IN
THE FUN AND
LEARN MORE
ABOUT US.



# WE STARTED THE WATERING HOLE: AN AFTER-HOURS ADULTS-ONLY PROGRAM.

The Watering Hole was created to increase our engagement with young professionals in the SCFD region. This is a particularly important demographic for Denver Zoo as our research (and research by the Association of Zoos and Aquariums) reveals this audience continues to struggle with understanding and connecting to our purpose and mission. Each event has a different topic that seeks to engage audiences in a fun, interactive and educational exploration of Denver Zoo's dedication to animal care, animal wellness and conservation.

### DO AT THE ZOO.

Denver Zoo celebrated another successful Do at the Zoo, presented by Anadarko, along with many other corporate and individual donors. Trish and Ken Green served as Chairs for the highly anticipated event attracting more than 1,000 guests sampling delicious food and drink from 55 of the city's best bars and restaurants. Over the course of its 27-year history, more than 50,000 Do At The Zoo guests and sponsors have contributed more than \$12.1 million to advance the mission of Denver Zoo.

Proceeds from the event support everything we "do at the Zoo," including the care and feeding of nearly 4,000 animals, as well as protecting wild animals and wild places in the Rocky Mountain West and around the world, and to creating awe-inspiring moments for more than 2 million annual visitors.

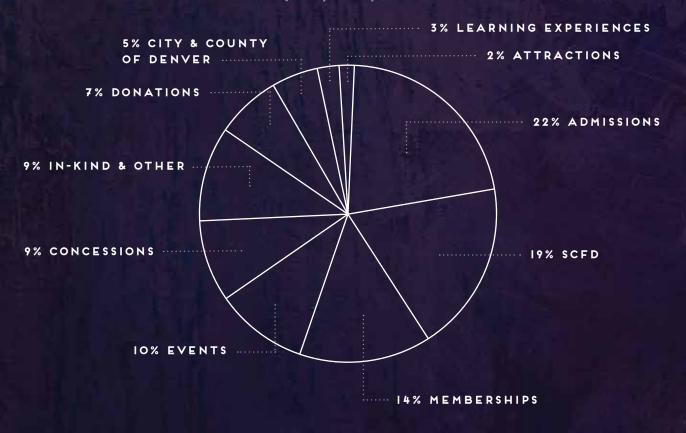
# STATEMENT OF ACTIVITIES

## 2017 Year-end

	۵	DENVER ZOO	0	000	COLORADO	ZOOLOGICA	AL TRUS	Ls
	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL	2017 TOTAL
Admission revenue Admission revenue Scientific and Cultural Facilities District revenue Memberships Concessions commission Investment return Donations, gifts, and grants Zoolights City and County of Denver support Sponsorships and corporate events Learning experiences revenue Attractions Do at the Zoo, net of expenses of\$306,241 In-kind contributions Other revenue Transfers from CZT to the Denver Zoo Net assets released from restrictions Total support and revenue	\$ 10,651,684 9,055,462 6,511,726 4,142,057 122,167 147,306 2,483,742 2,173,120 2,018,157 1,20,990 433,686 1,120,990 433,686 1,120,990 433,686 155,000 3,059,932 155,000	\$- - 1,732,854 - - - 627,000 (3,059,932) (700,078)	\$ 10,651,684 9,055,462 6,511,726 4,142,057 122,167 1,880,160 2,483,742 2,173,120 2,018,157 1,296,865 1,120,990 4,33,686 291,635 165,952 782,000	\$-   ,504,495   ,460,972   ,460,972   ,-   ,-   ,-   ,-   ,-   ,-   ,-   ,-	\$- 2,124,108 - - - - (559,000) - 1,565,108		\$ - 3,628,603 1,460,972 - - - (782,000) - 4,307,575	\$ 10,651,684 9,055,462 6,511,726 4,142,057 3,736,770 3,341,132 2,483,742 2,173,120 2,018,157 1,20,990 4,33,686 291,635 165,952
Program services Program services Animal sciences Guest experiences Learning experiences Field conservation Total program services Support services Management and general Fundraising and development Total support services	20,965,979 8,594,908 3,077,156 1,911,223 34,549,266 5,038,643 2,289,395 7,328,038 41,877,304		20,965,979 8,594,908 3,077,156 1,911,223 34,549,266 5,038,643 2,289,395 7,328,038 41,877,304				- - 131,469 - 131,469	20,965,979 8,594,908 3,077,156 1,911,223 34,549,266 5,170,112 2,289,395 7,459,507 42,008,773
CHANGE IN NET ASSETS FROM OPERATING ACTIVITIES	1,952,177	(700,078)	1,252,099	2,610,998	1,565,108		4,176,106	5,428,205
NON-OPERATING ACTIVITIES Capital campaign contributions Master Plan design and construction	. (848,187)	2,262,000	2,262,000 (848,187)	1.1		1 1	1 1	2,262,000 (848,187)
CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	(848,187)	2,262,000	1,413,813		1	1		1,413,813
CHANGE IN NET ASSETS	066'801'1	1,561,922	2,665,912	2,610,998	1,565,108	1	4,176,106	6,842,018
NET ASSETS AT BEGINNING OF YEAR	13,180,939	6,947,555	20,128,494	7,697,391	7,336,563	3,934,103	18,968,057	39,096,551
NET ASSETS AT END OF YEAR	\$ 14,284,929	\$ 8,509,477	\$ 22,794,406	\$10,308,389	\$ 8,901,671	\$ 3,934,103	\$ 23,144,163	\$ 45,938,569

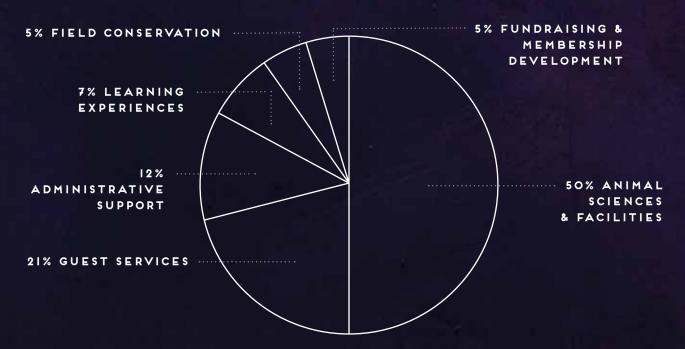
### SUPPORT & REVENUE

\$47.436.978



### OPERATING EXPENSES

\$42,008,773





Panayes John Dikeou

\*Mayoral appointee †Executive Director of Parks and Recreation







ASSOCIATION OF ZOOS AQUARIUMS





