
Financial statements of
The Calgary Zoological Society

December 31, 2025

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Independent Auditor's Report

To the Board of Directors of
The Calgary Zoological Society

Opinion

We have audited the financial statements of the Calgary Zoological Society (the "Society"), which comprise the statement of financial position as at December 31, 2025, and the statements of revenue and expenses and changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

Chartered Professional Accountants
Calgary, Alberta
April 23, 2026

The Calgary Zoological Society

Statement of revenue and expenses and changes in fund balances

Year ended December 31, 2025

(In thousands of dollars)

	Notes	Operating Fund	Capital Fund	Endowment Fund	2025 Total	2024 Total
		\$	\$	\$	\$	\$
Revenue						
Admissions		23,483	—	—	23,483	24,634
Grants	17	10,206	3,249	—	13,455	17,347
Food and beverage		12,542	—	—	12,542	12,418
Memberships		7,392	—	—	7,392	7,681
Donations, sponsorships and fundraising		3,001	458	—	3,459	2,344
Gift services		4,174	—	—	4,174	4,380
Parking		2,879	—	—	2,879	3,113
Education programs		996	—	—	996	995
Other		1,466	532	—	1,998	2,082
		66,139	4,239	—	70,378	74,994
Expenses						
Salaries, wages and benefits	13	27,242	—	—	27,242	26,982
General and administrative	13	9,817	6	—	9,823	10,620
Amortization		—	7,275	—	7,275	6,947
Wildlife conservation activities	13	7,354	—	—	7,354	8,005
Cost of goods sold		5,226	—	—	5,226	5,090
Facility operations and maintenance	13	3,636	—	—	3,636	3,718
Project expenditures		—	6,555	—	6,555	6,137
Botanical and animal care supplies	13	1,008	—	—	1,008	967
Other		6	—	—	6	8
		54,289	13,836	—	68,125	68,474
Excess (deficiency) of revenue over expenses before the undernoted		11,850	(9,597)	—	2,253	6,520
Net loss due to write-off of capital assets	14	—	(120)	—	(120)	(390)
Investment income						
Realized gains		629	—	65	694	283
Unrealized gains		815	—	74	889	1,564
Net investment income		719	—	84	803	791
Excess (deficiency) of revenue over expenses		14,013	(9,717)	223	4,519	8,768
Fund balances, beginning of year		14,666	188,074	2,002	204,742	195,974
Interfund transfers		(10,980)	11,096	(116)	—	—
Fund balances, end of year		17,699	189,453	2,109	209,261	204,742

The accompanying notes are an integral part of the financial statements.

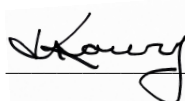
The Calgary Zoological Society
Statement of financial position

At at December 31, 2025
(In thousands of dollars)

	Notes	Operating Fund \$	Capital Fund \$	Endowment Fund \$	2025 Total \$	2024 Total \$
Assets						
Current assets						
Cash and cash equivalents		8,949	9,826	1	18,776	29,838
Accounts receivable	3	2,750	2,093	—	4,843	5,816
Inventories		1,537	—	—	1,537	1,188
Prepaid expenses		845	8	—	853	1,144
Due from Wilder Institute	13	621	4	—	625	—
Due from (to) other funds		81	—	(81)	—	—
Loan receivable from Wilder Institute	4, 13	13,500	—	—	13,500	13,500
		28,283	11,931	(80)	40,134	51,486
Investments	5	627	17,455	2,189	20,271	17,885
Capital assets	6	—	163,787	—	163,787	152,753
Other assets		—	—	—	—	5
		28,910	193,173	2,109	224,192	222,129
Liabilities						
Current liabilities						
Accounts payable and accrued liabilities		4,371	3,715	—	8,086	9,248
Accrued vacation liability		315	—	—	315	318
Deferred revenue	8	5,476	—	—	5,476	5,130
Deferred contributions	9	1,049	—	—	1,049	707
Current portion of capital lease		—	2	—	2	1
Due to Wilder Institute	13	—	—	—	—	1,978
		11,211	3,717	—	14,928	17,382
Capital lease liability		—	3	—	3	5
		11,211	3,720	—	14,931	17,387
Commitments	15					
Fund balances						
Invested in capital assets		—	163,782	—	163,782	152,747
Internally restricted	10	4,000	25,099	—	29,099	37,209
Externally restricted	11	—	572	—	572	1,118
Endowments	12	—	—	2,109	2,109	2,002
Unrestricted		13,699	—	—	13,699	11,666
		17,699	189,453	2,109	209,261	204,742
		28,910	193,173	2,109	224,192	222,129

The accompanying notes are an integral part of the financial statements.

Approved by the Board of Directors

 _____, Chair

 _____, Treasurer

The Calgary Zoological Society

Statement of cash flows

Year ended December 31, 2025

(In thousands of dollars)

	Notes	2025 \$	2024 \$
Operating activities			
Excess of revenue over expenses		4,519	8,768
Items not affecting cash and cash equivalents			
Amortization		7,275	6,947
Non-cash impact of investment income		(2,386)	(2,638)
Loss due to write-off of capital assets	14	120	390
		9,528	13,467
Change in non-cash working capital items			
Accounts receivable		978	612
Prepaid expenses		291	(343)
Inventories		(349)	(283)
Accounts payable, accrued vacation liability and other accrued liabilities		489	(1,460)
Deferred revenue		346	(39)
Deferred contributions		342	217
Due to Wilder Institute, net		(2,603)	189
		9,022	12,360
Financing activities			
Repayments on long-term debt		—	(441)
Repayments on capital lease		(1)	(7)
		(1)	(448)
Investing activities			
Purchase of capital assets		(18,489)	(12,427)
Proceeds on disposal	14	60	—
Change in accounts payable affecting investing activities		(1,654)	(7)
		(20,083)	(12,434)
Net decrease in cash and cash equivalents		(11,062)	(522)
Cash and cash equivalents, beginning of year		29,838	30,360
Cash and cash equivalents, end of year		18,776	29,838
Represented by			
Internally restricted		11,644	21,849
Externally restricted		572	1,118
Unrestricted		6,560	6,871
Cash and cash equivalents, end of year		18,776	29,838

The accompanying notes are an integral part of the financial statements.

The Calgary Zoological Society

Notes to the financial statements

December 31, 2025

(In thousands of dollars)

1. Purpose of the Organization

The Calgary Zoological Society (the "Society" or "CZS"), operating under the title "Calgary Zoo", develops, operates, and promotes an integrated zoological, botanical and prehistoric park for the combined purposes of conservation, education, recreation and scientific study. The Society is a not-for-profit organization incorporated under the Societies Act of the province of Alberta on January 9, 1929, and is a registered charity under the Income Tax Act of Canada.

The Society operates under an agreement with The City of Calgary (the "City"), which expires December 31, 2027. As part of the agreement, the City annually provides a grant to support the operating expenses of the Society (Note 17).

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO") and include the following significant accounting policies:

Cash and cash equivalents

Cash and cash equivalents include cash held with Canadian chartered banks in highly liquid investments.

Fund accounting

The Operating Fund accounts for the Society's program delivery and administrative activities related to the operation of the Calgary Zoo. This fund reports unrestricted resources and restricted operating grants.

The Capital Fund reports the assets, liabilities, revenues and expenses related to the Society's capital assets, projects under development and funds designated for long-term capital development initiatives.

The Endowment Fund reports resources contributed that are subject to restrictions stipulating that the principal amount of the resources be maintained permanently.

Revenue recognition

The Society follows the restricted fund method of accounting for contributions.

Contributions externally restricted by third parties and related to general operations are recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other externally restricted contributions and endowments are recognized as revenue of the appropriate restricted fund.

Unrestricted contributions are recognized as revenue of the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenues for admissions, food and beverage, gift services, education programs and parking are recognized as services are provided. Membership revenue is recorded as deferred revenue when received and recognized in revenue over the period of membership.

The Calgary Zoological Society
Notes to the financial statements

December 31, 2025
(In thousands of dollars)

2. Significant accounting policies (continued)

Revenue recognition (continued)

Restricted investment income is recorded as revenue of the appropriate restricted fund when earned. Unrestricted investment income earned on the Capital Fund is recognized as revenue of the Operating Fund and allocated to the Capital Fund through interfund transfer when internally restricted by the Board of Directors.

Pledges are recognized only if amounts are received during the year, due to uncertainty surrounding collectability.

Inventories

Inventories consisting primarily of goods purchased and held for resale are valued at the lower of cost, using the first-in, first-out method, and net realizable value. Net realizable value is determined using the current estimated selling price less the selling cost.

Controlled related party

The Society has a controlled related party, Wilder Institute ("Wilder"), which is a not-for-profit organization that has the same purpose as that of the Society, to act for wildlife; saving species and inspiring people to join us. Wilder is not consolidated.

Capital assets

Purchased capital assets are recorded at cost. Donated capital assets are recorded at their fair values at the date of donation. Amortization is provided on a straight-line basis over the assets' estimated useful lives, which generally fall within ranges as follows:

Buildings	10-40 years
Habitats and infrastructure	10-40 years
Major software applications	3-10 years
Short term habitats	1-5 Years
Computer hardware and software	2-5 years
Equipment	4-10 years
Vehicles	4-6 years

No amortization is provided on land or on assets under construction until the assets are put in use, or on artifacts that are held for public exhibition.

Leased assets that are treated as capital leases are amortized over the term of the lease agreement.

Impairment of long-lived assets

When a capital asset no longer contributes to the Society's ability to provide goods and services, or the value of future economic benefits or service potential associated with the capital asset is less than its net carrying amount, the net carrying amount of the capital asset is written down to the asset's fair value or replacement cost. A write-down will not be reversed.

Animal and botanical purchases

Animal and botanical purchases are expensed at the time of purchase.

The Calgary Zoological Society
Notes to the financial statements

December 31, 2025

(In thousands of dollars)

2. Significant accounting policies (continued)

Donated materials and services

Donated materials and services, including volunteer services, are not recognized in the financial statements.

Financial instruments

The Society initially measures financial assets and financial liabilities at their fair value. It subsequently measures its financial assets and financial liabilities at amortized cost, other than investments which are reported at fair value. The financial assets subsequently measured at amortized cost include cash and cash equivalents, accounts receivable and the loan receivable from Wilder. The financial liabilities measured at amortized cost include accounts payable and accrued liabilities, amounts due to Wilder, accrued vacation liability and long-term debt.

Transaction costs related to financial instruments measured at fair value are expensed as incurred. For all other financial instruments, the transaction costs are added to the carrying value of the asset or netted against the carrying value of the liability and are then recognized over the expected life of the instrument using the straight-line method. Any premium or discount related to an instrument measured at amortized cost is amortized over the expected life of the item using the straight-line method and recognized in the statement of revenue and expenses and changes in fund balances.

With respect to financial assets measured at cost or amortized cost, the Society recognizes in the statement of revenue and expenses and changes in fund balances an impairment loss, if any, when it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed in the statement of revenue and expenses and changes in fund balances in the period in which the reversal occurs.

(a) Interest rate risk

The Society would be exposed to interest rate fluctuations on the revolving demand operating facility if this facility were drawn upon, as the facility is provided at prime rate.

(b) Credit risk

The Society does not have a concentration of credit exposure with any one donor or member. The majority of the Society's accounts receivable balances are related to government grant funding and the collectability of these balances is reasonably assured. Thus, the Society does not consider that it is exposed to undue credit risk.

(c) Price risk

The investments of the Society are subject to price risk because changing interest rates impact the market value of the fixed rate investments, general economic conditions affect the market value of equity investments and currency exchange rate changes impact the market value of investments denominated in currencies other than the Canadian dollar. The Society's Investment Policy applies to all investments held by the Society and it includes restrictions regarding the minimum and maximum amount of various asset classes. The diversification across various asset classes is expected to decrease the volatility of portfolio returns due to the lack of correlation between returns.

The Calgary Zoological Society
Notes to the financial statements

December 31, 2025
(In thousands of dollars)

2. Significant accounting policies (continued)

Financial instruments (continued)

(d) Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting obligations associated with financial liabilities. The Society is exposed to liquidity risk arising primarily from accounts payable and accrued liabilities. The Society’s objective is to have sufficient liquidity to meet its liabilities when due. The Society monitors its cash and cash equivalents balances and cash flows generated from operations to meet its requirements and has access to a revolving demand operating facility. The Society’s investments are subject to liquidity risk if the Society is required to sell at a time when the market value of the investments is unfavorable.

Use of estimates

The preparation of the financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities as at the date of the financial statements and the reported amounts of revenue and expenses during the year. The most significant of these estimates are related to the recoverable amount of the Society’s accounts receivable, the amortization period for and potential impairment of capital and other assets, accrued liabilities and potential contingencies. Actual results could differ from those estimates. Management reviews these estimates on a periodic basis and, if required, makes adjustments prospectively.

Government remittances

Government remittances consist of amounts required to be paid to government authorities and are recognized when the amounts are due. In respect of government remittances, payroll withholding tax of \$217 (\$188 in 2024) is included in accounts payable and accrued liabilities and amounts netting to \$117 (\$34 in 2024) related to Goods and Services Tax recoverable/payable are included in accounts receivable and accounts payable, respectively.

Government assistance

Government assistance is not recognized until there is reasonable assurance the Society will comply with the conditions attached to it and that the assistance will be received.

3. Accounts receivable

Accounts receivable is comprised of:

	2025	2024
	\$	\$
City of Calgary - capital grant	1,898	1,966
City of Calgary – operating grant	1,809	2,626
Trade accounts receivable	761	777
Accrued accounts receivable	375	447
	4,843	5,816

The Calgary Zoological Society
Notes to the financial statements

December 31, 2025
(In thousands of dollars)

4. Loan facility to Wilder

The Society has extended a \$15,000 non-interest bearing demand loan facility to Wilder (\$15,000 in 2024). The facility is secured by a mortgage on the land owned by Wilder, and a general security agreement including a first charge on all property of Wilder. As of December 31, 2025, \$13,500 has been drawn on this facility (\$13,500 in 2024). The Society does not expect to demand repayment of this loan within the next twelve months.

5. Investments

	2025	2024
	\$	\$
Operating Fund		
Short-term funds	15	12
Fixed income funds	307	192
Equity funds	305	214
	627	418
Capital Fund		
Short-term funds	839	801
Fixed income funds	4,550	4,336
Equity funds	12,066	10,223
	17,455	15,360
Endowment Fund		
Short-term funds	51	57
Fixed income funds	1,081	1,070
Equity funds	1,057	980
	2,189	2,107
	20,271	17,885

During the year, the Society recorded interest income of \$1,734 (\$2,391 in 2024). Interest from investments of \$882 (\$862 in 2024) was recorded as a component of net investment income. Interest from other financial assets of \$852 (\$1,529 in 2024) was recorded as a component of other revenue.

The Calgary Zoological Society
Notes to the financial statements

December 31, 2025
(In thousands of dollars)

6. Capital assets

	Cost	Accumulated amortization	2025 Net book value
	\$	\$	\$
Buildings	147,950	57,611	90,339
Habitats and infrastructure	100,324	43,425	56,899
Assets under construction	10,990	—	10,990
Equipment	13,320	8,718	4,602
Computer hardware and software	1,390	1,054	336
Major software applications	1,569	1,254	315
Vehicles	837	553	284
Artifacts	22	—	22
	276,402	112,615	163,787

	Cost	Accumulated amortization	2024 Net book value
	\$	\$	\$
Buildings	134,542	55,952	78,590
Habitats and infrastructure	99,747	40,824	58,923
Assets under construction	11,475	—	11,475
Equipment	13,503	11,189	2,314
Computer hardware and software	3,225	2,680	545
Major software applications	1,590	1,077	513
Vehicles	862	491	371
Artifacts	22	—	22
	264,966	112,213	152,753

Under the terms of the agreement with the City, title to lands acquired, buildings constructed and other capital projects is vested with the City. As the Society has the beneficial risks and rewards of ownership for the assets, the financial statements account for these expenditures as capital assets of the Society; however, the Society is restricted from encumbering these capital assets without express authorization from the City.

Assets under capital lease are recorded in Equipment.

7. Operating line

The Society has a \$2,000 (\$2,000 in 2024) revolving demand operating facility, which bears interest at the Bank's prime interest rate per annum. The line is secured by a general security agreement including a first charge on all property of the Society. No amounts were outstanding at December 31, 2025 or 2024.

The Calgary Zoological Society
Notes to the financial statements

December 31, 2025
(In thousands of dollars)

8. Deferred revenue

Deferred revenue consists of revenue that the Society has received but not yet earned for the purpose provided. It comprises the following:

	2025	2024
	\$	\$
Memberships	3,299	3,238
Gift cards	1,383	1,275
Customer deposits	672	451
Ticket sales	75	116
Education programs	45	48
Exclusivity fees	2	2
	5,476	5,130

9. Deferred contributions

Deferred contributions includes donations and sponsorships directed to support programs to be delivered in the following fiscal year.

	2025	2024
	\$	\$
Balance, beginning of year	707	490
Additions	1,117	1,001
Recognized as revenue	(775)	(784)
Balance, end of year	1,049	707

10. Internally restricted fund balances

The Board of Directors has internally restricted the following balances, which are not available for other purposes without approval of the Board of Directors:

Operating Fund

The Board of Directors has designated amounts for an emergency operating reserve, in order to provide for necessary expenditures when other sources of funds are not available.

	2025	2024
	\$	\$
Operating reserve	4,000	3,000

Capital Fund

The Board of Directors has designated amounts for strategic long-term capital reserves, which are to provide for future capital needs.

	2025	2024
	\$	\$
Long-term capital reserve	25,099	34,209

The Calgary Zoological Society
Notes to the financial statements

December 31, 2025
(In thousands of dollars)

11. Externally restricted fund balances

Externally restricted balances represent contributions received for use in specific capital projects, which had not been spent at year-end.

	2025	2024
	\$	\$
Funds restricted for use in various specific projects	572	1,118

12. Endowment fund balances

Endowments consist of externally restricted donations received by the Society and contributions internally restricted by the Society, in exercising its discretion. The Society ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose and investment income thereon, are expended for the purpose for which they were provided.

	2025	2024
	\$	\$
Ruth Barker Endowment Fund	1,389	1,282
Zooshare Endowment Fund	720	720
	2,109	2,002

The Society has adopted investment and spending policies for the Ruth Barker Endowment Fund that are meant to ensure that the endowment's purchasing power is maintained over time. The Zooshare Endowment Fund is not inflation-protected, but is required to be maintained at a balance of \$720 (\$720 in 2024).

13. Related party

Wilder Institute ("Wilder")

Wilder is incorporated under the Societies Act of the Province of Alberta on April 29, 1988, is a not-for-profit organization, and is a registered charity under the Income Tax Act of Canada. Its purpose is to act for wildlife through activities directed toward saving, supporting or protecting endangered animals and the environment. Its action plans are coordinated with those of the Society. The Society controls Wilder through its membership in Wilder and through common Board members.

Wilder's financial accounts are not consolidated with the Society's financial statements. There are no differences in accounting policies between the Society and Wilder.

Financial summaries of Wilder as at December 31, 2025 and 2024, and for the years then ended are as follows:

Statement of financial position

	2025	2024
	\$	\$
Total assets (a)	33,877	31,949
Total liabilities (b)	14,855	14,064
Total net assets	19,022	17,885

The Calgary Zoological Society
Notes to the financial statements

December 31, 2025
(In thousands of dollars)

13. Related party (continued)

- (a) In accordance with donor imposed restrictions, \$2,620 (\$229 in 2024) of Wilder’s total assets must be used for various conservation-related purposes. A further \$8,410 (\$7,817 in 2024) of Wilder’s total assets is subject to donor imposed restrictions that they be maintained permanently with the investment revenue earned to be used for various conservation-related purposes.

Total Assets includes amounts of \$0 (\$1,978 in 2024) due from the Society to Wilder, representing expense reimbursements for allocated costs from the Society to support Wilder’s operations net of funding.

- (b) Total Liabilities includes amounts of \$625 (\$0 in 2024) due to the Society representing funding net of expense reimbursements for allocated costs from the Society to support Wilder’s operations and \$13,500 (\$13,500 in 2024) drawn on a non-interest-bearing demand loan facility from the Society. Refer to Note 4 for further details.

Statement of operations

	2025	2024
	\$	\$
CZS – Conservation contributions (a)	7,354	8,005
Other grant and donation revenues	5,099	2,395
Interest income	74	101
Total revenue	12,527	10,501
Total expenses (b)	(12,527)	(10,501)
Loss due to write off of capital assets	(11)	(123)
Investment income	1,148	1,292
Excess of revenue over expenses	1,137	1,169

- (a) CZS – Conservation Contributions relate to an agreement between the entities whereby the Society provides operating and administrative expense support to Wilder as required.
- (b) Total expenses include reimbursement of \$3,796 (\$3,112 in 2024) to the Society for allocated costs. The Society incurs a number of general support expenses that are common to the administration of both the Society and Wilder. The Society allocates these expenses by identifying the appropriate basis for allocating each component expense, and applies that basis consistently each year. Expenses have been allocated to Wilder based on an approximation of time spent, per capita or space, depending on the type of expense. The amounts allocated to Wilder from each expense category in the Society were:

Reimbursement of expenses

	2025	2024
	\$	\$
Salaries, wages and benefits	3,015	2,456
General and administrative	572	449
Botanical and animal care supplies	160	164
Facility operations and maintenance	49	43
	3,796	3,112

The Calgary Zoological Society
Notes to the financial statements

December 31, 2025
(In thousands of dollars)

13. Related party (continued)

Statement of cash flows

	2025	2024
	\$	\$
Cash flow provided by in operating activities	3,564	364
Cash flow used in investing activities	(337)	(209)
Increase in cash	3,227	155

14. Net loss due to write-off of capital assets

Certain capital assets, largely consisting of assets whose value of future economic benefits associated with the capital asset is less than its net carrying amount due to redevelopment work, as well as certain components of assets under construction were written off during the year for \$180. The impact of this was partially offset by gains on disposal of equipment for \$60.

For the year ended December 31, 2024, Certain capital assets, largely consisting of assets whose value of future economic benefits associated with the capital asset is less than its net carrying amount due to redevelopment work, as well as certain components of assets under construction were written off during the year for \$402. The impact of this was partially offset by a write-off of a small liability related to capital leases for \$12.

15. Commitments

The Society is committed under various agreements for minimum consumption of energy and services, subject to fixed fees and break fees as follows:

	\$
2026	813
2027	655
2028	518
2029	518
Thereafter	299
	2,803

16. Fundraising expenses

As required under Section 7(2) of the Charitable Fund-raising Regulation in Alberta, the following amounts are disclosed:

	2025	2024
	\$	\$
Amounts paid as remuneration to employees whose principal duties involve fundraising	2,121	1,900
Direct expenses incurred for the purpose of soliciting contributions including grants, donations and sponsorships	550	378

The Calgary Zoological Society
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(In thousands of dollars)

17. Grants

Included in grants are the following municipal, provincial and federal funds received:

	2025	2024
	\$	\$
Municipal grants - operating		
The City of Calgary grant to support the operating expenses of Society	9,447	9,110
The City of Calgary grant to support IDEA committee	—	31
Municipal grants - capital		
The City of Calgary Civic Partner Infrastructure Grant	2,283	3,237
Major capital grant for Asian Highlands	650	—
Federal grants - capital		
Federal funding for facility upgrades	—	637
Federal funding for website accessibility	—	100
Federal grants - operating		
Funding towards education	229	—

18. Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.