



Canopy Strategic Partners was honored to facilitate the strategic planning process with the Philadelphia Zoo



PHILADELPHIA ZOO

THREE-YEAR STRATEGIC PLAN

2025-2028



TABLE OF CONTENTS

OVERVIEW

From the Board Chair

From the CEO

Mission, Vision, and Values

Overview

Three Horizons

Impact Areas

Pages 1-14

STRATEGIC PLAN

Amazing Animals

Unforgettable Guest Experiences

Innovative Learning & Community Engagement

Connected Conservation & Science Networks

Cohesive Team & Culture

Financial Strategic Growth

Pages 15-26

FROM THE BOARD CHAIR

Philadelphia Zoo is more than America's first zoo—it is a living emblem of Philadelphia's spirit, resilience, and imagination. For generations, the Zoo has brought people and animals together in ways that inspire wonder, deepen understanding, and ignite a shared commitment to conservation.

At this pivotal moment in the Zoo's evolution, we present a bold and thoughtful three-year strategic plan that honors our extraordinary legacy while charting an ambitious course for the future. Grounded in extensive engagement with key stakeholders, the plan reflects the aspirations and priorities of our community, our guests, our staff, and our partners.

With new clarity of purpose, mission, and vision, and a renewed emphasis on our core values, the plan defines five high-impact areas that align with our institutional strengths and the pressing needs of the world around us. These impact areas—ranging from unforgettable guest experiences to transformative conservation and education initiatives—will ensure the Zoo continues to lead with integrity, relevance, and heart.

As stewards of this beloved institution, the Board of Directors is proud to support a plan that is both visionary and practical—one that will preserve Philadelphia Zoo's position as a crown jewel of our city and a global leader in animal care and wildlife conservation. We are confident that, with this plan as our guide, the Zoo is poised to thrive for generations to come.



Joanna McNeil Lewis
Board Chair



FROM THE CEO

For this new three-year strategic plan, we leaned into being a multigenerational memory maker, an urban oasis and an animal advocate in a city and region steeped in history, innovation, and pride. Like the region—we are adaptable, resilient, and welcoming. Our new mission, vision, and values illustrate the resiliency of the organization to evolve to be of service by having a greater impact in five areas. Those impact areas reflect the expectations and needs of animals, guests, communities, and staff today and in the future.

The objectives and strategies over the next three years will ensure strong foundations to grow and measure in the five areas of: Amazing Animals, Unforgettable Guest Experience, Innovative Learning and Community Engagement, Connected Conservation and Science Networks, and United Team and Culture. As the current steward of this esteemed organization, I am excited about how the next evolution of Philadelphia Zoo builds on our history of innovation, propels us to lead more nationally and internationally and keeps us as a part what it means to be a Philadelphian.

Sincerely,



Jo-Elle Mogerman, Ph.D.
Chief Executive Officer
Philadelphia Zoo



VISION

People and wildlife flourishing together for a better world.

MISSION

At Philadelphia Zoo, our mission is to flourish as an urban oasis where people and animals thrive, transformational memories are made, and our passion for conservation helps save wildlife.

VALUES

Pride

Heart

Ingenuity

Learning Mindset

Leading By Example

Your Impact



OVERVIEW



Philadelphia Zoo is entering a pivotal moment in its journey as a leader in conservation. As America's First Zoo, we carry a proud legacy of innovation, leadership, and care. Today, that legacy continues, reimagined for a changing world where the wellbeing of wildlife, people, and the planet are interconnected.

This strategic plan, organized around six impact areas, charts an ambitious yet achievable roadmap for the next three years, Integrating a focused business strategy with an operating model that evolves Zoo experiences and deepens our conservation impact.

The work ahead will require collaboration, creativity, and community. It will call upon staff, volunteers, partners, donors, and guests to help shape our future. We will steward Philadelphia Zoo into its next chapter, ensuring that it remains a vibrant, relevant, and trusted resource where wonder leads to action for a better world where people and wildlife flourish together.

THREE HORIZONS

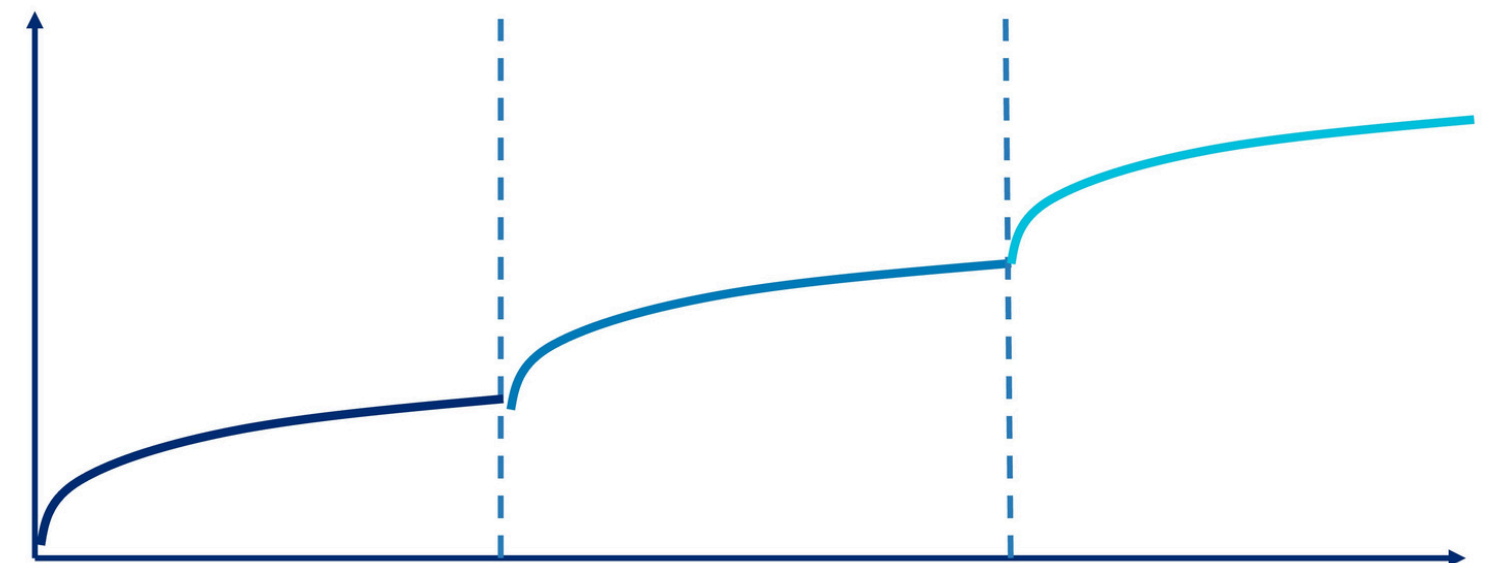
A bold, long-term vision for the Zoo will require a new strategic framework that considers three time horizons.

The seeds for the second and third time horizons will be planted in the next three years and begin to yield results over the next ten years.

Horizon 1
0 - 3 Years

Horizon 2
4 - 7 Years

Horizon 3
7 - 10+ Years



Energize and Strengthen Guest-Based Revenue

Advance Impact Area Funding Streams

Invest in New Business Concepts and Revenue Streams

IMPACT AREAS

Philadelphia Zoo's six impact areas work together to guide our future. By ensuring strategic financial growth in each impact area and prioritizing both wildlife and people, we are creating a lasting foundation for the Zoo's success. This will ensure a future where our commitment to care drives global conservation and strengthens our community connections.



Amazing Animals



Unforgettable Guest Experiences



Innovative Learning and Community Engagement



Connected Conservation and Science Networks



United Team and Culture



Strategic Financial Growth





OBJECTIVES

1. Improve the **wellbeing of our animals** in our care using an integrative approach of veterinary science, husbandry, nutrition, behavior, and exhibits.

2. Create an **Animal Care and Wellbeing Institute** that advances scientific knowledge, trains the next generation of animal care professionals, and is a resource for wildlife partners.

3. Create new and improved **dynamic habitats and animal experiences** that support species-specific behaviors, increase contributions to science and conservation understanding, and move guests emotionally.

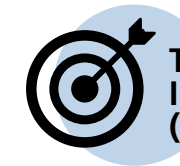
AMAZING ANIMALS

Our expertise will advance animal care and wellbeing for our profession.



SUCCESS MEASURES

- Increase animal well-being scores
- More dynamic animal habitats
- Establishment of a funded Animal Care and Wellbeing Institute



THREE YEAR INVESTMENT (OPERATING)

- Year 1: \$8.5M
- Year 2: \$9M
- Year 3: \$9.5M



Greater understanding of animals translates to innovation and advances in their habitats, care, and precise measurements of their wellbeing.

-Dr. Andrew Hoffman, Gilbert S. Kahn Dean of Veterinary Medicine, Penn Vet



UNFORGETTABLE GUEST EXPERIENCES

Our experiences foster awe, wonder, and discovery while creating a welcoming and inclusive environment for all guests, onsite, off-site, or virtually.

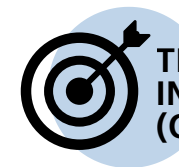
★ OBJECTIVES

1. Revitalize gardens and grounds and consistently maintain them to enhance the guest experience. Consistently maintain and beautify guest-facing spaces.
2. Integrate transitional and connecting spaces into the guest experience.
3. Elevate the guest experience by creating meaningful moments through innovative animal experiences, people connections, and unique programs that spark emotion.
4. Deploy innovative technology to enhance the guest experience on-site and off-site.



SUCCESS MEASURES

- Increase year-over-year attendance
- Increase repeat guest visitation
- Higher Net Promoter Scores
- Increased connection to mission



THREE YEAR INVESTMENT (OPERATING)

- Year 1: \$8.5M
- Year 2: \$9M
- Year 3: \$9.5M



It is imperative that the Zoo remain fresh and impactful for generations, leaving guests with a sense of awe as it was for me as a child growing up in Philadelphia.

-Jack Ginter, CEO Founding Partner Callan Family Office, Philadelphia Zoo Board Chair



INNOVATIVE LEARNING AND COMMUNITY ENGAGEMENT

Our innovative approach to learning and engagement will increase Philadelphia Zoo's positive, lasting impact with people, communities, and wildlife.

OBJECTIVES

1. Launch a **Zoo Innovative Learning Institute** that provides innovative, impactful approaches to programming that involve the audience in creating mutually beneficial outcomes.
2. **Reinvigorate community engagement** to grow audiences' conservation identities.



SUCCESS MEASURES

- Increased impact on program participants
- Establishment of a funded Innovative Learning Institute
- Increased employment for community residents



THREE YEAR INVESTMENT (OPERATING)

- Year 1: \$1.88M
- Year 2: \$2.25M
- Year 3: \$2.35M

When we actively engage the Zoo through volunteer activities, we are not only giving back to our community, the Zoo is giving us an opportunity to step into a living classroom to deepen our connection to wildlife and nature.

-Sandra Lau, Senior Vice President HR Technology and Services Solutions, Comcast and Board Member





CONNECTED CONSERVATION AND SCIENCE NETWORKS

Our scientific contributions will influence global networks that advance the interrelationship between people and wildlife.

OBJECTIVES

1. Increase conservation impact through a **global conservation framework** that uses evidence-based outcomes on wildlife.
2. Create a **Regional Wildlife Resource Network** through strategic partnerships focused on local conservation.
3. **Develop a collection/species plan** that enhances guest experience, conservation knowledge/action, and increases animal populations.
4. Increase **STEM impact** through partnerships with local academic and business communities to achieve mutually beneficial outcomes.



SUCCESS MEASURES

- Increase in animal populations
- Increase in habitat quantity and quality
- Greater awareness of Zoo's conservation work
- Establishment of a funded Regional Wildlife Network



THREE YEAR INVESTMENT (OPERATING)

- Year 1: \$.5M
- Year 2: \$.56M
- Year 3: \$1M



Being stewards of wildlife requires investment.

The return on investment is high and a part of the identity of Philadelphia Zoo.

-F. William McNabb, Board Member and Campaign Co-Chair



UNITED TEAM AND CULTURE

Our people form the nexus of our work. Like in an ecosystem, all roles have value that are key to the healthy balance and function of the organization.



OBJECTIVES

1. **Create a cohesive culture** through an organizational development plan so that employees feel connected to one another and the Zoo's guiding principles.
2. **Foster accountable people leaders** who invest in their teams' talent development and wellbeing through consistent onboarding, training, and performance management.
3. **Create an internal Zoo U** that provides training and tools for staff and volunteers to grow in their roles and to deliver a meaningful Zoo experience for guests and each other.
4. **Become the top desired employer** in the zoo and aquarium industry.



*We can be the Zoo of the future that is synonymous with **Philadelphia**.*

-Zoo Staff



SUCCESS MEASURES

- Increased employee satisfaction
- Increase in Zoo innovation
- Increased participation in conservation activities



STRATEGIC FINANCIAL GROWTH

Our financial growth balances near-term and long-term strategies that result in an evolved and sustainable business model.

\$ OBJECTIVES

1. **Grow guest-based revenue by \$5M over FY26 baseline in three years** by improving the on-site experience, attracting new audiences, and maintaining a healthy membership base.

2. **Cultivate and secure public/private funding increase by 30% to advance the Zoo's five impact areas**, safeguarding the Zoo's ability to deliver on its purpose, mission, and vision.

3. **Nurture new business concepts and funding streams that will generate consistent \$550K net revenue** while expanding the Zoo's reach beyond its walls.

4. **Ensure long-term financial stewardship** and organizational resiliency through efficient, effective, and practical use of financial resources to annually have funds available for reinvestment.



Developing a balance of short-term and long-term financial strategies support not only this vision, but the longer term as well.

-Marcy Rost, Executive Vice President. Chief Strategy and Communications Officer, Independence Blue Cross and Board Member



SUCCESS MEASURES

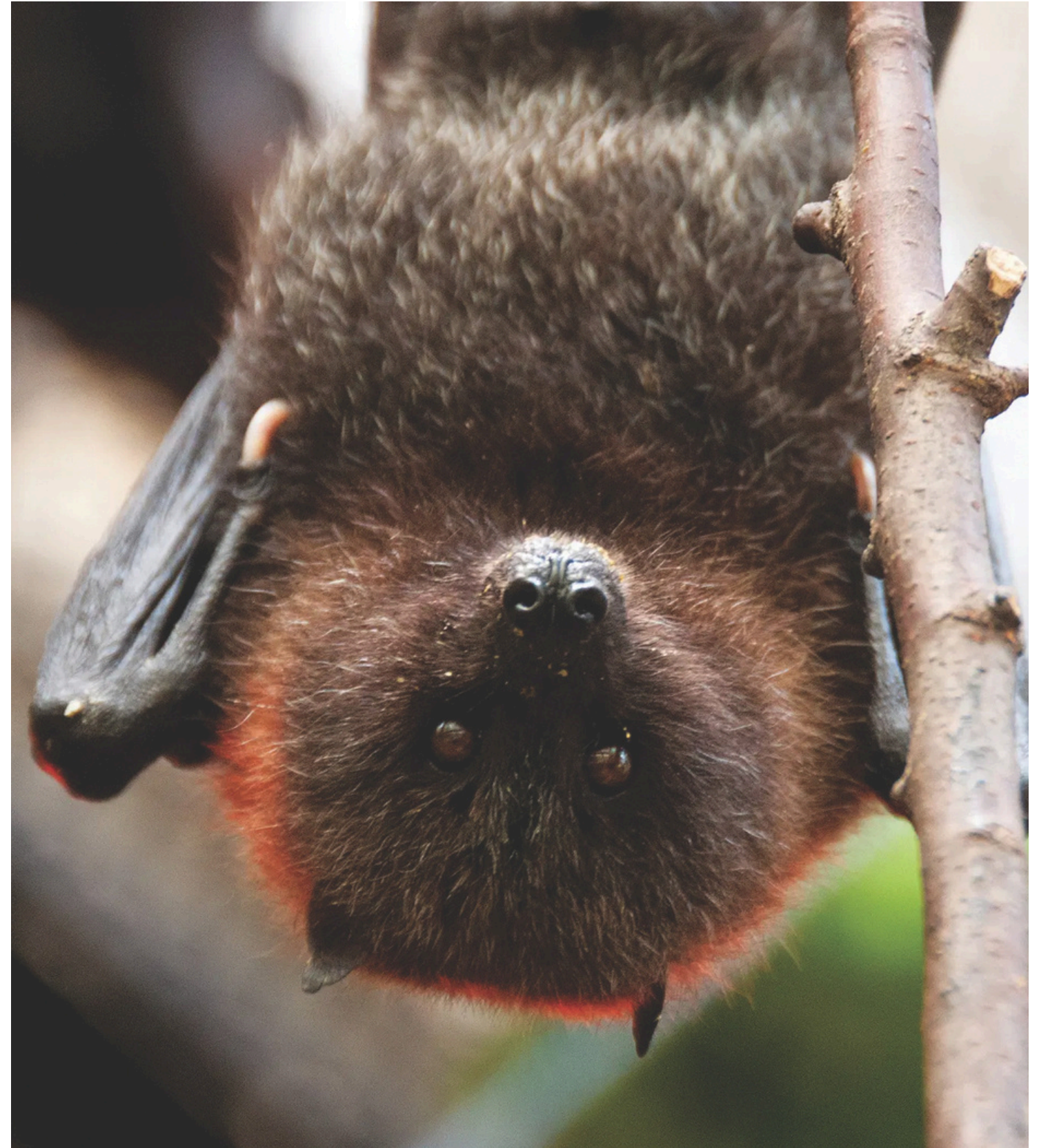
Increased year-over-year revenue

Increased public and philanthropic operating and capital support

New business concepts seeded



Canopy Strategic Partners was honored to facilitate the strategic planning process with the Philadelphia Zoo



PHILADELPHIA ZOO

THREE-YEAR STRATEGIC PLAN

APPENDIX



TABLE OF CONTENTS

APPENDIX

Our Process

Planning Phases

Organizational Profile

Business Model

By the Numbers

Timeline

Acknowledgments

Pages 1-16



We are all community zoos, and how we meet the well-being of our animals and our communities is where we make a difference in the world.

-Keith Winsten, Chief Executive Officer, Brevard Zoo & Blue Ribbon Panelist

OUR PROCESS

Spanning April 2024 – June 2025, Philadelphia Zoo's strategic planning process was an organization-wide effort. Three planning teams invested significant time and resources into the project: the Pathfinders and Innovators, who focused on the Zoo's identity and three-year strategic plan's goals, the Board Business Model Working Group, who steered the high-level business planning, and Senior Leadership, who shaped the long-term purpose and vision. A collaborative effort, the plan was developed with input from staff and the Board, Philadelphia community influencers, cultural attractions leaders, and experts from the zoo and aquarium field.

The work was completed over four distinct, yet interrelated phases, each building on the work and findings of the previous phase. Highlights of the process are included in this section.

PLANNING PHASES



1. DISCOVERY: Where are we?

In this listening and learning phase, we examined all aspects of the organization, utilizing both internal and external data to help us understand the Zoo, its operations, and its market from both qualitative and quantitative perspectives. This phase included a staff survey, a Philadelphia influencer workshop, and an organization and market analysis.



2. OPPORTUNITIES: Where can we go?

In this phase we focused on the future. We convened a Board Business Model Working Group to hear from experts of Philadelphia cultural attractions in a Blue Ribbon Panel and charted a path for financial sustainability. The strategic planning team examined the Zoo's identity and aspirations, updating its purpose, mission, vision, and values.



3. REALITY: What will we do?

Using our brainstorming work in the Opportunities Phase, we drafted impact areas and discussed what we wanted to accomplish in each. Additional business modeling and feedback from leaders throughout the zoo and aquarium field informed our decision-making.



4. ACTION: How will we do it?

To conclude our work, we ensured the strategic plan will be successful by committing to three-year financial investments, assigning funding sources, and developing success measures. The end result is a 10+ year impact framework with a sound three year strategic plan and upcoming business plan.

ORGANIZATIONAL & MARKET PROFILE

The Organizational & Market Profile provided a high-level overview, review, and analysis of five years of internal data for Philadelphia Zoo, including operational, financial, visitation, pricing, membership data, visitor studies, and market data. This encompassed benchmarking against a competitive set of organizations from across the country with similar drive-time populations.

From this analysis, Canopy developed a profile of the regional market landscape and documented the organization's business potential and future market opportunities.

KEY TAKEAWAYS



BUSINESS MODEL

The Zoo's business model is highly dependent on earned revenue. Pursue new lines of business that are not dependent on a visit to the Zoo.



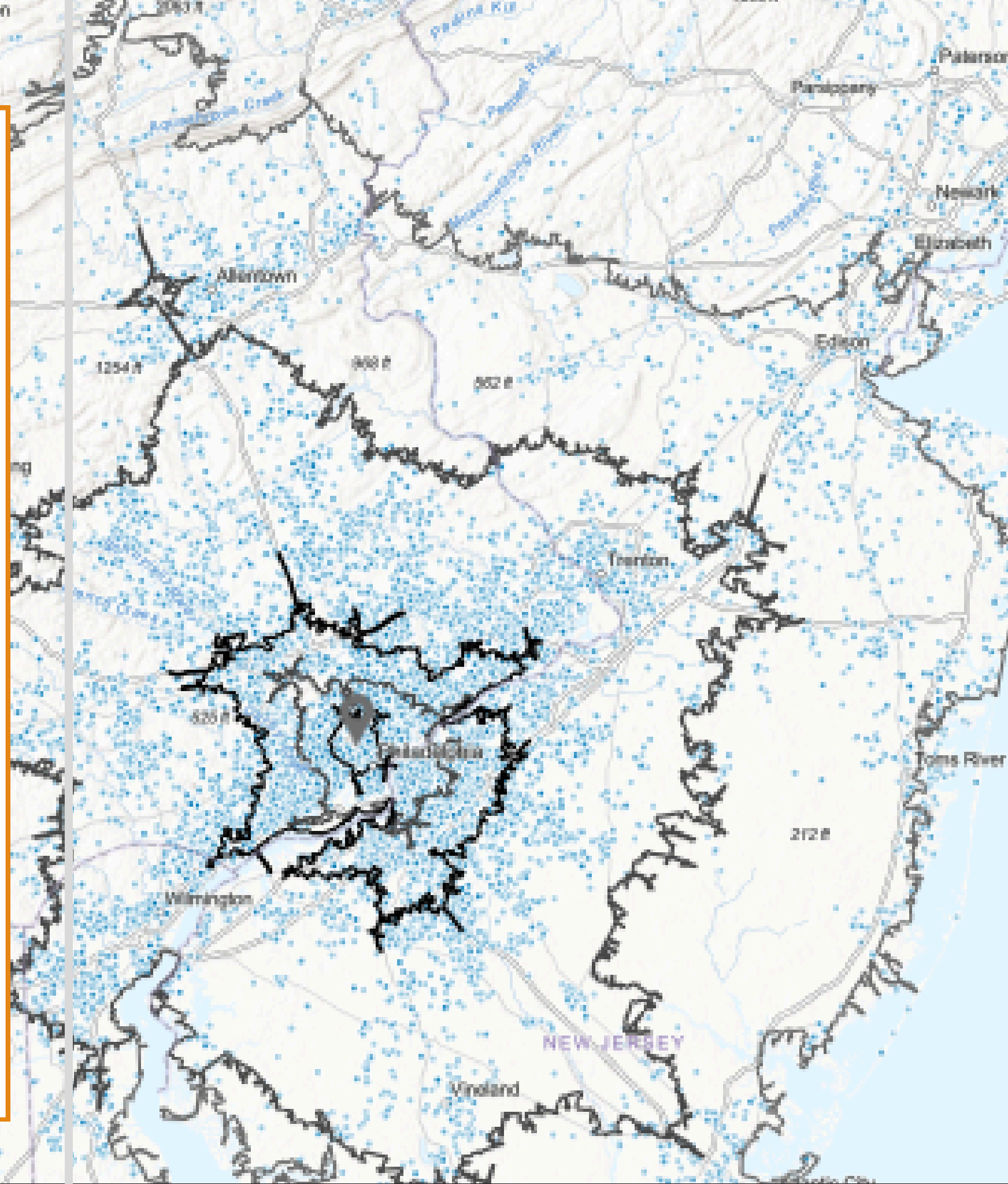
KEY MARKETS

In general, the Zoo's visitors represent the city's demographics, but there is opportunity to grow visitation from the 0 - 30 minute drive time market.



ATTENDANCE CHANGES

Attendance records show the Zoo is not at peak visitation. It should be able to attract and maintain 1.1M+ visitors annually.



BUSINESS MODEL



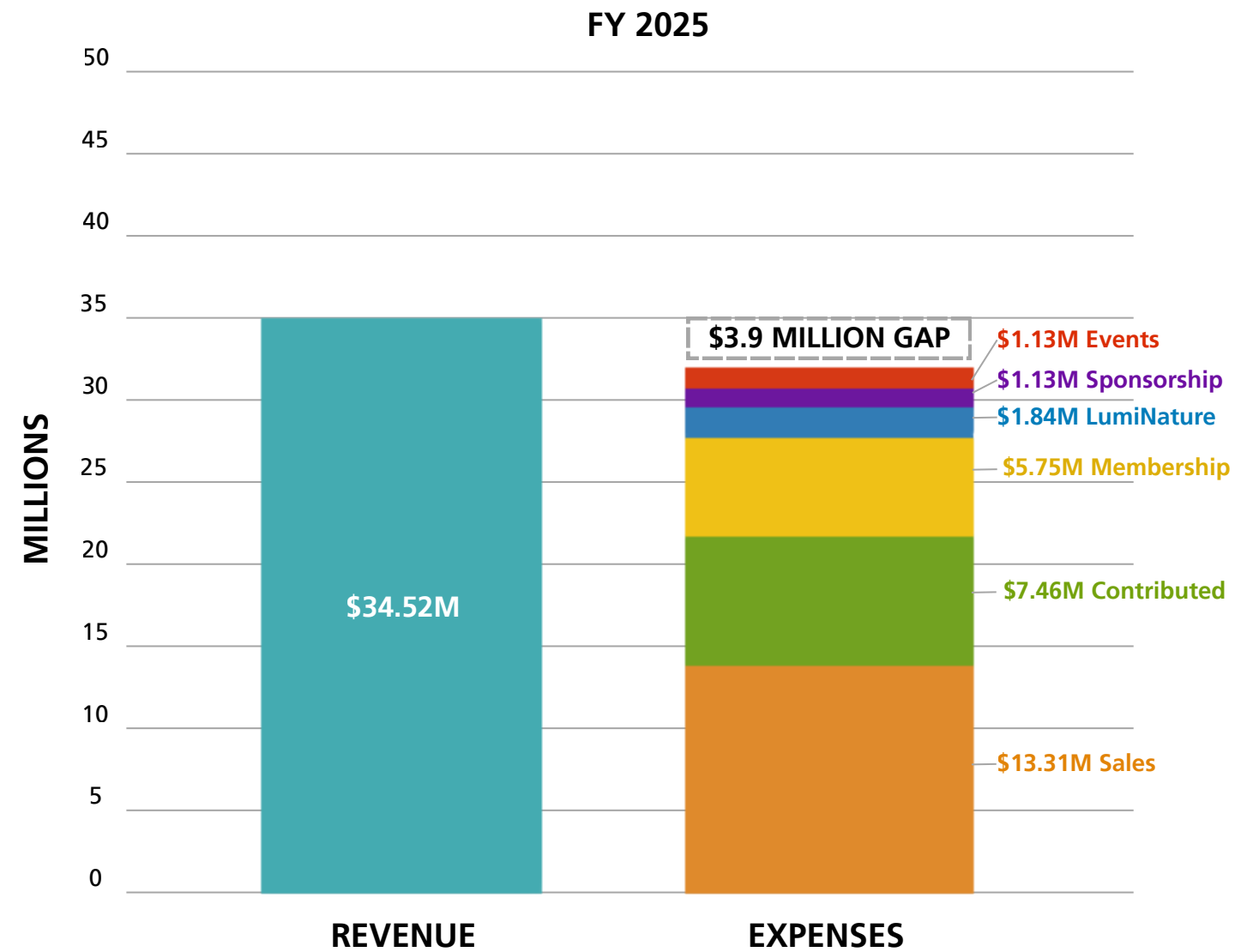
From fiscal years 2006 to 2015, Philadelphia Zoo experienced significant growth, reaching a peak of approximately 1.36 million visitors. During that period, there were substantial investments in enhancing the guest experience, and visitors were delighted with improvements such as Zoo360, which at the time was the first overhead trail system for animals in an American zoo.

Between 2015 and the present, attendance at the Zoo has diminished. Even before the pandemic, the total visitor census had begun to decline. At its core, the Zoo's financial architecture is reliant on total visitation. Without radically reimagining the fundamental business model, this will continue to be the case. Thus, the confluence of rising expenses and stagnating attendance has put pressure on the Zoo's economic stability.

WHERE WE ARE TODAY

Under today's operating model, at about 875,000 visitors, **SALES** (admissions, concessions, programs, attractions, etc.) and **MEMBERSHIP** account for 62% of operating revenues.

There was an operating deficit of about \$3.9 million during Fiscal Year 2025, and a comparable deficit of \$3.3 million in Fiscal Year 2024. Overall, total operating spending has increased by over 10% since Fiscal Year 2023.

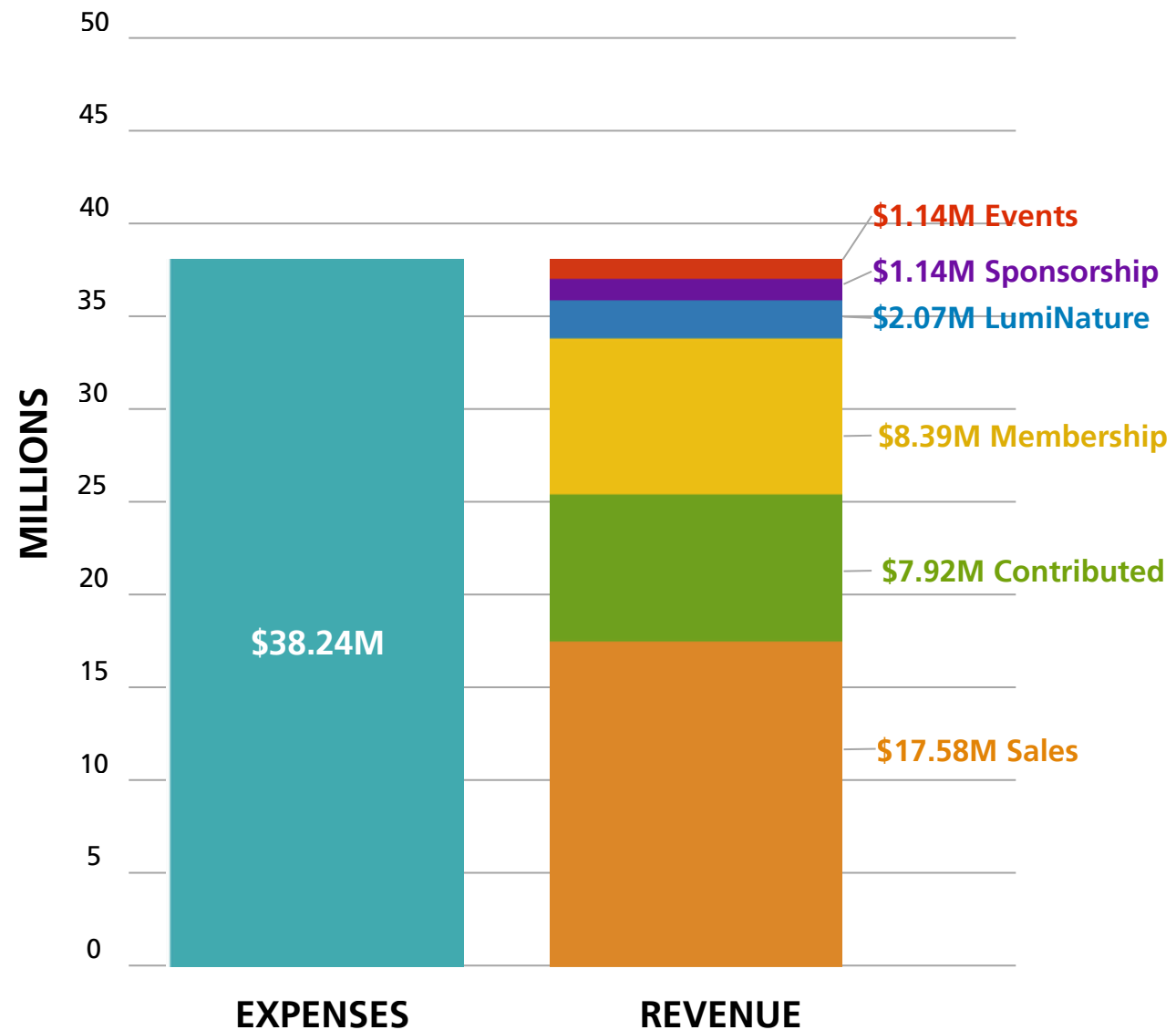


BACK TO BASELINE OPERATIONS

Assuming typical growth in most expense categories, the Zoo reaches a break-even financial posture at about 1.15 million annual guests. While this level is significantly higher than the current visitor load, it is a level that the Zoo has achieved in its recent history.

For the next three years, the Zoo's primary strategy will be to focus on the *Unforgettable Guest Experiences* Impact Area and recover to this visitor volume through smart capital investments that elevate the guest experience and improve "fit and finish" of the campus (e.g., horticulture and guest-facing infrastructure).

FY 2029 PROJECTION

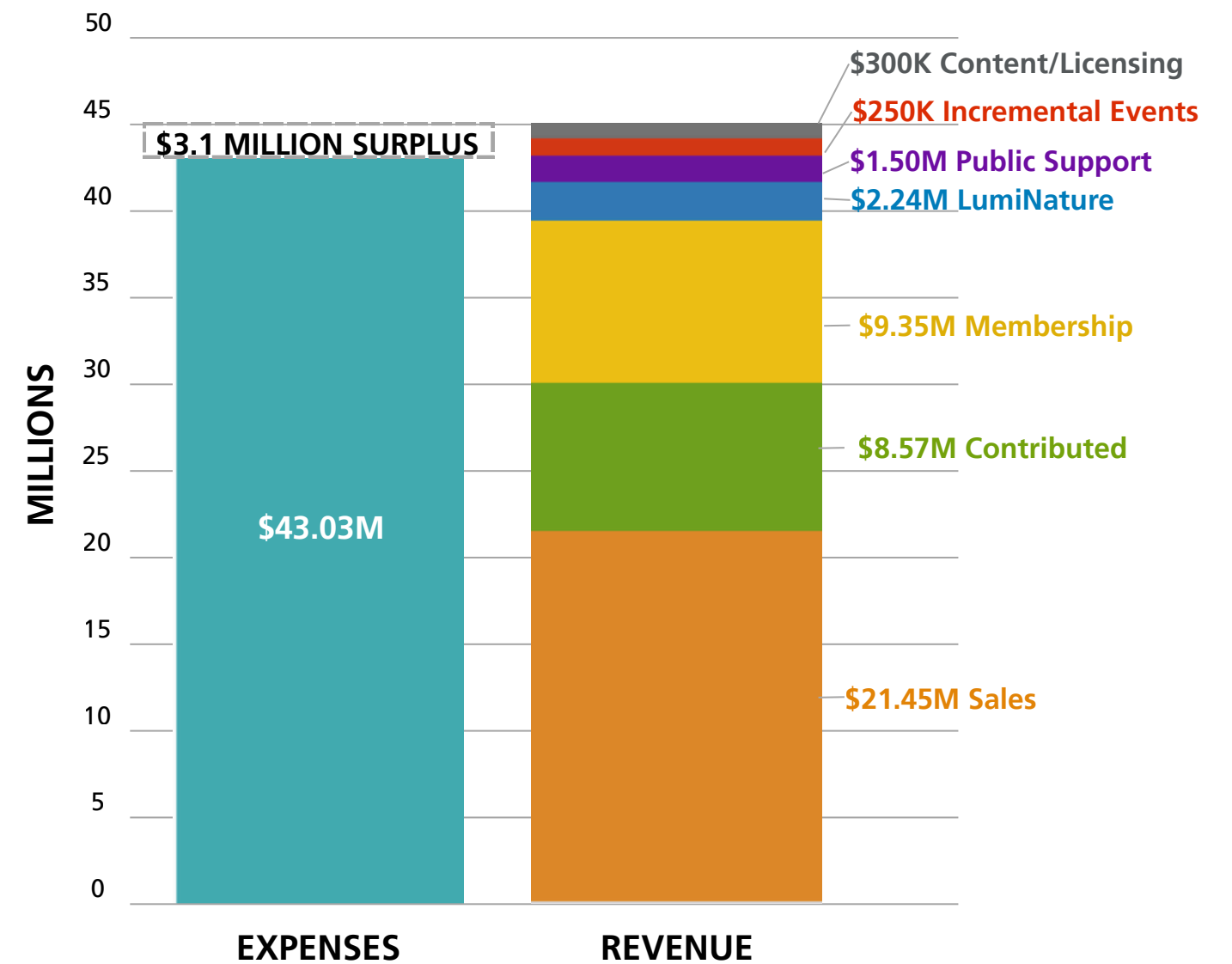


FUTURE OPPORTUNITIES

With that strong foundation in place, the Zoo can capitalize on the more ambitious aspects of the plan (e.g., licensing, public support, etc.) while maintaining a growing attendance trajectory, and it should find itself in a much more favorable financial position within seven years.

Under reasonable circumstances, we assess that the organization can operate at a surplus of about 7% within 10 years.

FY 2035 PROJECTION



BY THE NUMBERS

**1 Philadelphia
Community
Influencers
Workshop**

**16 Internal
Stakeholder
Interviews**

**5 Staff
Listening
Sessions**

**2 Blue
Ribbon
Panels**

**2 Staff &
Board
Surveys**

**Over 600
Touchpoints with
the Board, Staff,
and the
Philadelphia
Community**

**6 Board
Meetings**

**4 Pathfinder
& Innovator**

**11 External
Stakeholder
Interviews**

**6 Staff 360
Meetings & 1
Volunteer
Town Hall**

**4 Board
Business Model
Working Group
Meetings**



TIMELINE

This timeline details the anticipated phasing of our objectives and strategies. Clear and concise, it will motivate us, hold us accountable to our goals, track progress, and help us make informed adjustments over the next three years.

	YEAR 1	YEAR 2	YEAR 3
AMAZING ANIMALS			
1. Improve the wellbeing of our animals			
1.1. Develop and test integrated tools		●	
1.2. Test tools		●	
1.3. Intervention testing			●
1.4. Improve guest messaging on animal welfare			●
1.5. Share wellbeing metrics internally and externally			●
2. Create an Animal Care and Wellbeing Institute			
2.1. Identify our areas of expertise	●		
2.2. Seed funding		●	
2.3. Community-focused internship program		●	
2.4. Test wellbeing assessment tools			●
3. Create new and improved dynamic habitats and animal experiences			
3.1. 10-year phased master plan	●		
3.2. Prioritize evidence-based habitat improvements			●
UNFORGETTABLE GUEST EXPERIENCES			
1. Revitalize gardens and grounds			
1.1. Leverage for new audiences	●		
1.2. Develop fee-based tours	●		
1.3. Expand Adopt-a-Bed			●
1.4. Revamp volunteer program to include plants			●
2. Integrate transitional and connecting spaces			
2.1. Map seasonal experience journey	●		
2.2. Internal landlord programs	●		
2.3. Phase infrastructure improvements	●		
2.4. Grow investment through workforce development			●
3. Elevate the guest experience			
3.1. Create daily surprise and delight	●		
3.2. 10-year phased master plan	●		
3.3. Integrate guest service into all roles		●	
3.4. Increase volunteer program engagement		●	
3.5. Implement data-driven experiences			●
3.6. Implement innovative services			●
4. Deploy innovative technology to enhance the guest experience			
4.1. Identify areas of guest service innovation		●	
4.2. Plan for guest tech engagement			●
INNOVATIVE LEARNING AND COMMUNITY ENGAGEMENT			
1. Launch a Zoo Innovative Learning Institute			
1.1. Identify youth audiences	●		
1.2. Identify adult audiences	●		
1.3. Develop in-park guest education strategies	●		
1.4. Revamp post-secondary internship program		●	
1.5. Create a learning and engagement framework		●	
1.6. Create and test a conservation identity evaluation tool			●
2. Reinvigorate community engagement			
2.1. Develop a community engagement strategy	●		
2.2. Integrate workforce development opportunities			●
2.3. Develop key community partners			●
2.4. Community task force			●

	YEAR 1	YEAR 2	YEAR 3
CONNECTED CONSERVATION AND SCIENCE NETWORKS			
1. Increase conservation impact - global conservation framework			
1.1. Establish a conservation committee	●		
1.2. Develop conservation strategy		●	
1.3. Revise conservation decision matrix		●	
1.4. Increase species populations		●	
1.5. Conservation strategy implementation			●
1.6. Involve staff in conservation work			●
2. Create a Regional Wildlife Resource Network			
2.1. Map regional conservation assets and gaps		●	
2.2. Build local partnerships		●	
2.3. Establish network			●
2.4. Engage the public			●
3. Develop a collection/species plan			
3.1. Increase AZA SAFE participation	●		
3.2. Link conservation plan, partners, and guests		●	
3.3. Foster empathy and action for animals/conservation		●	
4. Increase STEM impact			
4.1. Develop research questions and partners		●	
4.2. Engage partners in Zoo visit and human health research		●	
4.3. Build a research "institute" with key partners			●
4.4. Position Zoo as leading regional voice on wildlife			●
UNITED TEAM AND CULTURE			
1. Create a cohesive culture			
1.1. Create and execute onboarding plan	●		
1.2. Create and execute wellness plan	●		
2. Foster accountable people leaders			
2.1. Complete team performance reviews and check-ins	●		
2.2. Implement leadership 360 reviews	●		
3. Create an internal Zoo U			
3.1. Develop management courses	●		
3.2. Create leadership courses	●		
3.3. Integrate into Zoo U platform		●	
4. Become the top desired employer			
4.1. Ensure benefits offerings			●
4.2. Staff engagement in industry organizations			●
4.3. Identify external "great place to work" recognition			●
STRATEGIC FINANCIAL GROWTH			
1. Grow guest-based revenue by \$5M over FY26 baseline in 3 years			
1.1. Develop audience understanding	●		
1.2. Develop market strategy	●		
1.3. Evaluate and implement market strategy	●		
1.4. Evaluate and improve onsite revenue	●		
2. Cultivate and secure public/private funding increase by 30% to advance the Zoo's five impact areas			
2.1. Cultivate relationships with political stakeholders	●		
2.2. Communicate economic impact study	●		
2.3. Strengthen relationships with other culturals and partnerships		●	
2.4. Increase campaign target		●	
3. Nurture new business concepts and funding streams that will generate consistent \$550K			
3.1. Convene think tank to generate new ideas	●		
3.2. Identify partners, strategy, goals, and timelines for launch		●	
4. Ensure long-term financial stewardship			
4.1. Develop a multi-year business plan with contingencies	●		
4.2. Evaluate capital investments	●		
4.3. Improve operational efficiencies	●		
4.4. Evaluate program ideas against ROI	●		

ACKNOWLEDGMENTS

This strategic plan is a reflection of Philadelphia Zoo's unique purpose and community, and a testament to our bright future. Thank you to the staff and Board of Directors who contributed time and expertise to this project.

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