

**CITY OF BLOOMINGTON**

**CITY COUNCIL WORK SESSION**

**109 E. OLIVE STREET**

**MONDAY, AUGUST 27, 2012, 5:55 P.M.**

Miller Park Zoo Master Plan Funding Alternatives (*30 minutes*)

*Adjourn 6:25 p.m.*

TO: Mayor Stockton and City Council  
cc: David A. Hales, City Manager  
cc: Barbara J. Adkins, Deputy City Manager

FROM: John Kennedy, Director of Parks, Recreation and Cultural Arts

SUBJECT: Miller Park Zoo Master Plan Funding Alternatives Presentation Work Session for August 27, 2012

**BACKGROUND:** On September 12, 2011 City Council approved a \$126,230 contract with WDM Architects to prepare a master plan for Miller Park Zoo. The Miller Park Zoological Society (MPZS) agreed to fund \$116,230 for this master plan, with the remaining \$10,000 funded within the Miller Park Zoo's operating budget. A Master Plan is needed for the Miller Park Zoo to demonstrate a roadmap for what the facility will look like over the next twenty years. The purpose of the master plan will be to provide a tool for future facility development that provides a dynamic vision and realistic plan for improvement. The Zoo seeks to develop a viable plan for facility and program development that encompasses the most current zoo trends and best practices that will enhance the guest's experience and enhance the Zoo's conservation and education programming.

A very important aspect in the success of Miller Park Zoo is its accreditation status with the Association of Zoos and Aquariums (AZA). Miller Park Zoo has been AZA-accredited since 1978 and goes through a thorough review process every five (5) years. Being accredited is the only way the Zoo can house many of its featured animals and assures that the management practices meet the highest standards within the industry. Without the accreditation Miller Park Zoo would most likely not be able to have such a diverse and interesting animal collection. For FY 2012 the City Council approved funding for a Zoo Curator position in order to satisfy one of the findings in the AZA Accreditation report. Another concern of the AZA was the lack of a Master Plan. Completing a Master Plan will greatly improve the Zoo's ability to recertify its accreditation during its upcoming review in 2012.

On July 9, 2012 the City Council heard a presentation on the Draft Miller Park Zoo Master Plan. A business plan was distributed to the City Council later in July. This business plan included pro forma projections, a draft schedule and budget along with recommendations for both the City and the Miller Park Zoological Society.

Tonight's presentation will focus on various funding alternatives available to implement the Zoo Master Plan. There is no one common funding method used for zoo capital improvement plans throughout the country. The presentation will go through a variety of funding alternatives for Council consideration.

## Funding Sources:

---

- Alternatives for capital support of Zoo Master Plan:
  - 100% funded by public tax dollars
    - Examples include: Fresno Zoo (property tax); El Paso Zoo (bonding)
    - Could be supported by bonding or taxing initiative; larger funding program could support other City or parks projects in addition to the Zoo
    - Demonstrates City commitment to important asset, attraction, and quality-of-life amenity
    - Could take time to identify or implement funding mechanisms
    - Political climate may not be ideal for new taxes
  - 100% funded by private contributed support
    - Examples: Peoria Zoo; Houston Zoo; Fort Wayne
    - Enlists community support to improve a local attraction
    - Miller Park Zoo Society doesn't have track record to raise large sums of money
    - Private donors may be unwilling to invest in a City asset, particularly 'unsexy' infrastructure projects
    - Time to raise full project costs could be long given need to ramp up and amount of money that needs to be secured

## Funding Sources:

---

- Alternatives for capital support of Zoo Master Plan:
  - 50/50 split between private and public
    - Examples: Cleveland Metroparks Zoo's Elephant exhibit; half of \$25M project cost was raised privately
    - Provides a more balanced approach to funding; demonstrates true public private partnership; an equal partnership to support a City asset which benefits the whole region
    - Shows City is committed to project; City dollars can leverage private support
  - 75/25 (or some similar) split between private and public dollars
    - Examples: Hogle Zoo's (Salt Lake City, UT) latest improvements included a combination of bond dollars (\$33M) (80%) as well as private support (\$11M)
    - Allows for private dollars to be raised for high profile projects, e.g. sea lions while City dollars could fund infrastructure and support improvements such as entrance, parking, and concessions

## Funding Recommendation:

---

- Develop a split, e.g. 60% private/40% public money, to fund the master plan improvements:
  - Public dollars to ‘kickstart’ early phase, lower dollar projects through existing capital improvement funds
  - Allows private dollars to be secured and to gain momentum for larger projects
  - City dollars would infrastructure; support, e.g. concession and entry; and design and project costs
  - Taxing or bonding mechanisms could be explored while smaller dollar, highly visible projects, e.g. flamingos, garner private support
  - Zoo Society needs time to put fundraising foundation in place to get started, although Zoo shouldn’t lose momentum in getting master plan started

# Funding Steps

---

## Private Contributed Revenue

- Clearly identify fundraising and development roles for Society staff; Board Leadership, and Zoo Staff
- Add Development and support staff as needed and as resources become available
- Develop communications plan to coordinate messaging and management to cultivate prospective donors
- Hone Zoo's case-for-support, highlighting key reasons why to give to the Zoo
- Create consistent, professional donor materials and tools, beginning with master plan materials
- Establish a donor management and tracking system
- Conduct fundraising training for Board and staff
- Begin a program of prospect research identifying potential donors starting with existing member list
- Utilize annual Zoo fundraising gala event to cultivate key donors that would support larger capital campaign

# Funding Steps

---

## Public Support

- Explore potential funding mechanism to support Zoo capital needs as well as other City amenities, i.e. parks, etc.
  - Quality-of-life bond
  - Sales tax increase
  - Entertainment tax
- Explore options for funding possible regional funding
- Identify level of funding available through each of the identified taxing strategies and match with capital needs
- Begin to build community support using the new master plan as one of the tools; develop coordinated communication strategy
- Test level of support for tax through community-wide research
- Leverage the Zoo's visitor and member base to rally regional support
- Identify timeline and projects to be funded

# Miller Park Zoo

## *Strategic Business Plan / Master Plan Integration*

July 2012

## Business Plan Elements:

---

- Initial Assessment
- Business Goals
- Opportunities
- Funding Sources
- Attendance Potential
- Organizational Strategies
  - Zoo & Zoo Society

## Planning Overview

---

The following activities have informed the development of the current Strategic Plan:

- *Review and analysis of background documents, plans, financials*
- *Personal interviews with community stakeholders, various board members, and staff members*
- *Four planning team workshops*
- *Full staff input sessions*
- *Participation in Society Board of Directors meetings*
- *Preparation and presentation of final plan document*

# SWOT Analysis

---

An analysis of the Zoo's strengths, weaknesses, opportunities, and threats revealed the following:

## Strengths

- Intimate setting
- Historic zoo
- Junior Zookeepers Program
- Diverse animal collection
- Recent improvements and additions to the animal collection
- Passionate, engaged employees
- Zoo Superintendent's vision and passion

## Weaknesses

- Path circulation within Zoo; dead ends
- Interpretive graphics
- Clarification of City/Society roles
- Board's limited fundraising capacity
- Parking
- Organizational capacity limited
- MOU unsigned
- No "marquee" exhibit
- Awareness of Zoo and programs is limited

# SWOT Analysis

---

## Opportunities

- Expansion into park
- Value of Zoo, Park to community/history
- Possibility for additional attractions, guest amenities in Zoo
- Well-educated, white collar market; below average unemployment rate
- Partnership with Neighborhood Association
- Pavilion
- “Going green” is possible link for Zoo to community/corporate initiatives
- Untapped funding opportunities—families, corporations (State Farm, Country, Mitsubishi)
- Zoo Superintendent –greater exposure through membership/speaking engagements (Kiwanis, Young Men’s Club, etc.)

## Threats

- “East – west divide;” perception of bad neighborhood
- Possible public discomfort/ill will from 2000 planning process
- Seven other zoos in region; recent new exhibit at Peoria
- Lack of understanding of Zoo/City/Society relationship
- Fear of a new “zoo tax”

## City / Zoo Society Structure Observations:

---

- City is effectively managing the gift shop with revenues and expenses running through the Society
- The annual payment of \$115,000 from the Society to the City relative to the Society's income is a 'good deal' for the City, with almost all net income being invested back in the Zoo (paid back to the City)
- There is an opportunity and need to grow unrestricted giving – both individual and corporate
- Heavy dependence on events for fundraising; it's been effective, but are fundraising efforts maximizing ROI

## Key Planning Issues

---

As part of the planning process, S&W facilitated discussions based on the findings from the assessment work to develop these six preliminary key planning issues.

- Organizational Capacity: staffing, resources
- Community: Neighborhood Perception/Partnership Opportunities
- Board/Society: Role and Capacity
- Strategic Growth: Site Development/Facilities
- Business Model: City funding standards (cost recovery); Opportunity for contributed income
- Awareness/Branding: Uniqueness vs. Regional zoos

# Strategic Focus Areas

---

Four Strategic Focus Areas were derived from the initial key planning issues:

## I. Community Asset

- Strengthen the Zoo as a vibrant part of the community and central to a strong quality of life in the area.

## II. Financial Sustainability

- Increase the Zoo's revenue from both earned and contributed sources to create a more balanced funding model.

## III. Regional Attraction

- Develop the Zoo as a premier destination and attraction for Bloomington/Normal residents and visitors to Central Illinois.

## IV. Philanthropic Priority

- Establish the Zoo as a top tier priority for the donor community.

## Focus Areas - Business Goals:

---

- Strengthen the Miller Park Zoo as a community asset to enhance the quality of life for area residents and guests.
  - Improve the guest experience; exhibits and attractions to increase the Zoo's draw in the community (Master Plan Improvements)
  - Add additional amenities and attractions that appeal to the guests
    - Shows & animal demonstrations
    - Fee-based experiences; animal feedings
    - Attractions
  - Identify opportunities to further integrate and partner with the neighborhood in contribute to the area's economic and social vitality; include the neighborhood in planning
  - Increase outreach efforts to get the Zoo out into the community more
  - Explore having the Zoo, in conjunction with the park, host events that could appeal to a broader audience, e.g. music or theater
  - Work to fully integrate the Park and Zoo experience through common theming, signage, and promotions

## Focus Areas - Business Goals:

---

- Enhance the financial sustainability of the Zoo by increasing earned and contributed income.
  - Increase attendance & grow number of member households to drive greater earned income
  - Build individual contributed base of support
    - Initial focus on building upper-level members to provide operating funds and as a donor base-of-support for capital projects
    - Begin hosting a series of more intimate donor cultivation events to promote the new master plan and vision for the Zoo
  - Maximize core revenue generation areas including
    - Admission – revisit pricing strategies to reflect added value
    - Food – new and improved concessions to get per capita spending more in line with industry benchmarks
    - Gift – enhanced merchandising & larger space
  - Identify and implement new revenue sources through fee-based experiences

## Business Goals:

---

- Establish the Zoo as a unique regional attraction and increase awareness of its offerings.
  - Build marketing and communication efforts to increase visibility of the Zoo within the community; partner with corporate community to provide marketing expertise and leverage their spending through partnerships and sponsorships
  - Continue to utilize free communications and public relations strategies to get the word out about the Zoo, utilizing the animal, education, and conservation mission as a unique differentiator and ‘hook’ for the media
  - Develop exhibits which set the Zoo apart from it’s regional competition
- Make the Miller Park Zoo a top philanthropic priority for the region.
  - Build the Board to support and communicate the new vision for the Zoo
  - Maximize Board size, make-up, and policies
  - Improve the Zoo’s fundraising efforts by building a strong development team
  - Link the Zoo’s conservation and education programs with its fundraising efforts; provide a unique hook for donors

## Opportunities:

---

- Integrate the Zoo with park activities
  - Market the Zoo with other park activities; playground, mini-golf, water area
  - Explore combined ticketing for the Zoo and the mini-golf
  - Heavily promote the Zoo's gift and food service operations to all park guests
- Promote Zoo's conservation and educational messages & programs
  - Improve the Zoo's graphics and interpretatives to better communicate the Zoo's mission-driven messages
  - Develop the Zoo's case-for-support linking the new master plan, the Zoo's importance to the community, and its mission driven programs
- Increase visibility of the Zoo's leadership in the community
  - Zoo Superintendent should be spending an increasing amount of time externally; the Zoo Society Board should continue to get out into the community to act as ambassadors in promoting the Zoo

# Opportunities:

---

## Earned Revenue Strategies

- Increase attendance through aggressive marketing; growth of repeat guests, and promotion of new exhibits
  - Target attendance growth through:
    - Increased awareness of the Zoo and all of its improvements
    - Driving increased member visits
- Support Zoo Society to grow membership base
  - Increase on-site membership sales through better training, incentives, and promotions
  - Improve membership renewal rates; coordinated campaign for lapsed members; test auto-renewal of memberships
  - Increase value of membership with additional members-only member activities; easier member access
  - Evaluate membership levels
  - Implement improved member database and tracking system
- Test new pricing strategies
  - Adjust pricing up by \$0.95 to maximize revenue while staying below perceived price point; make regular price adjustments annually, linking price increase to value and experience offered

# Opportunities:

---

## Contributed Revenue

- Clearly identify fundraising and development roles for Society staff; Board Leadership, and Zoo Staff
- Add Development and support staff as needed and as resources become available
- Develop communications plan to coordinate messaging and management to cultivate prospective donors
- Hone Zoo's case-for-support, highlighting key reasons why to give to the Zoo
- Create consistent, professional donor materials and tools, beginning with master plan materials
- Establish a donor management and tracking system
- Conduct fundraising training for Board and staff
- Begin a program of prospect research identifying potential donors starting with your member list
- Utilize annual Zoo fundraising gala event to cultivate key donors

## Funding Sources:

---

- Funding Opportunities for Capital Improvement Projects
  - A number of other zoos have implemented taxing initiatives to funding a combination of capital and operating improvements
    - Zoo Arts Parks (ZAP) Tax – Salt Lake City, UT
    - Property Tax Millage – Ohio Zoos
    - Dedicated Sales Tax – Point Defiance Zoo; Great Plains Zoo; Fresno
    - Arts & Culture Tax - Denver
  - Quality of Life Bonding has also been utilized to help fund capital improvement projects at other Zoos
    - \$50M bond being tested for capital improvements at the El Paso Zoo
    - A number of aquariums have been built funded through publicly backed bonds
  - Regional funding should be explored as a supplementary source of income for the Zoo; this is a longer-term option but exploration of potential should begin in the short-term

## Master Plan Integration

---

- The Master Plan was developed with the following business elements in mind:
  - **Realistic phasing and budgets** based on market size and available community resources
  - Placing new **high impact and visible exhibits** and improvements right at the front of the Zoo to appeal to and wow guests
  - An improvement schedule which can be **implemented easily** as funds, including smaller amounts, become available
  - An exhibit improvement schedule which maximizes **attendance growth**
  - Adding amenities which can **generate revenue** – expanded gift and added food areas
  - Enhancing and revitalizing exhibits which have a **strong link to the community** and thus have greater donor appeal, i.e. sea lions, KAB
  - Building exhibits which are unique to the region and **differentiate the Zoo** from its competition

## Zoo Potential – Master Plan Integration

---

- Master Plan Improvements – Phase I
  - Attendance Potential – close to **150,000** through Phase I build-out; achievable given market size and demographics; expansion of competition will be a factor
  - Ability to continue to grow admission pricing to match additional value; as new exhibits are opened, prices can increase as the Zoo delivers more to the guest
  - Improved food & gift areas and better promotion will drive higher per capita spending to meet industry standards; current spending less than half of comparable zoos
  - City subsidy level can decrease as earned income increases (attendance and pricing growth); goal to have subsidy fall below 50% level as new improvements are implemented
  - Expense growth can be effectively managed; additional investment in staffing will be necessary but many new exhibits do not require significant additional staffing; utility costs can be reduced with newer more energy efficient designs
  - New attractions will also drive membership growth; both Zoo and Society benefit
  - Current membership levels are very low; potential to appreciably grow membership numbers within planning period through better marketing, acquisition, and renewal strategies

# Zoo Potential – Master Plan Integration

Fiscal Year	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
New Improvement	<i>Flamingo</i>	<i>Red Panda</i> <i>New F/G</i>	<i>Anteater</i> <i>Bush Dog</i>	<i>Eagle</i> <i>Tayra</i>	<i>Sea Lion</i>	<i>Otter</i>
Admission Growth	5.0%	3.0%	2.5%	1.0%	15.0%	12.0%
Pricing	\$5.95/\$3.95	\$6.95/\$4.95	\$6.95/\$4.95	\$7.95/\$5.95	\$8.95/\$6.95	\$8.95/\$6.95
<b>Attendance</b>	106,241	109,428	112,164	113,286	130,279	145,912
<b>Membership Households</b>	1,656	1,706	1,748	1,766	2,030	2,274
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<i>Admission Per Cap</i>	\$3.15	\$3.65	\$3.65	\$4.15	\$4.65	\$4.65
<i>Net Gift Per Cap</i>	\$0.55	\$0.75	\$0.79	\$0.83	\$0.87	\$0.91
<i>Concessions Per Cap</i>	\$0.31	\$0.55	\$0.58	\$0.61	\$0.64	\$0.67

## Zoo & Zoo Society Recommendations

---

A significant amount of time during the planning process was focused on understanding and identifying opportunities to enhance the relationship between the Zoo and the Zoo Society. This included looking at areas that included structure, operating models, roles, and financial performance.

In the following slides, a number of recommendations have been outlined which will improve the likelihood of a successful implementation of the Master Plan. By building a strong foundation between the two organizations, capital fundraising efforts will be strengthened and the Zoo's long-term vision can be realized.

However, it will be critical that there is a strong partnership between the two organizations; a partnership that is reflective of open and coordinated communications, leveraging each partners assets, and working towards a common and unified vision.

Detailed recommendations on a new MOU between the Zoo and the Zoo Society have been provided to Zoo leadership.

## Linking Goals with the Society Roles:

---

- Primary - Increase level of support (operating and capital) to the Zoo (FUNDRAISING)
  - Secondary - Position the Zoo as a vital asset in the community (AWARENESS & ADVOCACY)
  - Secondary - Strengthen conservation initiatives and support (FUNDRAISING FOR MISSION)

### Objectives:

---

- Grow membership base and membership revenues
- Increase unrestricted fundraising efforts
- Fundraise for first capital improvement project: ~\$400,000



*All interrelated and  
build off each other*

### Accomplished Through:

---

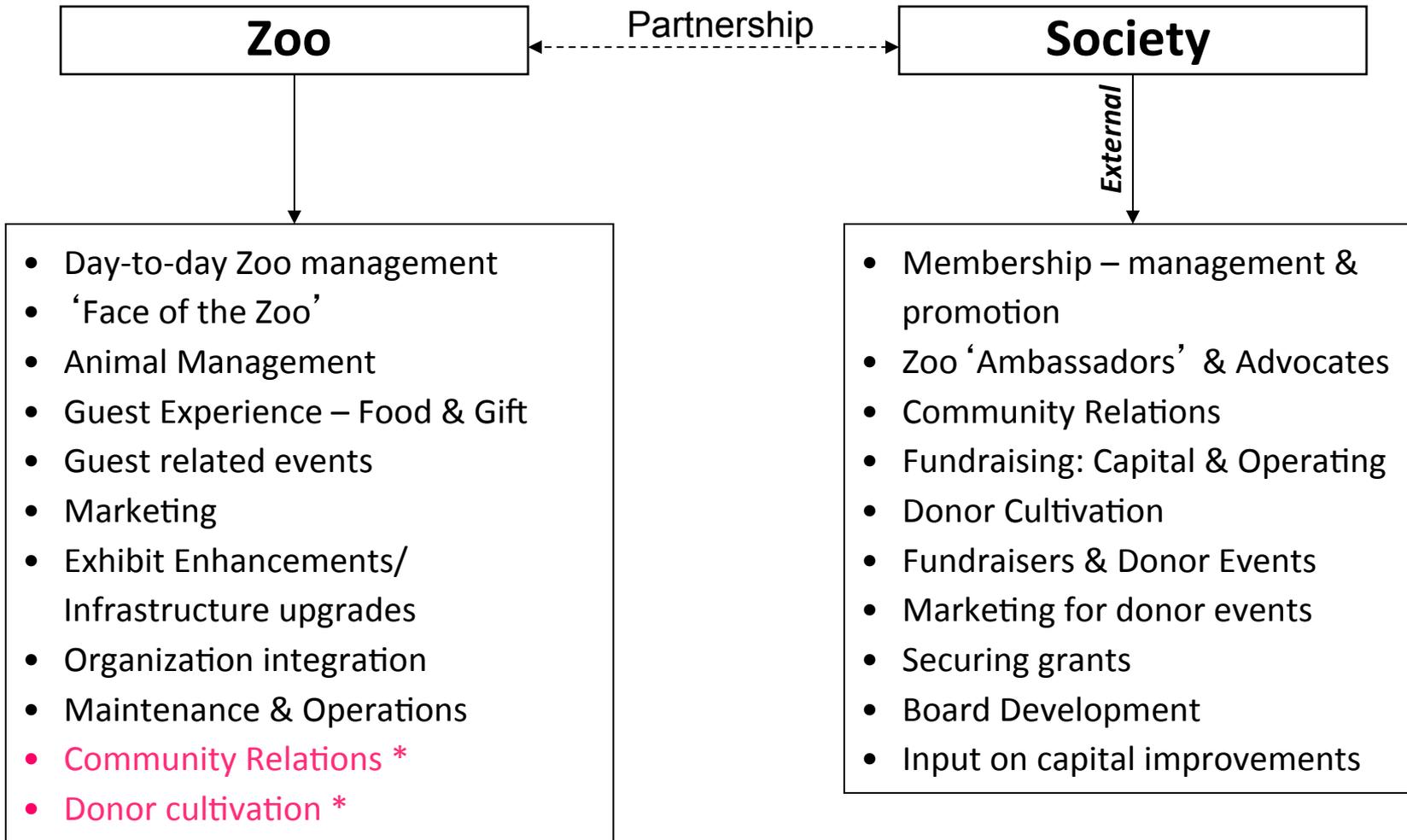
- Investing in the product (exhibits & experience will drive increased attendance and membership) – *Zoo & Society*
- Marketing and promotional strategy (membership acquisition) – *Zoo & Society*
- Enhanced Development staffing - *Society*
- Board development & training - *Society*

## Structure - Assumptions:

---

- Society Revenue – (Macro Level)
  - Fundraisers - \$50,000
  - Membership - \$70,000
  - Gift - \$57,000
- City needs to maintain or grow the influx of external funds of \$115,000 (from some source) to support annual operating expenses of the Zoo
- Zoo Superintendent will be the ‘leader’ of the Zoo and provide all management and direction of Zoo activities and operations

## Primary Roles



\* *Shared responsibility with Society*

# Fundraising Team

---

**Zoo Superintendent**  
*(Face)*

**Society Board**  
*(\$, Cultivation & Connections)*

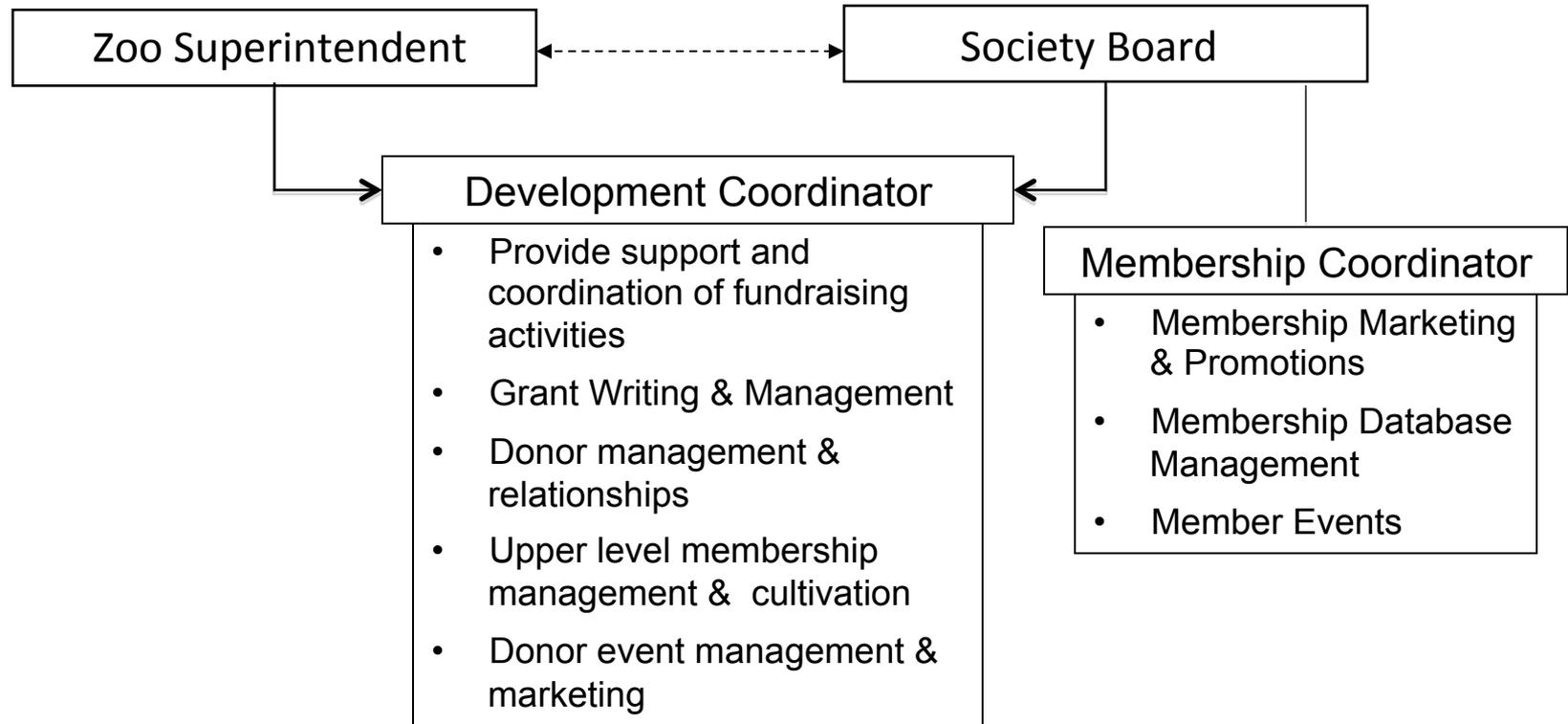
**Development Support**  
*(Back-office Coordination)*

## Organizational Model - DRAFT

---

- Develop fundraising team of: Board; Superintendent; and Coordinator
- Position Zoo Superintendent as ‘Chief Fundraiser’ with strong support and mentoring of the Board
- Contributed funds directed back to Society
- Development Coordinator would be funded by Society but Zoo Superintendent would have management and oversight of this position
- Zoo Superintendent would provide accountability back to Board regarding fundraising activities
- Focus would shift from events to individual and corporate giving
- Fundraising training will be required for Zoo leadership

# Organizational Model - DRAFT



## Implications

---

- City should take over full management of gift shop; centralizing control of guest service operations
- The funding from the Society to the City needs to be adjusted in light of gift shop shift
- Society will need additional resources to invest in fundraising activities
- Society should shift focus of fundraising to individual and corporate giving and away from event based support
- Increased efforts need to be placed on growing membership base and cultivating upper level members
- Interaction, Management & Coordination of fundraising ‘team’ will be critical for success
- Fundraising training will be required for Board and fundraising ‘team’
- An assessment is needed of current fundraising and development capacity; staffing, tools; resources

# Board Development Strategies

---

## Board Development/Benchmarking

---

While there is no prescription for an effective board, some benchmarking of national trends and practices may be instructive as the Zoo Society board gears up for the challenges ahead.

Data are from the *BoardSource Nonprofit Governance Index 2010*© and although not specific to the zoo field, the data are, in general, backed up by S&W' s experience in this area.

Board practices around the country have changed in the last five years, due primarily to changes in IRS 990 reporting guidelines and the 2008 recession. Against this background, nonprofit boards report increased emphasis on fundraising and increased personal giving, and adoption of more practices to ensure greater accountability.

The following slides provide insights and guidance to support the Zoo board' s work related to fundraising and planning.

*“The Board’s effectiveness is directly related to the level of the chief executive’s engagement with the board. Despite having exceptional and professional leaders serving on the board, the chief executive has been critical to ensuring that all board activities, including committee work, are successful.”*

— Board Member, BoardSource NonProfit Governance Index 2010©

## **Board Development Strategies:**

Develop the Board to support their fundraising role

---

### **1. Build board with community and corporate leadership**

- A. Conduct board assessment to identify gaps in expertise
- B. Create recruiting and orientation strategy for new members
- C. Engage high-level corporate members (A list within the community); utilize new vision and master plan to gain their involvement

### **2. Define role of the Board**

- A. Reinforce role as fundraisers and ambassadors for the Zoo
- B. Focus on governing and not managing

### **3. Provide the Board with the tools necessary for their roles**

- A. Offer training in fundraising and board development
- B. Provide key messaging points for consistent and coordinated communication strategies
- C. Develop reporting structure to regularly assess performance

## Board Development: Policies and Practices

---

- **Board size:** 15-22 members = the “sweet spot,” with an average of 16 members. Larger organization size usually = larger board size.
- **Term limits:** 70% of boards have term limits; most 3 years, Average member tenure is 7.2 years, or about two 3-year consecutive terms.
- **Meetings:** Average is 7.4 meetings/year, with the average meeting lasting 3.4 hours. In general, boards that meet more often have fewer meetings. Tips for effective meetings include using a consent agenda and a implementing a dashboard.
- **Participation:** Engagement is key to an board effectiveness, and meeting attendance is one indicator. About 84% of boards report meeting attendance at an average of 75% and higher.
- **Committees:** Mixed reviews on committee effectiveness; most common governance/nominating, finance, executive; followed by fundraising. Some see committees as a way to vet potential board members.

## Board Development: Policies and Practices

---

- **Core Functions:** In practice, boards identify three roles: setting direction, ensuring adequate resources, and providing oversight.
- **Fundraising:** About 71% of all boards require 100% giving and a “personally significant” or “stretch” gift; these organizations report about 71% board giving, up from previous years. Those boards with clearly stated expectations report increases in board giving. Although fundraising is seen as a key board function, just 16% of board members gave themselves an “A” or “B” score in this area.
- **Effectiveness:** The report cites three benefits of an informed board: board engagement, board effectiveness, positive impact, and offer an equation: information + engagement = effectiveness + impact.
- **Leadership Roles:** Board leadership and CEO share leadership and responsibility for the organization, and note three component of this relationship: open/honest communication, effective collaboration on major decisions, and CEO actively involving board in leading the organization.

## Board Roles

---

- Provide strategic direction, leadership and vision
- Governance and financial oversight
- Fundraising & Development
- Donor cultivation & solicitation
- Hosting donor events
- Attending and participating in Zoo functions
- Building community and government support
- Community ambassadors
- Board development and recruitment

## Board Performance ‘Dashboard’

---

- New donors; annual fund
- Cultivation interactions
- Capital improvement spending
- Government relations
- Strategic Plan; Quarterly with annual updates
- Board
  - Fundraising participation
  - Meetings attended; participation
  - Zoo events attended
  - Donor solicitations

# Appendix

---

# Market Competition Matrix

Attraction	Location	Distance from MP	Admission Adult/Child	Family Membership	Size	Governance	Focus	Attendance	Annual Budget	Comments
Miller Park Zoo	Bloomington		\$5.95/3.95	\$60	6 acres	city/society	diverse collection; carousel	111,863	\$1,170,208	
Peoria Zoo	Peoria	45 min	\$8.50/4.75	\$80	14	park dist/ society	diverse collection; new Africa exhibit	152,195	\$ 2,601,456	\$32 M capital campaign
Scovill Zoo	Decatur	1 hr	\$5.00/3.00	\$65	15	park dist	diverse collection; carousel	97,247	\$ 998,662	seasonal; new masterplan; planning new penguin exhibit \$500-750K
Wildlife Prairie State Park	Hanna City	1 hr	\$7.00/5.00		40	state	natives; lodging, sports & rec			
Henson Robinson Zoo	Springfield	1.5 hr	\$4.50/2.75	\$45	15	park dist	diverse collection	83,411	\$771,800	
Niabi Zoo	Coal Valley	2.25 hr	\$6.00/5.00	N/A	50	forest preserve/ society	diverse collection; carousel; train	225,000	\$1,600,000	seasonal
Phillips Park Zoo	Aurora	2.25 hr	\$4.00/2.00		N/A	city/society	small zoo; kids zone			
Cosley Zoo	Wheaton	2.25 hr	\$3.00/2.00	\$55	5	park dist/ foundation	large waterfowl collection, domestics	120,000	\$1,158,649	
Brookfield Zoo	Brookfield	2.25 hr	\$13.50/9.50; all incl \$23.50/18.00	\$91	216	society	major attraction	2,283,065	\$59,724,000	
Lincoln Park Zoo	Chicago	2.5 hr	free	\$90	35		major attraction	3,000,000	\$22,128,604	
Shedd Aquarium	Chicago	2.5 hr	\$8.00/6.00; all incl \$34.95/25.95	\$175	5	society	major attraction	2,063,694	\$48,542,780	
Children's Discovery Museum	Normal		\$6.00	\$95		city parks & rec				1st children's museum in US w LEED certification
Prairie Aviation Museum	Bloomington		\$5.00/2.00	\$60						501 (c )3 governance n/a
McLean County Museum of History	Bloomington		\$5.00/4.00	\$30		private		40,000		
Illinois State University Planetarium	Normal		\$4.00/3.00	<b>(309) 438-2496 call for info on membership</b>		university		15,000-25,000		
David Davis Mansion	Bloomington		\$4.00/2.00 donation	\$50		state/ foundation				
Upper Limits Rock Climbing Gym	Bloomington		\$15.00/12.00	\$638 + \$50 per child		private for profit				

# Miller Park Zoo Master Plan

**DRAFT**

Development schedule and budget (all in 2012 dollars)

<b>EXHIBITS</b>						
opening	project	budget	planning & design	permitting	bid & contract	construction
<b>PHASE ONE PROJECTS</b>						
2014	flamingo	250,000	4 months	2 months	2 months	4 months
2015	red panda, palas cat, aviary (eagle owl)	300,000	4 months	2 months	2 months	4 months
2016	anteater, galapagos, bush dog	350,000	4 months	2 months	2 months	4 months
2017	tayra, eagle	175,000	4 months	2 months	2 months	4 months
2018	sealion	3,000,000	9 months	2 months	2 months	12 months
2019	otter	1,200,000	7 months	2 months	2 months	8 months
	<b>sub total</b>	<b>5,275,000</b>				
<b>PHASE TWO PROJECTS</b>						
2020	rare breed ranch, Debrazza Monkey	450,000	4 months	2 months	2 months	4 months
2021	snow leopard, pheasant, crane, muntjac	1,500,000	7 months	2 months	2 months	8 months
2022	KAB (tropical Asia)	3,200,000	9 months	2 months	2 months	12 months
2023	andean bear, peccary	750,000	5 months	2 months	2 months	6 months
2024	lemur, fossa, sifaka, relocate carousel, koi pond	725,000	6 months	2 months	2 months	6 months
2025	tiger, tapir	3,000,000	9 months	2 months	2 months	12 months
	<b>sub total</b>	<b>9,625,000</b>				
<b>EXHIBITS TOTAL</b>		<b>14,900,000</b>				

<b>INFRASTRUCTURE</b>						
opening	project	budget	planning & design	permitting	bid & contract	construction
<b>PHASE ONE PROJECTS</b>						
2014	north parking, drives, south parking & perimeter fence	400,000	3 months	2 months	2 months	3 months
2015	concessions and gift shop expansion	250,000	4 months	2 months	2 months	4 months
	<b>sub total</b>	<b>650,000</b>				
<b>PHASE TWO PROJECTS</b>						
2020	new drive around pavilion	150,000	3 months	2 months	2 months	3 months
2023	new east perimeter fence and landscaping	100,000	2 months	2 months	2 months	2 months
2024	zoo lab education addition	100,000	4 months	2 months	2 months	4 months
2025	education and events building	800,000	6 months	2 months	2 months	6 months
	<b>sub total</b>	<b>1,150,000</b>				
<b>INFRASTRUCTURE TOTAL</b>		<b>1,800,000</b>				

**EXHIBIT & INFRASTRUCTURE TOTAL 16,700,000**

<b>ADDITIONAL PROJECTS OF OPPORTUNITY (not included in any totals)</b>						
project	budget		planning & design	permitting	bid & contract	construction
orangutan, gibbon	4,000,000		9 months	2 months	2 months	12 months
Asian hoofstock, amphitheater	450,000		4 months	2 months	2 months	4 months
little blue penguins	1,700,000		7 months	2 months	2 months	8 months
Australia, cassowary, tree kangaroo, black swan	800,000		6 months	2 months	2 months	6 months

**Miller Park Zoo - Pro Forma Projection - Growth Targets  
Master Plan Improvements**

Fiscal Year	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>Assumptions</u>
New Improvement	Flamingo	Red Panda New F/G	Anteater Bush Dog	Eagle Tayra	Sea Lion	Otter	New improvement opening each year F/G = Food & Gift
Admission Growth	5.0%	3.0%	2.5%	1.0%	15.0%	12.0%	Attendance growth tied to new exhibit openings
Pricing	\$5.95/\$3.95	\$6.95/\$4.95	\$6.95/\$4.95	\$7.95/\$5.95	\$8.95/\$6.95	\$8.95/\$6.95	Prices to increase to match additional value
<b>Attendance</b>	106,241	109,428	112,164	113,286	130,279	145,912	Attendance potential given market size, new attractions and Zoo as regional destination
<b>Membership Households</b>	1,656	1,706	1,748	1,766	2,030	2,274	Membership will grow as attendance grows
<b>Income</b>							
Admissions	\$334,659	\$399,413	\$409,399	\$470,136	\$605,795	\$678,491	Note increased per capita spending
Education Fees	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	
Concessions	\$32,935	\$60,186	\$63,541	\$66,102	\$78,297	\$90,324	
Gift (Net)	\$58,433	\$82,071	\$88,329	\$93,673	\$110,737	\$126,943	Gift revenue goes directly to City
Society Support	\$66,559	\$67,055	\$67,482	\$67,656	\$80,457	\$84,112	Support tied to new MOU; flat \$50K plus \$10 payment for members
<b>Total Income</b>	<b>\$577,585</b>	<b>\$693,726</b>	<b>\$713,750</b>	<b>\$782,567</b>	<b>\$960,287</b>	<b>\$1,064,870</b>	
<b>Expenses</b>							
Personnel	\$833,098	\$937,256	\$1,020,060	\$1,055,762	\$1,167,714	\$1,258,584	Additional staff (TBD) in 2016, '18, & '19; growth by 3.5%
Veterinarian	\$48,724	\$51,160	\$53,718	\$56,404	\$59,224	\$62,185	Expense growth of 3.5%
Maintenance	\$29,600	\$32,561	\$35,817	\$39,398	\$43,338	\$47,672	Expense growth by 10%
Marketing	\$35,000	\$45,000	\$50,000	\$53,750	\$57,781	\$62,115	Marketing spending to grow to increase visibility
Supplies	\$28,085	\$29,068	\$30,086	\$31,139	\$32,229	\$33,357	Expense growth by 3.5%
Animal Food	\$59,499	\$61,582	\$63,737	\$65,968	\$68,277	\$70,667	Expense growth by 3.5%
Utilities	\$119,360	\$125,328	\$129,714	\$134,254	\$147,679	\$162,447	Expense growth by 5% in '15; 10% in '18 & '19 tied to new exhibits and food & gift
Other Supplies & Misc Expenses	\$10,863	\$13,035	\$15,642	\$18,771	\$22,525	\$27,030	Expense growth by 20%
<b>Total Expenses</b>	<b>\$1,164,229</b>	<b>\$1,294,989</b>	<b>\$1,398,774</b>	<b>\$1,455,446</b>	<b>\$1,598,767</b>	<b>\$1,724,056</b>	
Net	(\$586,643)	(\$601,264)	(\$685,023)	(\$672,879)	(\$638,480)	(\$659,186)	Net subsidy increases by ~12% over 6 years
Net (without Society support)	(\$653,202)	(\$668,319)	(\$752,505)	(\$740,535)	(\$718,937)	(\$743,298)	
Est. Subsidy Level (including Society contribution)	50.4%	46.4%	49.0%	46.2%	39.9%	38.2%	City subsidy as % of budget decreases with increase in earned revenue
<b>Per Capita</b>							
Admission Per Cap	\$3.15	\$3.65	\$3.65	\$4.15	\$4.65	\$4.65	Per cap increases linked to price increases
Net Gift Per Cap	\$0.55	\$0.75	\$0.79	\$0.83	\$0.85	\$0.87	Growth in gift spending tied to improved shop & new exhibits
Concessions Per Cap	\$0.31	\$0.55	\$0.57	\$0.58	\$0.60	\$0.62	Concession spending growth tied to new location

**Major Assumptions**

- Projections are targets for growth based on master plan improvement schedule
- Pro-forma based on 2010-11 actual spending
- Attendance and per capita spending represent targets
- Attendance goals based on new exhibits being opened on schedule
- Staffing investments yet to be determined but would include additional workers (PT; contract) to support added visitation & growth

# Miller Park Zoo

## Master Plan Public Input Summary

The Miller Park Zoo hired WDM Architects and Schultz and Williams to complete the Miller Park Zoo's Master Plan and Strategic Plan with funding primarily from the Miller Park Zoological Society (MPZS).

At the first workshop, David Walsh and Kathy Wagner from Schultz and Williams conducted interviews of stakeholders from a list the Zoo provided. They interviewed business leaders, Zoo supporters, as well as Zoo/city staff. In all, twelve interviews were conducted during this two-day workshop.

The Zoo posted or contacted at least 32 different groups and/or locations regarding the public input meeting. The list of locations and avenues of attempting to get the word out can be provided. Also, this list of locations and groups only represents the people that we know that we reached. Staff believe that the announcement hit many more people in the community. Many of these contacts then repeated the information to their members. Two examples of this process where the Zoo contacted a group and they spread the word were the MPZS and the Miller Park Neighbors. The MPZS sent out an e-mail to their 1,300 membership holders and the Miller Park Neighbors sent out the information to all of the neighbors. In addition to the e-mails and Facebook posting, neighbors surrounding Miller Park also received a mailed letter informing them of the meeting. The Zoo sent out a press release to all local media, posted on Facebook, and all related websites. Zoo Superintendent Jay Tetzloff discussed the public input meeting on four different radio stations. The City's Water Department flashing sign was utilized at the Wood Street entrance to Miller Park for a week.

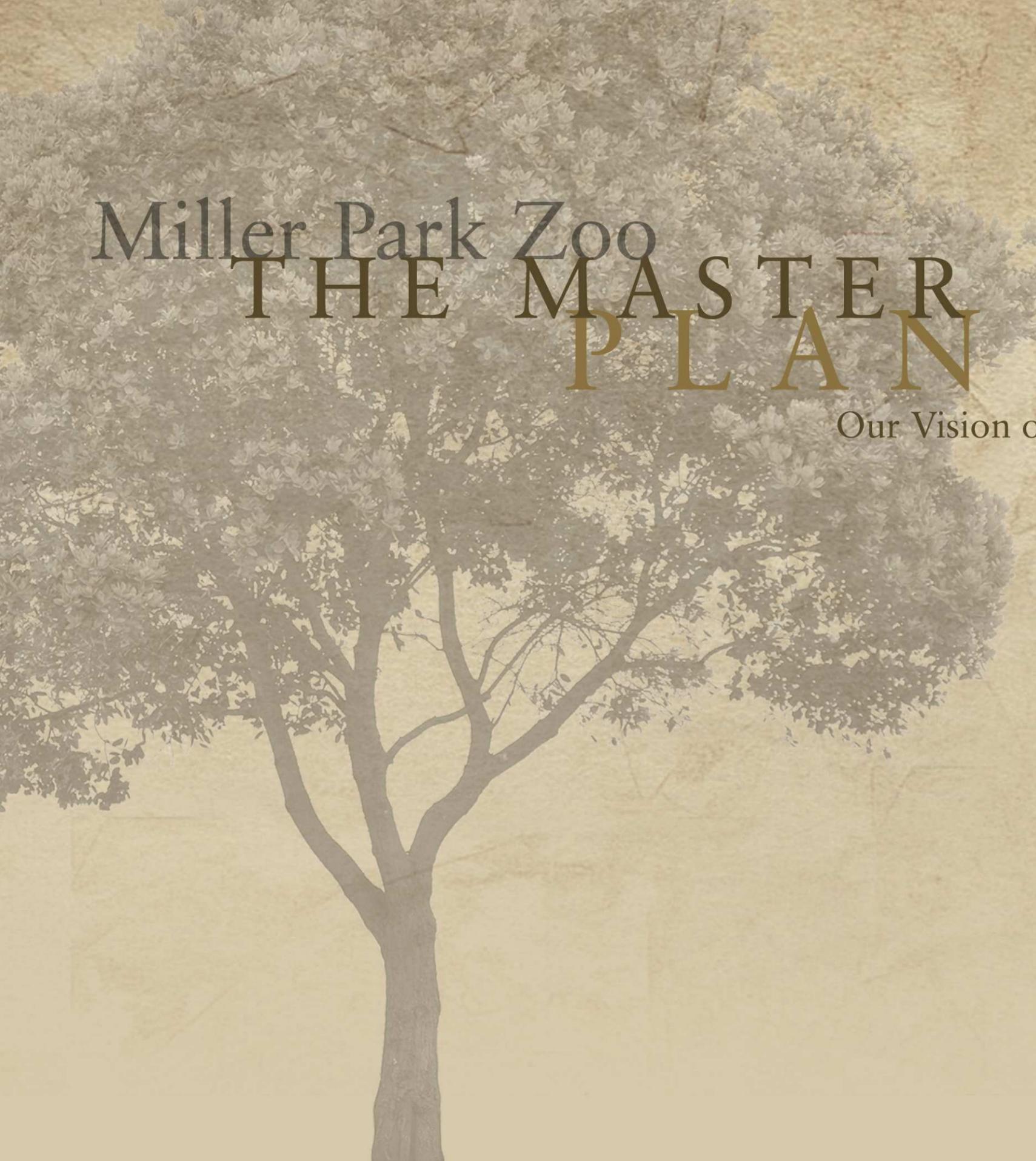
The two back-to-back meetings were held on February 28<sup>th</sup> at the Miller Park Pavilion and had 75 people in attendance. People in attendance at the meetings were asked to check in and were given comment forms to complete and return. The Zoo received comments from 21 in attendance that night.

From the stakeholder interviews and public comments, the Zoo/City staff along with the MPZS and the consultants the final draft took shape. The group heard that people wanted to keep Sea Lions and the Katthoefer Animal Building. The group also heard that people wanted the Zoo to grow. The group did not hear that removing the road would be a significant issue. As the draft progressed, the group heard that the greater majority was in favor of what we were proposing. The comments from the public were the opportunities for new exhibits (and grouped

zoogeographic) and possible expansion. The only real negative that we heard was the length of time to complete the plan.

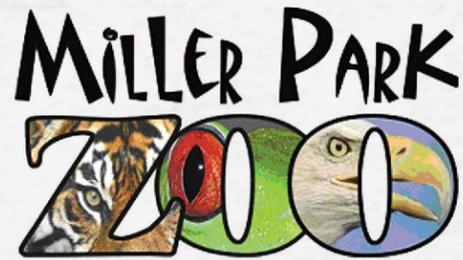
From the night of the public input meeting, anyone and everyone were strongly encouraged to tell the Zoo what things they wanted to see for the future of the Miller Park Zoo. During the entire process, it was discussed that without the community support, very little to none of the plan could be realized.

Public input is still being sought – the Master Plan is posted on the City’s web page, the Parks, Recreation & Cultural Arts departmental web page and the Zoo’s Facebook page.



Miller Park Zoo  
THE MASTER  
PLAN

Our Vision of the Future



## Intro

---

### **Mission-**

*To expand our understanding of the interrelationship between people and animals and the need to preserve the natural resources of the world.*

### **Planning Goals-**

This Master Plan was commissioned to document possible future development of the Miller Park Zoo. It serves as a snapshot in time, a living document that reflects the current needs and those needs and opportunities foreseeable in the future. This plan reflects the vision of the Zoo staff, society, and design team.

### **Challenges-**

- Current Zoo footprint is extremely limiting, there is very little undeveloped space.
- Intersection at the entrance area between pedestrian and vehicular traffic is a safety concern.
- Circulation throughout the Zoo is not efficient.
- Several animal exhibit areas need upgrading to meet Association of Zoos and Aquariums (AZA) & U.S. Department of Agriculture (USDA) Standards.

### **Opportunities-**

- The zoogeographical layout of the Zoo can be enhanced.
- New revenue opportunities are available with added concessions and education and event venue spaces.
- Undeveloped space within Miller Park provides possibilities for growth.

---

## Table of Contents

Site Analysis.....	p. 3 - 6
Master Plan.....	p. 7 - 24
Entry & Parking.....	p. 11 - 12
Africa.....	p. 13 - 14
North America.....	p. 15 - 16
Children's Area.....	p. 17 - 18
South America.....	p. 19 - 20
Asia.....	p. 21 - 22
Australia.....	p. 23 - 24

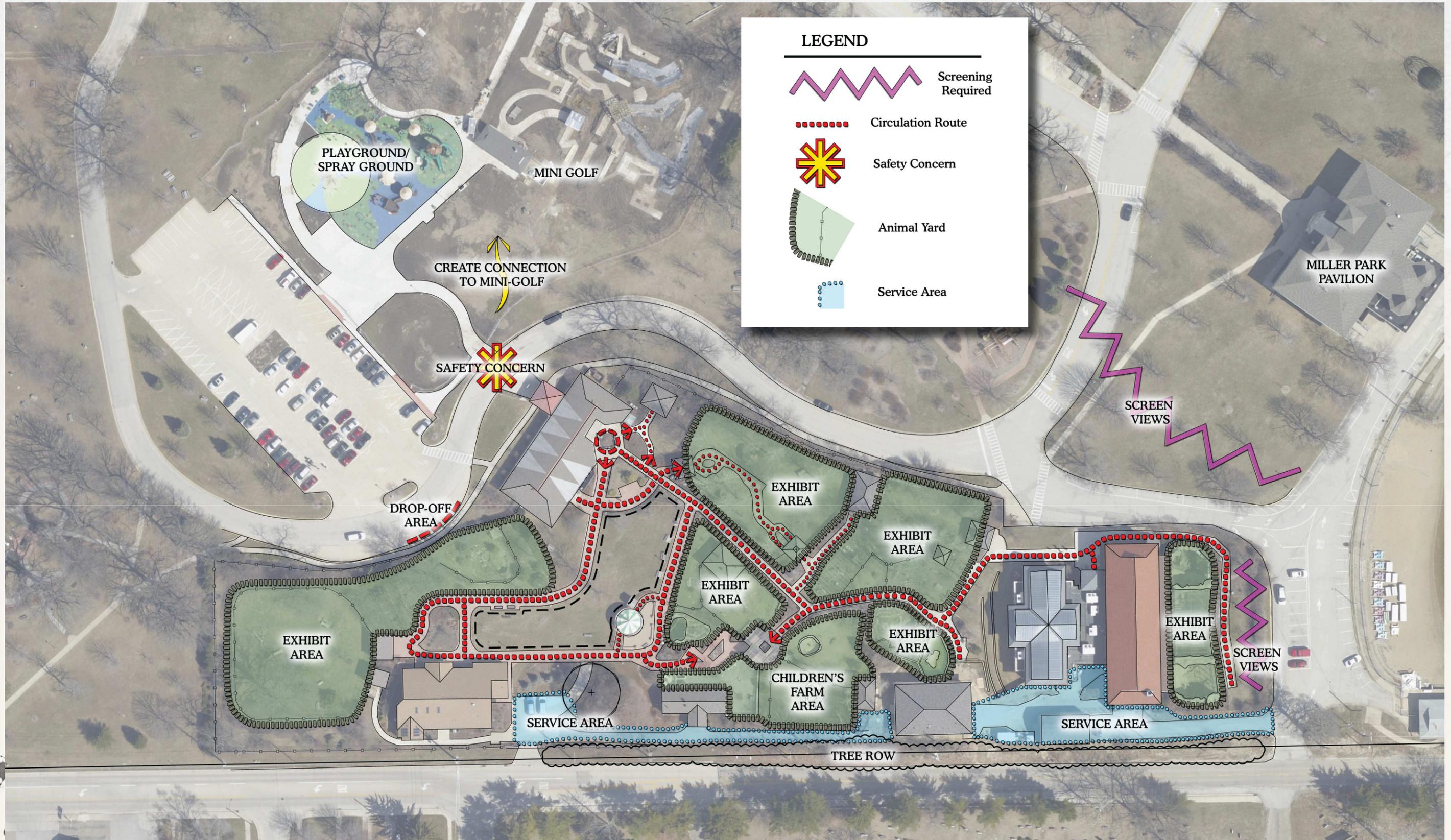


# Site Analysis...

where did we start...



# Site Analysis



**M**iller Park Zoo is located in Miller Park, at the intersection of Morris Ave. and Wood Street. The Zoo is home to a surprising variety of species considering its modest size. Community favorites include: Reindeer, Sumatran Tiger, Sea Lion, River Otter, Red Panda, Lemur, Galapagos Tortoise, Snow Leopard, and Red Wolf. The Zoo features indoor and outdoor exhibit areas such as the Tropical America Rainforest, Zoo Lab, Katthoefer Animal Building, Wallaby Walk About, Children's Zoo, and Animals of Asia.

### **Vehicular Circulation and Parking**

The Zoo is currently served by a 93 space parking lot, that it shares with other park attractions including the splash pad and miniature golf. The lot regularly fills to capacity. Additional parking is necessary. A public street separates the Zoo from the parking, with the connection at the crosswalk is a safety concern. The location of this public street also limits the current expansion capability of the Zoo. There is also a lack of bus parking available.

### **Zoo Entrance**

Upon approach from the parking, the entry is clearly marked. The single ticket window is currently adequate, most of the time, however, expanding to a second window would improve the guest flow during busy times.

### **Pedestrian Circulation**

As you enter into the Zoo from the entrance building, views are limited due to plant material, structures, and path design. There is no clearly defined route for visiting the Zoo that takes the guest to all exhibits. There is significant back tracking required to visit all animal exhibits at the Zoo.

### **Open Space**

The current footprint of the Zoo is limited and does not allow for growth. There is some open space near the carousel, however, without other reconfiguration, there is not much opportunity to add exhibits.

### **Animal Exhibits**

There are several exhibits that are not viable to remain in use for more than a few more years for varying reasons including structural concerns and AZA or USDA requirements. These exhibits include- Sea Lion, Otter, Lemur, Bobcat, and the Katthoefer Animal Building. Many exhibits could benefit from an improved guest experience by getting the guest closer to the animals and creating more naturalistic habitats.



Master Plan...

the big ideas...



# Master Plan

## LEGEND

	NEW BUILDING- PUBLIC USE
	NEW BUILDING
	NORTH AMERICA
	AFRICA
	CHILDREN'S AREA
	SOUTH AMERICA
	ASIA
	AUSTRALIA



## Looking forward with a plan

**T**his master plan seeks to more definitely organize the Zoo into geographic regions. The following pages represent each of the following areas: Entry and Parking, Africa, North America, Children's Area, South America, Asia, and Australia.

The major species and experiences found in each of these areas are highlighted with brief descriptions of their proposed habitats, and an improvement impacts statement describing how these proposed changes will benefit the animals and improve the guest experience.

This master plan has been developed by a discovery and programming process. During a series of interviews and site observation trips, the Zoo's challenges and opportunities were shared, catalogued and reviewed to determine the significance of each and what solutions may be taken to minimize the challenges and capitalize on the opportunities.

This document identifies opportunities and concepts for improving, adding or expanding facilities and operations to meet the needs, goals and mission of the Miller Park Zoo, and develop from a local family attraction into a regional community destination. Primary factors in decision making were: animal health and welfare, and overall guest experience.

Some of the things that were focused on include- providing a cohesive circulation pattern that emphasizes the different zoogeographic areas of the Zoo, creating unique guest experiences, strategically locating guest services, providing opportunities to incorporate storylines and cultural themes to strengthen educational messages, considering revenue generating opportunities, addressing needed facility improvements, and providing adequate space and services for the present and future animal collection.

The initial phases of the plan are intended to be implemented over the next 15 years with additional improvements identified to span beyond that time frame. The animal collection plan identified within each zoogeographic area is tentative in nature and may change when final exhibit design and or fundraising goals are completed. The collection plan is compiled here to provide a framework for program development, fund raising, public relations, and exhibit design. Factors affecting the ultimate collection include species availability, AZA Species Survival Plan (SSP) Programs needs and requirements, and creating a differentiation among other zoological institutions in the region.

The Miller Park Zoo of today...  
A local family attraction

The Miller Park Zoo of tomorrow...  
A regional community destination

# Entry & Parking

## Improvement Impacts

- Expanded lot providing additional parking spaces, as well as a dedicated bus parking area.
- New larger drop-off area to improve both safety and convenience for all Zoo guests.
- Eliminate the existing conflict between pedestrian & vehicular crossing by removing the public street currently in front of Zoo. This will provide a safer entry and exit to Zoo, as well as improving the connection to the adjacent park/ mini golf/ playground areas.
- Creation of large plaza area for seating area, which acts as a connection between the Zoo, mini-golf, and playground
- Enlarging the gift shop will increase revenue generation opportunities
- The addition of a concession stand that serves park patrons inside and outside the Zoo will benefit guests participating in all park activities.
- A new education and event building will expand the possibilities for the community to be involved in a variety of environmental based programs.



Existing Zoo Entrance



The entrance to the Zoo is clearly marked. The single ticket window is currently adequate, however, expanding to a second window would improve guest flow during peak times.

Example of a small covered amphitheater



Miller Park Zoo has a history of successful live animal presentations. A new amphitheater would allow the Zoo to take a show to the next level of entertainment and education.

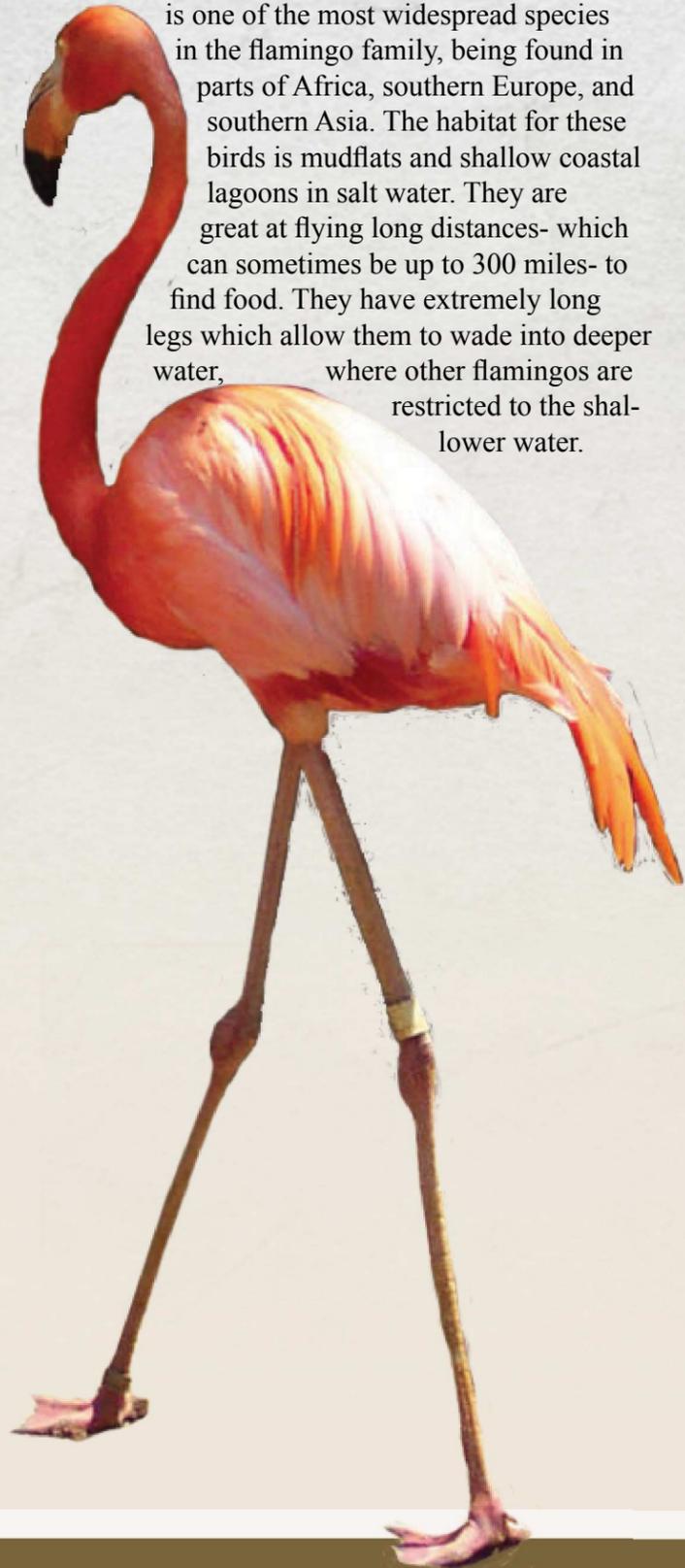
# Africa

## Improvement Impacts

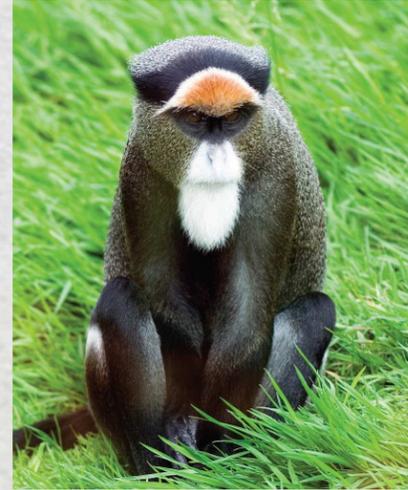
- A new Greater Flamingo exhibit at the entrance will bring color, sound, and activity to the front of the Zoo, creating an arrival experience the Zoo currently lacks.
- The guest paths are modified immediately upon entering the Zoo to create a natural flow to the right, into the new African area.
- The Debrazza Monkey with its distinctive facial features and coloring will capture the guests attention.
- New Sifaka, Fossa, and Lemur exhibits will showcase the uniqueness of Madagascar.



Greater Flamingo



The Greater Flamingo is one of the most widespread species in the flamingo family, being found in parts of Africa, southern Europe, and southern Asia. The habitat for these birds is mudflats and shallow coastal lagoons in salt water. They are great at flying long distances- which can sometimes be up to 300 miles- to find food. They have extremely long legs which allow them to wade into deeper water, where other flamingos are restricted to the shallower water.



Debrazza Monkey



Ring-tailed Lemur



Fossa

Sifaka

Sifaka are powerful jumpers and skillful climbers- leaping up to 30 feet. They are herbivores, eating flowers, fruits, and leaves. They have a unique call, which the Malagasy people named them for. Sifakas are being threatened by the destruction of their forest habitat



# North America

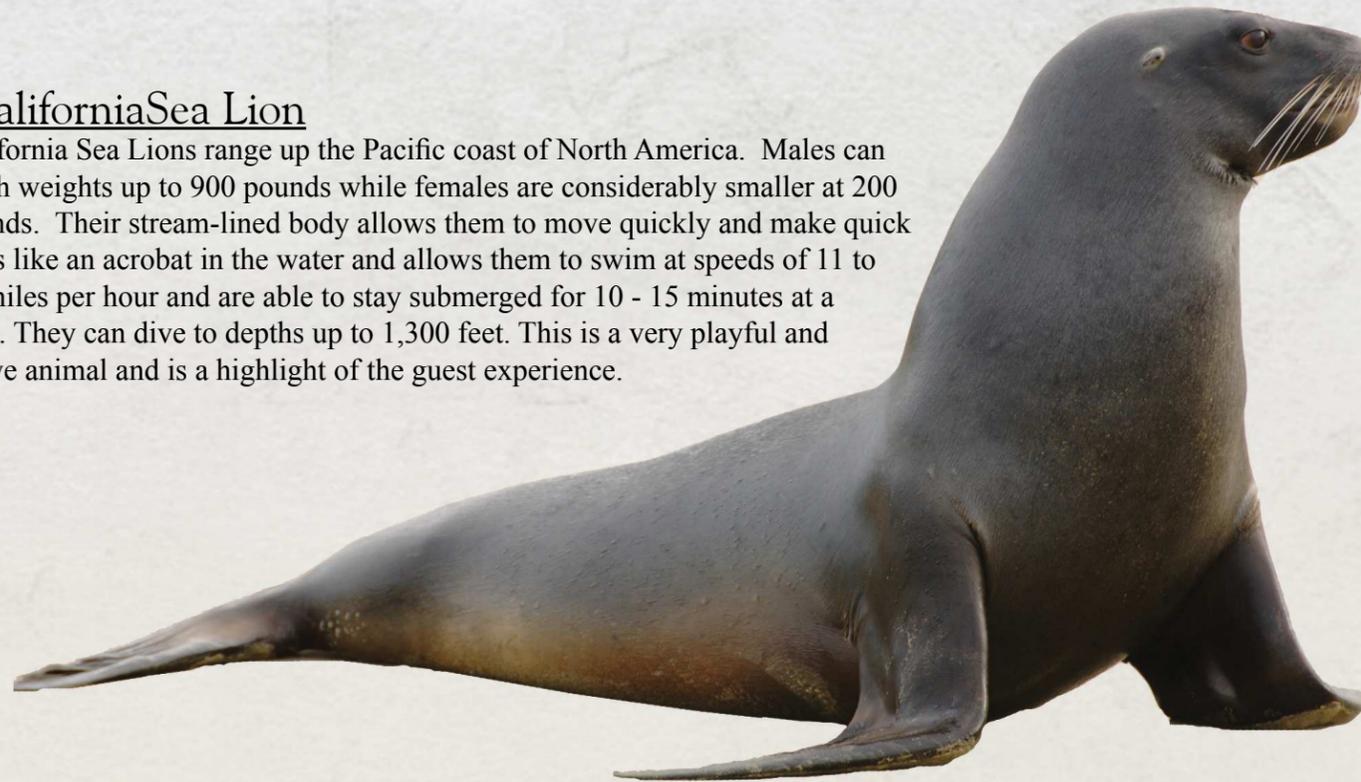
## Improvement Impacts

- New Sea Lion exhibit with shade structure over majority of the pool, to benefit the animals eye sight.
- Amphitheater style seating area for educational shows demonstrating the abilities and training styles used for the sea lions. This will only increase the love the community has shown for one of the Zoo's favorite species.
- An opportunity for underwater viewing of the sea lion and smaller aquariums to highlight underwater ecosystems of the North American region.
- New river otter exhibit with underwater viewing, water level viewing so the guest is eye to eye with the otters, and a terrestrial land viewing area. This will allow the guest to better appreciate their playful antics.
- Upgraded viewing area for the red wolf.
- Expanded education space of the Zoo Lab building will provide the opportunity for the Zoo to reach out to a large and ore diverse audience.
- Circulation path to prevent the previous "dead end".



California Sea Lion

California Sea Lions range up the Pacific coast of North America. Males can reach weights up to 900 pounds while females are considerably smaller at 200 pounds. Their stream-lined body allows them to move quickly and make quick turns like an acrobat in the water and allows them to swim at speeds of 11 to 24 miles per hour and are able to stay submerged for 10 - 15 minutes at a time. They can dive to depths up to 1,300 feet. This is a very playful and active animal and is a highlight of the guest experience.



Bald Eagle



Red Wolf

River Otter

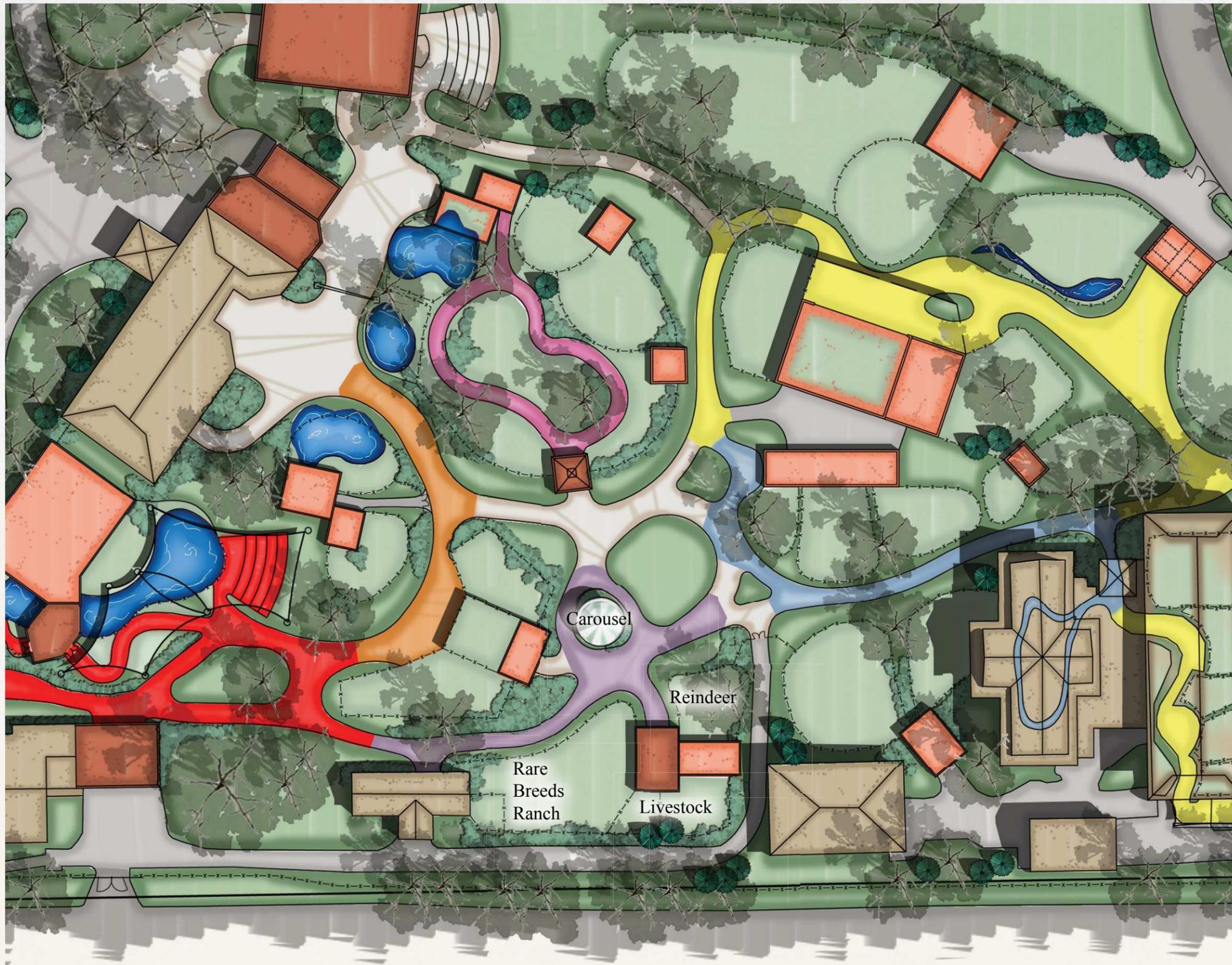
North American River Otters are found throughout all of Canada and the United States (except SW USA). They are excellent swimmers and divers, swimming at an average speed of seven miles per hour. Unlike muskrats or beavers, the otter barely makes a ripple when swimming or a splash when diving. Otters can also run up to 18 mph, and can run and slide, gliding 25 feet on ice. This is a guest favorite due to their playful nature.



## Children's Area

### Improvement Impacts

- The Rare Breeds Ranch or "RBR" will be home to domestic animals such as goats, cattle, sheep and chickens. With "RBR", the Zoo will be able to talk about conservation everywhere throughout the Zoo including the "Petting Zoo." It will be home to a place where children will be able to feed and pet different animals that are very rare. San Clemente Island Goats are down to less than 500 animals. Many rare or heritage breeds ensure genetic diversity and maintain animals that are well-suited for sustainable agriculture.





Chicken

Carousel

The Carousel is a favorite of Miller Park Zoo guests. Guests can ride a tiger, a giraffe, or any one of the fourteen animals. With two additional benches, it can handle up to eighteen riders at a time. It adds to the overall guest experience and also brings in revenue for the Zoo.

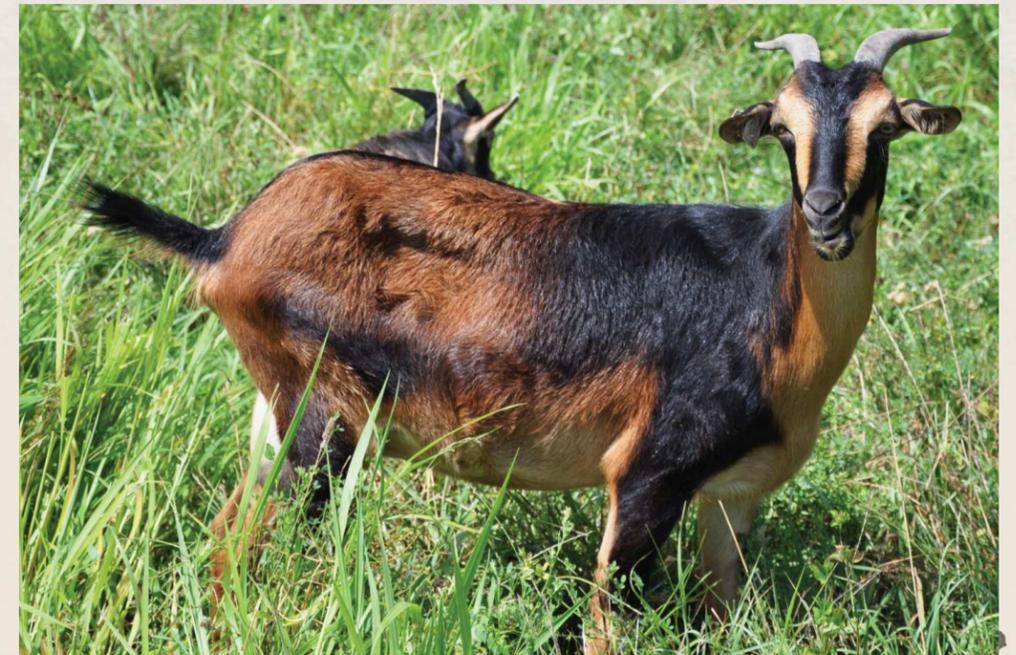


Reindeer

Also known as Caribou, Reindeer are the only member of the deer family in which both males and females have antlers. Reindeer come from inhabit tundra and coniferous forests across northern Europe, Asia and North America. A highly nomadic species, Reindeer may travel up to 3,000 miles in a year, the longest documented movements of any terrestrial mammal.

San Clemente Island Goats

These goats are small, fine-boned, deer-like with the males having twisting, Spanish type horns. They are a domestic goat, derived from feral goats, which were once on San Clemente Island. The United States Navy was put under a directive to preserve the endangered flora and fauna of the island, which were threatened by the grazing goats. This led to the removal of these animals from the island. This species is listed as a critically endangered heritage breed by the American Livestock Breeds Conservancy.

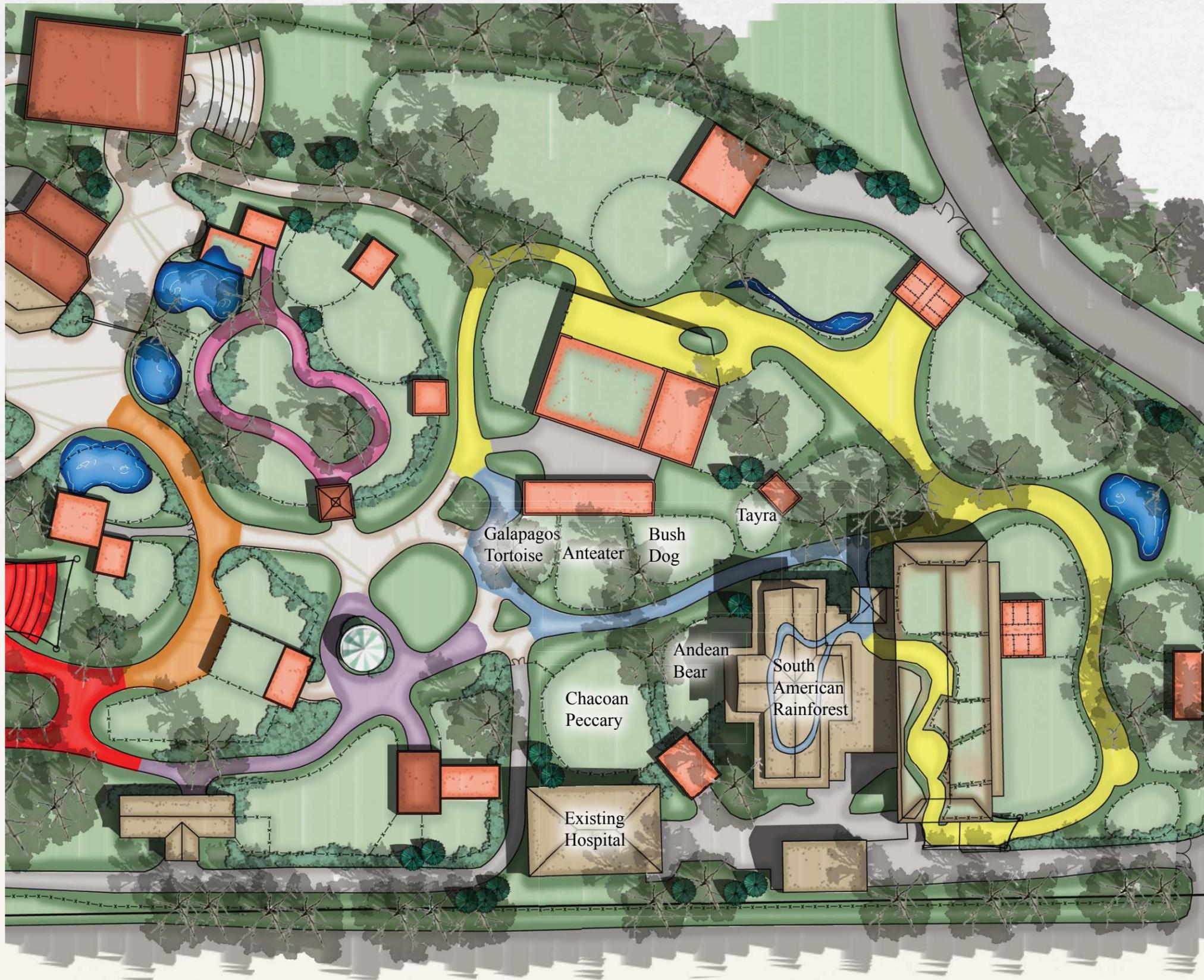


Dutch Belted Cattle

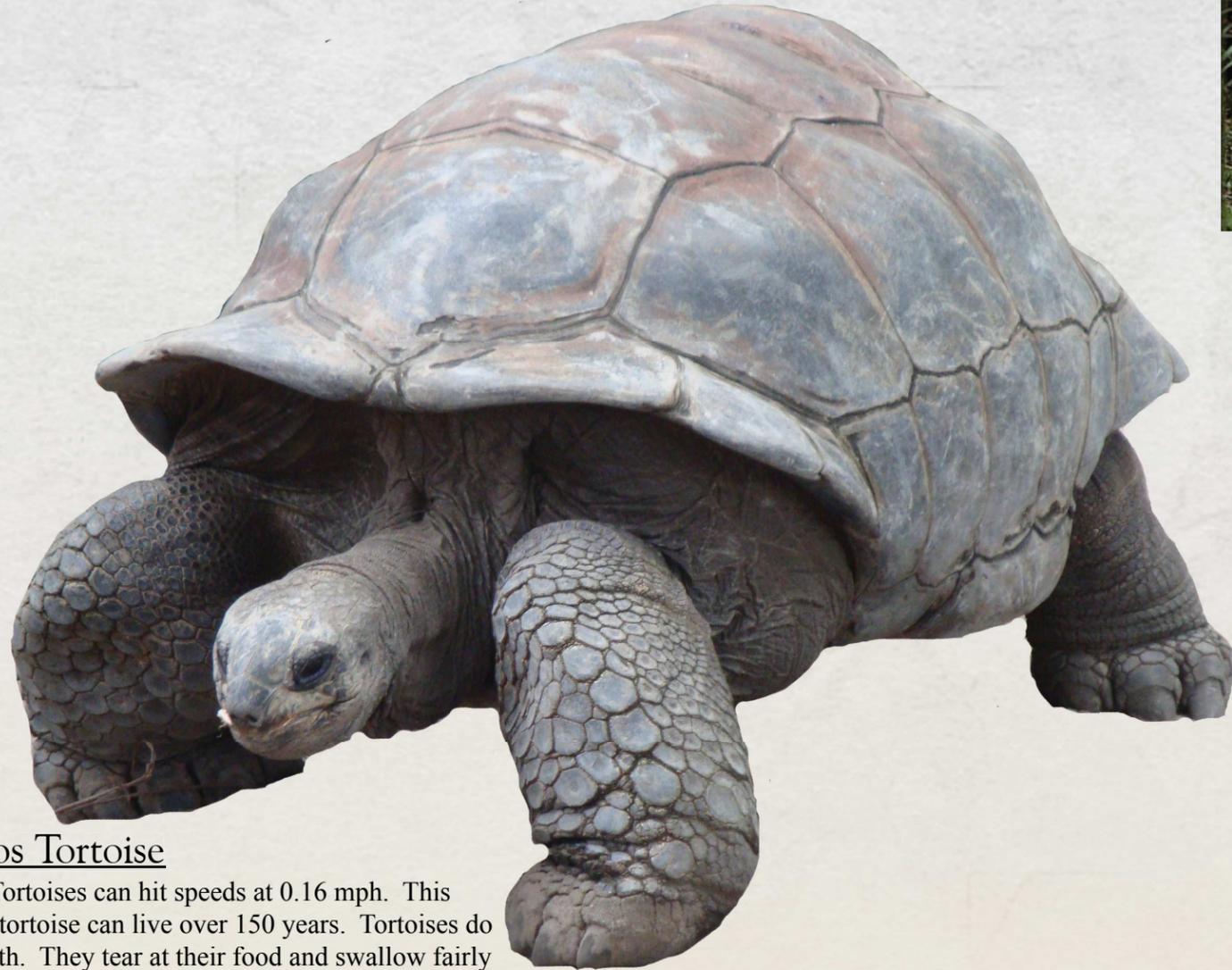
## South America

### Improvement Impacts

- This plan will include a revised experience for the entire South American area. It will include new animal species such as: Galapagos Tortoise, Anteater, Bush Dog, Tayra, Chacoan Peccary, Andean Bear, along with the existing South American Rainforest building.



New Experience & Exhibits



Galapagos Tortoise

Galapagos Tortoises can hit speeds at 0.16 mph. This endangered tortoise can live over 150 years. Tortoises do not have teeth. They tear at their food and swallow fairly quickly. Males can weigh over 500 pounds.



Giant Anteater



Chacoan Peccary



Tayra



Andean Bear

Also known as the Spectacled Bear for its facial markings, this South American bear can weigh up to 400 pounds and is listed as Vulnerable with a decreasing population. Habitat loss and fragmentation, and poaching of the Andean bear are the main threats to this species. Due to the difficult terrain of the Andean Bear, there still is not much known about this arboreal species.

# Asia



## Improvement Impacts

- The long-time icon of Miller Park Zoo- the Katthoefer Animal Building- will offer an all new tropical Asian experience through its completely revamped interior.
- The area south of the Katthoefer Animal Building will be expanded toward the existing parking. This area will be all new habitats for species such as: Crane/ Muntjac, Pheasant, Snow Leopard, Vulture, Pallas Cat, Red Panda, Koi pond, and an aviary.
- Future expansions to Asia will include Orangutans with both indoor and outdoor yards, Gibbon, Langur, Asian Deer, Asian Cattle, Malayan Tapir, and a new facility for Tiger, all of which are outside of the existing Zoo footprint.

New Experience & Exhibits



Sumatran Tiger

The Sumatran Tiger, the smallest subspecies of Tiger, is critically endangered due to primarily habitat loss. It is suggested that there are less than 500 Sumatran Tigers left. Tigers are solitary cats that only are seen together to breed or females with cubs. Sumatran Tigers are carnivores, and prey on small animals from fish and birds, to large ungulates like Wild Boar, Tapir, and Deer. Every Tiger has its own distinct striped coat pattern so no Tigers look alike.



Red Panda



Malayan Tapir



Muntjac

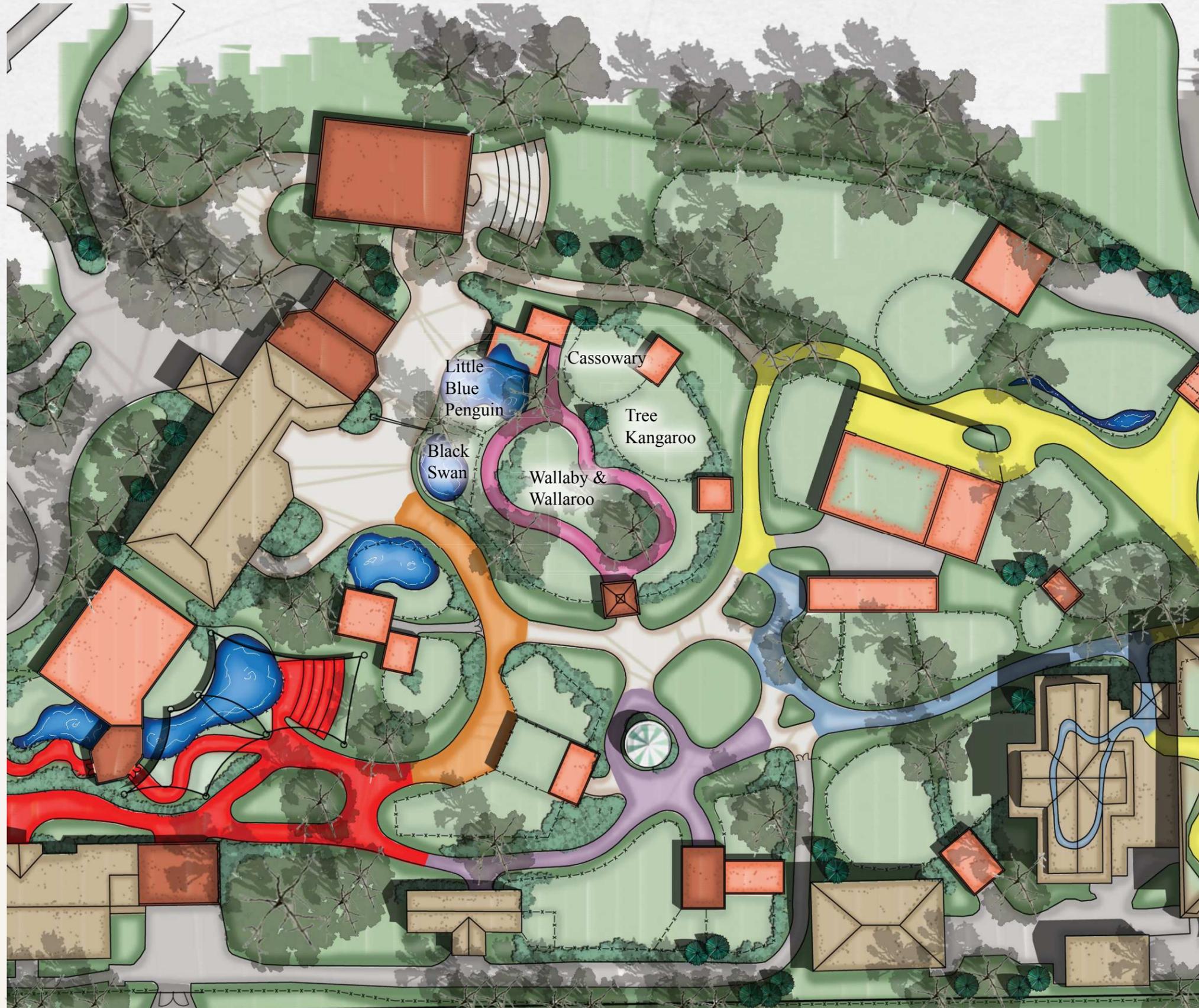
Orangutan

Sumatran Orangutans are a great ape that very intelligent and are adept at problem solving. The orangutan is exclusively an arboreal forest dweller and builds a nest in which to sleep on that can be as high as 70 feet in the air. Orangutans are the only non-social primate. Orangutans are critically endangered mostly due to human activities such as overpopulation, logging, and agriculture, which are destroying the orangutan forest environment. In fact, over the last 20 years, approximately 80 percent of the orangutans' habitat has been destroyed. Much of their habitat has been converted to palm oil plantations. Palm oil is used in many products we use every day. Current estimates show that four times more land is in palm oil production than is reserved for orangutans.



Pallas Cat

# Australia



## Improvement Impacts

- Australia will be reconfigured to accommodate a greater variety of species, while still giving guests the experience of a walk-thru with Wallaby & Wallaroos.
- New Tree Kangaroo and Cassowary habitats viewed from within the Wallaby and Wallaroo walking area.
- New Black Swan pond upon entrance into the Zoo will present an interesting contrast in color and posture to the Flamingos across the path.
- New Little Blue Penguin exhibit with viewing from both the plaza area leading to the amphitheater, and within the Wallaby & Wallaroo walk-about area.

## New Experience & Exhibits



### Tree Kangaroo

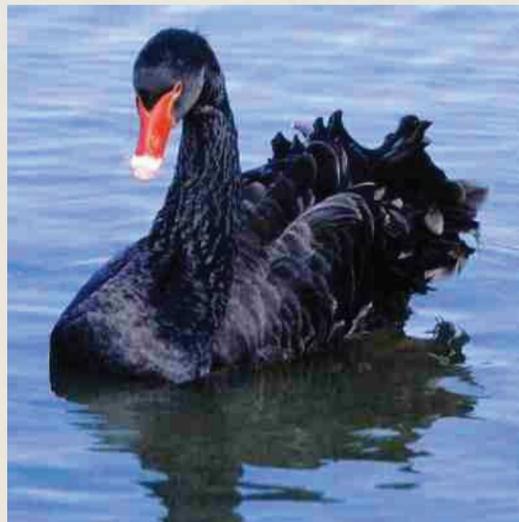
Tree Kangaroo's are adapted for life up in trees. They are considered endangered because of habitat loss and hunting. Up in trees, they are very agile and are able to move around by wrapping their forelimbs around the backs of trees and then using their powerful hind legs to hop. They are able to leap downwards up to 30 feet, and jump out of trees from as far up as 59 feet without getting hurt.



Cassowary



Wallaby



Black Swan



Wallaroo

### Little Blue Penguin

Little Blue Penguins are the smallest species of penguin. They are found on the coastlines of southern Australia and New Zealand. They usually grow to between 12 and 13 inches tall and weigh about 1.5 pounds. They will spend the entire day swimming looking for food.

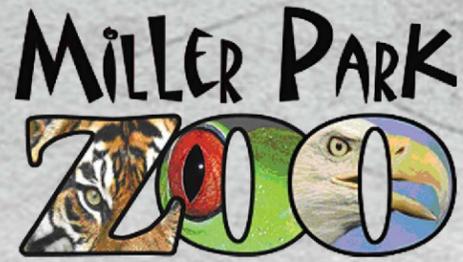




Implementation...

We need your help!!!

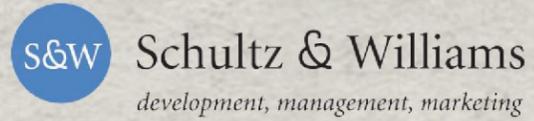




Miller Park Zoo  
1020 S. Morris Ave.  
Bloomington, IL 61701  
<http://www.cityblm.org/parks/Miller-Park-Zoo/about-the-zoo.htm>  
309.434.2250



WDM Architects  
105 N. Washington  
Wichita, Kansas 67202  
[www.wdmarchitects.com](http://www.wdmarchitects.com)  
316.304.1720



Schultz & Williams  
325 Chestnut Street, Suite 700  
Philadelphia, PA 19106  
[www.schultzwilliams.com](http://www.schultzwilliams.com)  
215-625-9955



Miller Park Zoological Society  
1020 S. Morris Ave.  
Bloomington, IL 61701  
<http://www.mpzs.org>  
309.434.2250



Miller Park Zoological Society  
109 E. Olive St.  
Bloomington, IL 61701  
<http://www.cityblm.org>  
309.434.2509