Request for Proposal - Overview

Media and Creative Agency Services

Wilder Institute and the Wilder Institute's Calgary Zoo

November 9, 2026

Table of Contents

1. INTRODUCTION AND ORGANIZATIONAL OVERVIEW 3

1.1 The Opportunity 4

1.2 About Wilder Institute 5

1.3 About Wilder Institute's Calgary Zoo 6

1.4 One Wild Future: Our Strategic Direction 6

2. PURPOSE AND OBJECTIVE OF THE RFP 7

2.1 Purpose 7

2.2 Objectives 7

2.3 Scope of the Agency Partnership 8

3. SCOPE OF SERVICES 9

3.1 Creative Agency Services 9

3.2 Media Services 11

3.3 Integrated Media and Creative Collaboration 13

4. BUDGET AND FINANCIAL FRAMEWORK 13

5. AGENCY PARTNERSHIP AND GOVERNANCE 13

5.1 Partnership Model 13

5.2 Account Management and Communication 13

6. RFP PROCESS AND SUBMISSION REQUIREMENTS 14

6.1 Schedule of Events 14

7. PROPOSAL FORMAT AND REQUIRED CONTENT 14

7.1 Proposal Overview 15

7.2 Agency Experience and References 15

7.3 Proposed Team and Organizational Structure 15

7.4 Strategic Understanding and Approach 16

7.5 Methodology 16

7.6 Case Studies 16

7.7 Initial-Year Approach and Centennial Planning 17

8. EVALUATION CRITERIA 17

9. EXPRESSION OF INTEREST 18

1. INTRODUCTION AND ORGANIZATIONAL OVERVIEW

Please Note: An appropriate budget has been allocated to support the scope, objectives, and expected outcomes of this RFP. Additional details will be shared with interested agency proponents upon receipt of an email request to rfp@calgaryzoo.com.

The Wilder Institute and Wilder Institute's Calgary Zoo (collectively referred to in this RFP as "Wilder") is seeking a strategic agency partner to deliver creative and media services that support brand growth, audience engagement, revenue generation, conservation goals. This includes the planning and execution of a campaign celebrating Wilder Institute's Calgary Zoo's centennial in 2029, as well as a national campaign supporting Wilder's conservation ambitions in an increasingly crowded conservation space, where standing out, building meaningful connections with audiences and demonstrating a distinct and compelling impact are more important than ever. The successful proponents will demonstrate the ability to develop distinct yet complementary strategies for both while providing a cohesive, data-driven approach across strategy, creative, media planning and buying, measurement, and reporting. Wilder welcome proposals from individual agencies or collaborative agency partnerships that bring together the expertise and capabilities required to deliver the services in this RFP effectively.

Preference will be given to a single-lead agency that can provide and coordinate the required creative and media services through one integrated agency relationship. Wilder recognizes that specialized expertise may be required across certain disciplines and welcome proposals that incorporate specialist partners or providers where they add value and strengthen the overall offering.

Below is an overview of timelines and the term of this RFP:

- **RFP Overview Issued:** November 9, 2026
- **Request Full RFP Package Deadline:** November 13, 2026
- **Full RFP Package Shared:** November 16, 2026
- **Deadline for Agency Questions:** November 27, 2026
    - **Wilder's Answers Delivered:** December 4, 2026
- **Proposal Submission Deadline:** December 18, 2026
- **Proponent Interviews:** January 4 - 15, 2027
- **Anticipated Contract Commencement:** February 2027
- **Contract Term:** February 2027 to December 31, 2030

1.1 The Opportunity

Wilder is seeking an experienced, strategic, and collaborative agency partner to provide integrated media and creative services.

The successful proponent will support ongoing marketing, brand development, audience engagement, revenue generation, and conservation initiatives across both the Wilder Institute's brands, including the Wilder Institute's Calgary Zoo. This partnership will also play a critical role in the planning and execution of integrated marketing campaigns leading up to and throughout the Wilder Institute's Calgary Zoo Centennial celebration in 2029.

The Wilder are seeking a partner that brings together strategic insight, creative excellence, media planning and buying expertise, and data-driven decision-making, with a proven track record of delivering measurable results. The selected agency must demonstrate the ability to strengthen and differentiate each of the Wilder's sub-brands and unique brand strategy while identifying opportunities to align audiences, storytelling, and shared objectives through a cohesive and integrated marketing approach.

While closely connected and falling under a branded house approach, the Wilder Institute and Wilder Institute's Calgary Zoo serve different audiences and advance complementary, yet distinct objectives, requiring strategies that respect and strengthen the unique role of each entity. The agency must be capable of understanding these distinctions and developing tailored approaches for each, while recognizing the opportunities that arise from their shared commitment to a future where people and wildlife thrive together.

The work spans multiple departments across Wilder and the Brand and Public Relations Team will serve as the central internal hub, ensuring a cohesive, consistent, and strategically aligned approach. The successful proponent will work collaboratively with internal marketing, communications, conservation, fundraising, visitor experience, commercial, and other relevant teams to translate organizational priorities into effective campaigns across paid, owned, and earned channels.

Wilder's preference is to establish a partnership with a single agency that can provide and manage both media and creative services under one contractual agreement. We recognize the specialized requirements in this RFP of Media and Creative, and proponents may choose to partner with other agencies or specialist providers to deliver the required scope. The agencies must demonstrate a clear approach to coordinating the required services, with defined roles and responsibilities across all participating agencies or partners. Preferences will be given to proposals that demonstrate strong collaboration across disciplines, an integrated approach to strategy, creative, media, measurement, and reporting, and a seamless efficient working relationship with Wilder.

1.2 About Wilder Institute

The Wilder Institute works across Canada and around the world to safeguard wildlife and the ecosystems we all depend on. We bring together science, Indigenous and local knowledge, and community partnerships to create conservation solutions that work for wildlife and people.

For more than 30 years, the Wilder Institute has been a leading authority on wildlife conservation, reintroducing threatened species to the wild and empowering communities to conserve natural resources for the benefit of both the environment and local inhabitants.

While our work is global, our roots run deep in the Alberta conservation community. Sitting on 330 acres in the Alberta prairies, we operate Canada's largest conservation breeding and research facility, the Archibald Biodiversity Centre, dedicated to the return of species at risk to the wild.

Building on this legacy of conservation leaderships, the Wilder Institute developed the Wilder Canada Action Plan (WCAP), a comprehensive, whole-of-society approach to scaling up targeted conservation translocation action for Canada’s imperiled species. Representing the largest coordinated approach to species recovery in Canadian history, WCAP is our commitment to advancing national and global biodiversity goals, closing the implementation gap for species requiring targeted action.

As our conservation impact continues to grow, our brand has evolved to better reflect the full scope of our work. In 2026, the Wilder Institute adopted a branded house architecture, positioning the Wilder Institute as the parent brand for a portfolio of sub-brands, including the Wilder Institute’s Calgary Zoo. This evolution creates greater clarity, consistency, and alignment across the organization while reinforcing our shared mission to conserve wildlife and restore biodiversity.

The Wilder Institute brand is focused on advancing national and global conservation efforts, creating awareness, engagement, and support for our work. However, building brand recognition presents a unique challenge. We operate in a highly competitive conservation landscape alongside well-established organizations, while the Wilder Institute brand remains relatively new and has limited awareness and equity both within Calgary and in broader national and international markets. The opportunity is to establish a distinctive, credible, and compelling presence that differentiates the Wilder Institute and strengthens its reputation as a leader in conservation impact.

1.3 About Wilder Institute's Calgary Zoo

Falling under the Wilder Institute brand, the Wilder Institute's Calgary Zoo is an internationally accredited zoo located in Calgary, Alberta, and operated by the Wilder Institute. It is recognized by the World Association of Zoos and Aquariums (WAZA) and the Association of Zoos & Aquariums (AZA) for world-class animal care and habitat design, and is proudly the most visited Zoo in Canada.

Across 125 acres, the Zoo includes animal habitats, restaurants, retail and seasonal concessions, playgrounds, banquet and corporate meeting facilities, veterinary services, classrooms, and administrative offices.

The Zoo is a major visitor attraction and community institution, welcoming more than 1.5 million visitors annually from around the world. Approximately one-third of Calgarians visit each year, and the Zoo has more than 90,000 members. Its workforce includes more than 1,000 staff and volunteers.

As one of Western Canada's leading visitor attractions, the Wilder Institute's Calgary Zoo has built a highly recognized and trusted brand with strong market positioning across Calgary, Alberta, and Western Canada. Nearly a century of operations has established significant brand awareness, community affinity, and visitation demand, making the Zoo one of the region's most prominent leisure, tourism, and family destinations.

While the Zoo is best known as a premier visitor experience, it also maintains leadership in animal welfare, conservation, education, and environmental stewardship. The Wilder Institute's Zoo's Centennial in 2029 represents a significant opportunity to celebrate its history, strengthen community relationships, engage new and existing audiences, and build momentum for its future.

Marketing activities support a diverse range of objectives, including attendance, membership acquisition and retention, seasonal experiences, events, food and retail revenue, commercial bookings, and public engagement with wildlife conservation.

1.4 One Wild Future: Our Strategic Direction

In 2024, Wilder established their strategic priorities, which were launched in 2026 under the **One Wild Future** brand and strategic platform. The priorities in the strategy form the foundation of Wilder’s five-year strategic plan and provide a common direction for their work and external communications.

One Wild Future expresses a vision of a future where people and wildlife thrive together. It’s supported by six strategic priorities:

- Celebrate our Centennial.

- Evolve the Zoo.
- Mobilize people.
- Grow our conservation impact.
- Strengthen capacity.
- Transform workplace culture.

The selected agency will understand and support the Wilder strategic priorities through an integrated marketing approach.

2. PURPOSE AND OBJECTIVE OF THE RFP

2.1 Purpose

The purpose of this RFP is to identify an agency partner, or agency partnership, capable of providing both media and creative services under a Master Services Agreement (MSA).

The successful proponent(s) will serve as a strategic and collaborative partner, bringing together expertise in integrated marketing, brand development, audience engagement, creative execution, and performance measurement to support Wilder's strategic priorities and objectives.

2.2 Objectives

This partnership is intended to advance the strategic priorities of Wilder through integrated media, creative, and communications services. The successful proponent will help strengthen brand awareness, engage priority audiences, deliver measurable outcomes, and build momentum toward the Wilder Institute's Calgary Zoo 2029 Centennial through a collaborative, innovative, and results-driven approach.

- **Deliver integrated brand campaigns for the Wilder Institute:** Develop and execute distinct, insight-driven, national campaigns for the Wilder Institute and the Wilder Institute's Calgary Zoo that advance organizational priorities, strengthen brand positioning, and demonstrate the agency's ability to manage the unique objectives, audiences, and market realities of both brands.
- **Establish a strategic foundation for long-term brand growth:** Develop audience, brand, creative, and media strategies that support the continued growth of the Wilder Institute brand while reinforcing the strong market position of the Wilder Institute's Calgary Zoo.

- **Strengthen brand awareness, relevance, and affinity:** Build meaningful connections with priority audiences while maintaining and enhancing each sub-brands distinct identity, mandate, and value proposition.
- **Advance organizational priorities:** Align marketing and communications initiatives with the One Wild Future platform and Wilder's strategic priorities.
- **Reach and engage priority audiences effectively:** Provide strategic media planning and buying services that leverage audience insights, channel expertise, and performance data to maximize reach, engagement, and organizational impact.
- **Develop compelling and differentiated creative:** Develop strategically informed creative that reflects the brands, resonates with priority audiences, and supports measurable organizational outcomes.
- **Drive measurable results:** Support organizational objectives through integrated marketing and communications efforts that strengthen brand health, increase visitation, grow membership, drive donations and fundraising, boost event attendance, build conservation awareness, and deepen audience engagement.
- **Build toward the 2029 Centennial:** Develop a strategic and creative roadmap that creates sustained momentum leading into the zoo's Centennial celebration.
- **Build a national campaign for Wilder Institute:** Develop and deliver a strategic plan that elevates Wilder Institute's Conservation goals in support of WCAP.
- **Create an integrated agency partnership:** Ensure media strategy, creative development, audience insights, campaign execution, are coordinated and inform one another throughout the engagement, regardless of proposed agency structure.
- **Improve efficiency and accountability:** Establish clear processes, transparent costs, effective governance, and consistent reporting across Wilder. Ensure the proposed service delivery model minimizes unnecessary administrative complexity and duplicated services and management costs.
- **Support innovation and change:** Proactively explore emerging platforms, technologies, audience behaviours, creative formats, and media opportunities that offer meaningful value as a forward-thinking strategic partner.

2.3 Scope of the Agency Partnership

Wilder's preference is to establish a partnership with a lead agency to provide and coordinate the combined scope of services in this RFP. Proponents may demonstrate capability across both disciplines through integrated internal teams, agency partnerships, specialist divisions, or disclosed and approved subcontractor relationships. Regardless of the proposed model, Wilder expects a coordinated approach, clearly defined roles and responsibilities and transparent financial management. Proponents must identify how

services will be coordinated across disciplines, including the approach to communication, collaboration and reporting.

The scope is divided into two primary service areas below and detailed in the Scope of Services:

1. **Creative Agency Services**
2. **Media Agency Services**

Media and creative services must work together to support the same goals, informed by shared audience insights, coordinated planning, and consistent measurement.

Wilder reserves the right to determine the allocation of specific projects, budgets, channels, and deliverables throughout the contract term.

3. SCOPE OF SERVICES

3.1 Creative Agency Services

The selected agency will provide strategic and creative services that strengthen the Wilder brands, bring their strategic priorities to life, and deliver engaging and effective marketing communications.

The selected agency will serve as a strategic creative partner to the Wilder brands, providing the following services:

- **3.1.1 Brand Strategy & Management**
    - The agency will demonstrate how it has successfully managed and evolved comparable brands, including its approach to strengthening brand awareness, improving differentiation, maintaining consistency across audience touchpoints, and driving long-term brand growth across all of Wilder's sub-brands.
- **3.1.2 Creative Strategy & Campaign Development**
    - The agency will demonstrate, through relevant case studies and examples, its experience developing insight-driven creative strategies and integrated campaigns that align with business objectives, engage target audiences, and deliver measurable results across multiple channels and markets both locally and nationally.

- **3.1.3 Design & Creative Production**
    - The agency will demonstrate its experience developing and producing integrated creative assets across channels while maintaining quality, consistency, and efficiency.
- **3.1.4 Content and Storytelling**
    - The agency will provide examples of how it has used storytelling and content to build audience engagement, communicate complex issues, and advance the goals of mission-driven organizations.
- **3.1.5 Integrated Campaign Execution**
    - The agency will demonstrate its experience developing and executing integrated campaigns that align creative and media strategies, optimize performance across channels, and deliver measurable results.
- **3.1.6 Centennial Creative Development & Execution**
    - The agency will provide examples of how it has developed strategic creative platforms that connect organizational heritage, current impact, and future vision to build sustained audience engagement and participation.
- **3.1.7 Creative Governance & Brand Stewardship**
    - The agency will demonstrate its experience establishing effective creative governance and brand management processes that ensure quality, consistency, efficiency, and collaboration across teams, stakeholders, and delivery partners.
- **3.1.8 Creative Deliverables**
    - The agency will demonstrate its ability to develop strategic creative deliverables, including campaign concepts, messaging frameworks, creative toolkits, and optimization recommendations that enable successful campaign execution. Proponents must identify which services are included in their proposed agency fees, and which require separate production, licensing, talent, or third-party costs.
- **3.1.9 The Wilder Canada Action Plan (WCAP)**
    - The agency will develop a creative and storytelling approach that builds awareness, drives engagement, and inspires collective action by clearly communicating WCAP's vision, priorities, and conservation impact. This may include strategic positioning, campaign concepts, milestone

communications, and engagement tools that inspire action among partners, funders, and the public.

Full details of each service area are outlined in the complete RFP package and will be shared with interested agency proponents upon receipt of an email request to rfp@calgaryzoo.com.

3.2 Media Services

The selected agency will act as the strategic media partner, providing planning, buying, optimization, measurement, and reporting services that support awareness, engagement, visitation, fundraising, membership growth, and other organizational objectives.

The selected agency's services will include:

- **3.2.1 Media Strategy & Planning**
    - Developing data-driven media strategies that align with organizational objectives, reach priority audiences, optimize investment across channels, and deliver measurable results both locally and nationally.
- **3.2.2 Media Buying & Campaign Activation**
    - Planning, negotiating, purchasing (locally and nationally), and optimizing media across multiple channels, leveraging strong buying relationships and strategic expertise to maximize reach, performance, and return on investment.
- **3.2.3 Digital Media & Performance Marketing**
    - As performance objectives may vary by campaign and could include ticket sales, membership acquisition, donations, event registrations, or other measurable actions, proponents should describe how they will balance short-term performance outcomes with longer-term brand building and audience development at both the local and national scale.
- **3.2.4 Brand Awareness & Audience Development**
    - Developing and measuring brand awareness and audience growth strategies that strengthen brand affinity, expand reach, attract new audiences, and support long-term organizational objectives.

- **3.2.5 Audience Research & Insights**
    - Leveraging audience research, market intelligence, and performance data to develop actionable insights that improve targeting, optimize investments, identify growth opportunities, and enhance campaign effectiveness.
- **3.2.6 Media Optimization & Performance Management**
    - Proponents should provide examples of how they use ongoing optimization, testing, and performance analysis to improve campaign effectiveness and business outcomes.
- **3.2.7 Analytics, Attribution & Reporting**
    - Proponents should outline their approach to measuring return on investment and distinguishing correlation from demonstrated incremental impact. Reporting should include clear explanations of what the data means, what decisions should follow, and how findings will inform subsequent campaigns.
- **3.2.8 Media Measurement and Testing**
    - Measuring campaign success, testing new opportunities, and translating insights into recommendations that improve future performance.
- **3.2.9 Media Strategy for the 2029 Centennial**
    - Proponents are expected to demonstrate how they would balance Centennial-specific investment with ongoing marketing needs and avoid diverting resources from essential year-round campaigns without an agreed strategic rationale.
- **3.2.10 Media Governance, Transparency & Accountability**
    - All applicable rebates, credits, commissions, and other financial benefits arising from Wilder's media investments must be disclosed in accordance with the final contractual arrangement. Wilder expect clear visibility into how their budgets are spent and how agency compensation is calculated.
- **3.2.11 Media Deliverables**
    - All media commitments and expenditures must be subject to Wilder's approval processes. Proponents must clearly identify the services included in their proposed fees, and all additional charges associated with buying, technology, reporting, research, and third-party services.

Full details of each service area are outlined in the complete RFP package and will be shared with interested agency proponents upon receipt of an email request to rfp@calgaryzoo.com.

3.3 Integrated Media and Creative Collaboration

Media and creative services will be evaluated separately in this RFP. Proponents must demonstrate how their team, including any partner agencies, will work collaboratively to deliver integrated strategy, creative, media, measurement, and reporting while providing seamless and efficient client experience.

4. BUDGET AND FINANCIAL FRAMEWORK

Please Note: An appropriate budget has been allocated to support the scope, objectives, and expected outcomes of this RFP. The complete RFP package with additional details, including the available budget and evaluation criteria, will be shared with interested agency proponents, who submitted a request to rfp@calgaryzoo.com by November 13, 2026, on November 16, 2026.

5. AGENCY PARTNERSHIP AND GOVERNANCE

5.1 Partnership Model

The successful proponent(s) will act as a strategic partner providing coordinated Media and Creative services in support of their respective objectives and shared strategic priorities.

The agency must demonstrate the ability to work collaboratively with internal teams and stakeholders across Wilder while maintaining clear accountability, efficient workflows, and consistent service delivery.

Proponents may propose an integrated agency model or a model involving agency partners, specialist partners or subcontractors. In all cases, the lead proponent will be accountable for overall service delivery, coordination, and performance.

5.2 Account Management and Communication

The agency will establish a clear account management structure, including designated leads for Media and Creative services, senior oversight, and day-to-day account and project management. Proponents will outline their approach to:

- Account leadership, communication, and stakeholder management.
- Project planning, workflow management, and approvals.
- Coordination of media planning, creative development, production, and campaign execution.
- Budget tracking, forecasting, and financial reporting.
- Issue escalation, risk management, and resolution.
- Collaboration with internal teams and external suppliers.
- Onboarding, including the review of existing brand materials, marketing plans, media activity, campaign performance, systems, suppliers, and reporting processes.

6. RFP PROCESS AND SUBMISSION REQUIREMENTS

6.1 Schedule of Events

The schedule below reflects the anticipated timelines at the time of this RFP's release. Wilder reserves the right to adjust these dates as needed, including in response to the volume of submissions or scheduling considerations during the holiday season. Proponents will be notified of any timeline changes.

Milestone	Date
RFP Overview Issued	November 9, 2026
Request Full RFP Package Deadline	November 13, 2026
Deadline for Questions	November 27, 2026
Wilder's Answers Delivered	December 4, 2026
Proposal Submission Deadline	December 18, 2026
Proponent Presentations or Interviews *(if applicable)*	January 4 - 15, 2027
Preferred Proponent Selection	January 29, 2027
Anticipated Commencement of Services	February 2027

7. PROPOSAL FORMAT AND REQUIRED CONTENT

Proponents must organize their submissions according to the following structure to support a consistent evaluation process. Responses should be concise, clearly presented, and directly address the requirements of this RFP.

Proposals must not exceed 30 pages in total, regardless of whether pages are single or double-sided. Content beyond the 30-page limit will be excluded from the evaluation.

7.1 Proposal Overview

Provide an executive summary outlining the proposed partnership, services, and key strengths of the agency.

- Provide a summary of the services to be provided.
- Provide a general overview of the company, its structure, size and capability to perform the work.
- Include the name, telephone number and email address of the contact person for the proposal, who must have the authority to answer questions about it.
- Must be signed by an authorized person who can legally bind the bidder to the statements made in the response to this RFP.

7.2 Agency Experience and References

Demonstrate relevant experience delivering scope of services comparable to those outlined in this RFP.

Highlight recent, relevant project experience that shows your suitability for this scope of work. Provide a minimum of three references for relevant projects, with contact names and project details.

7.3 Proposed Team and Organizational Structure

Identify the proposed team members responsible for delivering the RFP work, including their roles, relevant experience, responsibilities, and anticipated level of involvement. This should include identifying the designated account lead and the individuals responsible for Media and Creative services.

Disclose any proposed agency partnerships, subcontractors or specialist partners, including their responsibilities and relevant qualifications. Explain how the team will maintain continuity, accountability, and effective collaboration throughout the contract term.

7.4 Strategic Understanding and Approach

Demonstrate an understanding of the Wilder Institute and the Wilder Institute's Calgary Zoo distinct identities, audiences, objectives, and shared strategic priorities. Address how the agency will:

- Support One Wild Future and its six strategic priorities, including national exposure for WCAP.
- Maintain distinct brand identities while identifying opportunities for alignment.
- Connect conservation storytelling, revenue generation, visitor experiences, membership, fundraising, and audience engagement.
- Integrate Media and Creative strategy into coordinated campaigns.
- Balance ongoing marketing requirements with longer-term initiatives.
- Build awareness and engagement leading into the zoo's Centennial in 2029.

Identify key opportunities, considerations, and information requirements that would inform the agency's initial strategic planning.

7.5 Methodology

- **Creative Services:** Describe the proposed approach to brand stewardship, creative strategy, campaign development, design, content, and production. Include examples demonstrating how the agency delivers distinctive, effective creative work aligned with organizational objectives.
- **Media Services:** Describe the proposed approach to media strategy, planning, buying, activation, optimization, and measurement. Identify core capabilities, relevant platforms and channels, and any services delivered through external partners.
- **Integrated Services:** Explain how Media and Creative teams or agency partners will collaborate from initial briefings through campaign evaluation.

7.6 Case Studies

Include a minimum of two (2) case studies demonstrating the services required for this RFP, such as growing brands both locally and nationally, brand tracking, concept or message testing, and member or donor campaigns, attraction ticket and revenue growth. Case studies from zoo, attraction, conservation, tourism or non-profit sectors are of particular interest that were in established local markets as well as less established national markets. Case studies should focus on covering the items in section "2.2 Objectives" of this RFP.

Case Study Cost Breakdown:

For at least one relevant case study submitted as part of the proposal, proponents must provide an overview of the project budget and associated costs, including agency fees, estimated hours and resources by role, creative development and production costs, media planning and buying fees, media spend, and any third-party or subcontractor costs.

Proponents should describe how the work was organized, which resources were involved, and whether the work was delivered through internal teams or external partners. If project costs cannot be shared due to client confidentiality, anonymized or representative figures are acceptable.

All pricing information should be transparent and detailed to allow Wilder to compare proposals on an equivalent basis. Agency fees, media spend, production costs, third-party expenses, and any other anticipated costs should be shown separately.

The lowest-priced proposal will not necessarily be selected. Wilder will evaluate pricing in relation to quality, capability, efficiency, accountability, and overall value, including the proposed allocation of resources and the cost-effectiveness of the overall service delivery model.

7.7 Initial-Year Approach and Centennial Planning

Include your approach to onboarding, discovery, assessment of existing activities, strategic planning, campaign development, reporting, and opportunities for early improvements.

The successful proponent should recognize that onboarding is expected to begin in February 2027, with planning and execution timelines that enable key campaigns to be launched by April 2027. Proponents should demonstrate their ability to transition quickly, establish effective working relationships, and deliver strategic and tactical support within this accelerated timeframe.

Additionally, describe how the agency would begin developing a multi-year roadmap for the Wilder Institute's Calgary Zoo 2029 centennial campaign while continuing to support ongoing marketing priorities, campaigns, and organizational objectives.

8. EVALUATION CRITERIA

The complete RFP package with additional details, including the available budget and evaluation criteria, will be shared with interested agency proponents, who submitted a request to rfp@calgaryzoo.com by November 13, 2026, on November 16, 2026.

9. EXPRESSION OF INTEREST

Expression of interest or submission of a proposal does not create any contractual relationship between Wilder Institute or Wilder Institute's Calgary Zoo and any proponent unless and until a formal written agreement has been executed.