

FOR COUNCIL: October 8, 2012

SUBJECT: Request Approval of Miller Park Zoo Master Plan

**RECOMMENDATION:** That the Miller Park Zoo Master Plan be adopted as presented without any funding requirements.

**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. This Master Plan also includes a business plan element to help project attendance, admission rates and analyze the competitive market throughout the region. 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.

On July 9, 2012 the City Council heard a presentation on the Draft Miller Park Zoo Master Plan (land use 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. On August 27, 2012, the City Council heard a presentation of the Draft Business Plan with funding alternatives. These two plans (land use plan and business plan) combine to form the Miller Park Zoo Master Plan being recommended for adoption.

The recommendation is to adopt the Miller Park Zoo Master Plan, as presented without binding any financial requirements. The financial planning and funding would be decided within the citywide long-term capital improvement budget which would require City Council approval. The funding received from private funding, such as through the Miller Park Zoological Society, will be need to assist in financial planning for the implementation of the Master Plan.

**COMMUNITY GROUPS/INTERESTED PERSONS CONTACTED:** Numerous community groups and users of zoo facilities. Two City Council discussions.

**FINANCIAL IMPACT:** The adoption itself of the Miller Park Zoo Master Plan as a working document has no financial impact. The approval of various projects suggested within the Master Plan will have financial impact that would require City Council approval during future annual budget review processes. Adoption of the Miller Park Zoo Master Plan does not commit the City Council to the funding of the individual projects within the Master Plan.

Respectfully submitted for Council consideration.

Prepared by:

Reviewed by:

John Kennedy  
Director of Parks, Recreation & Cultural Arts

Barbara J. Adkins  
Deputy City Manager

Recommended by:

David A. Hales  
City Manager

Attachments: Attachment 1. Resolution  
Attachment 2. Master Plan

Motion: \_\_\_\_\_ Seconded by: \_\_\_\_\_

	Aye	Nay	Other		Aye	Nay	Other
Alderman Anderson				Alderman Purcell			
Alderman Fazzini				Alderman Sage			
Alderman Fruin				Alderman Schmidt			
Alderman McDade				Alderman Stearns			
Alderman Mwilambwe							
				Mayor Stockton			

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION RECOMMENDING APPROVAL OF THE MILLER PARK ZOO  
MASTER PLAN**

WHEREAS, the City of Bloomington is a home rule unit of local government with authority to legislate in matters concerning its local government and affairs; and

WHEREAS, it is highly recommended by the Association of Zoos and Aquariums for the governing body to adopt a Master Plan for the operations of an accredited zoo.

WHEREAS, it is in the best interests of the health, safety and welfare of the animals of Miller Park Zoo to obtain proper care at an accredited zoo.

WHEREAS, it is in the best interests of the health, safety and welfare of the citizens of the City of Bloomington to receive and accept the Miller Park Zoo Maser Plan and that said Plan be adopted.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL FOR THE CITY OF BLOOMINGTON, ILLINOIS:

SECTION ONE: That the Miller Park Zoo Master Plan prepared by WDW Architects is and the same is hereby accepted and placed on file and approved; however, the City Council explicitly does not approve a funding mechanism to implement said Plan.

ADOPTED this 8<sup>th</sup> day of October, 2012.

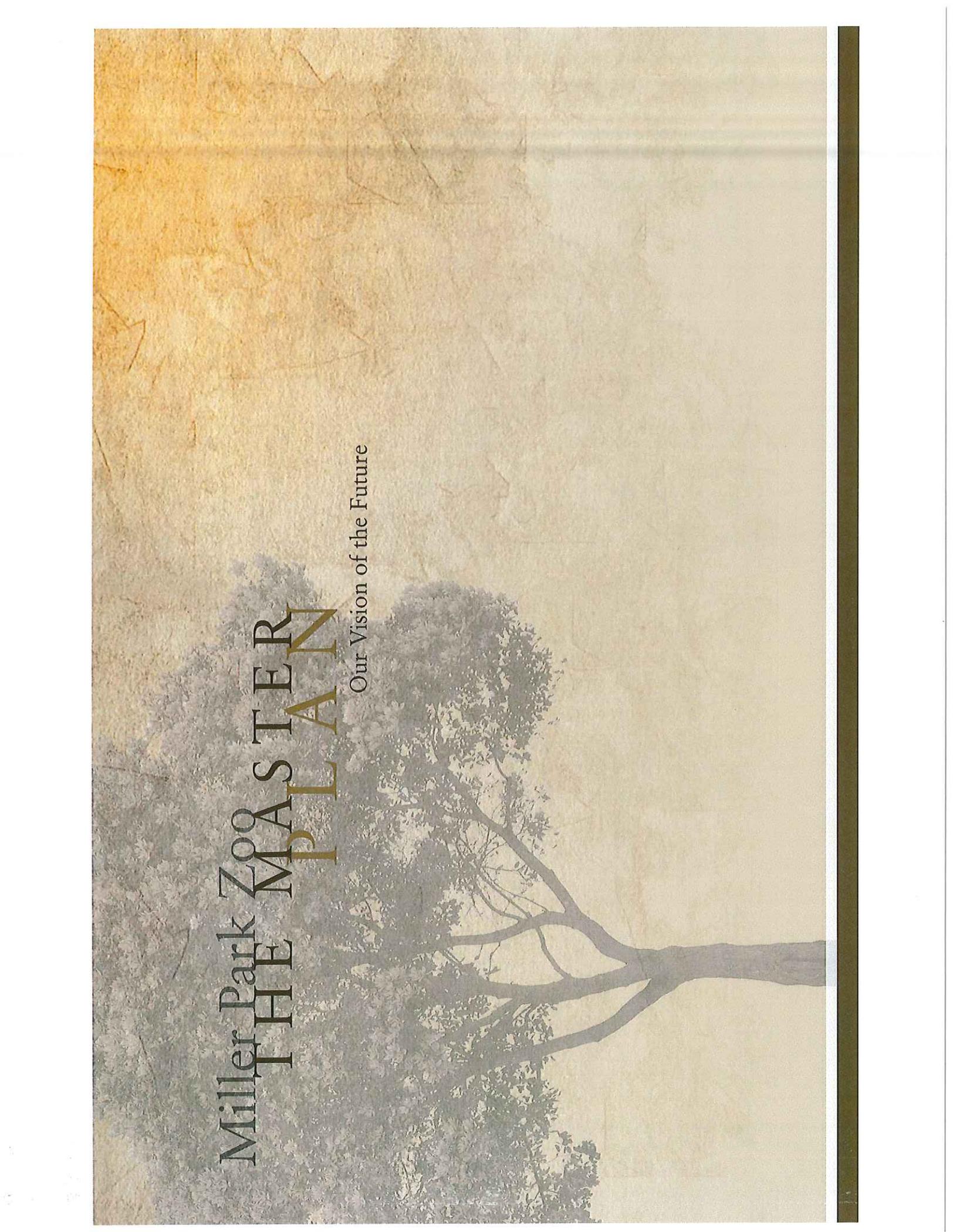
APPROVED:

\_\_\_\_\_  
Mayor of the City Council of Bloomington, Illinois

ATTEST:

\_\_\_\_\_  
City Clerk

(Seal)

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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-

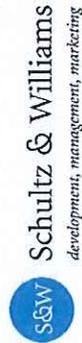
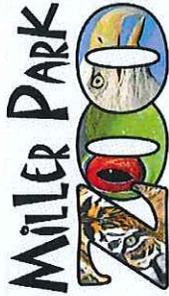
This Master Plan was commissioned to document possible future development of the Miller Park Zoo. It serves as a snapshot in time, a living document that reflects the current needs and those needs and opportunities foreseeable in the future. This plan reflects the vision of the Zoo staff, society, and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

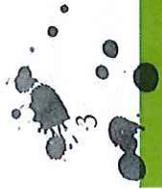


June 2012

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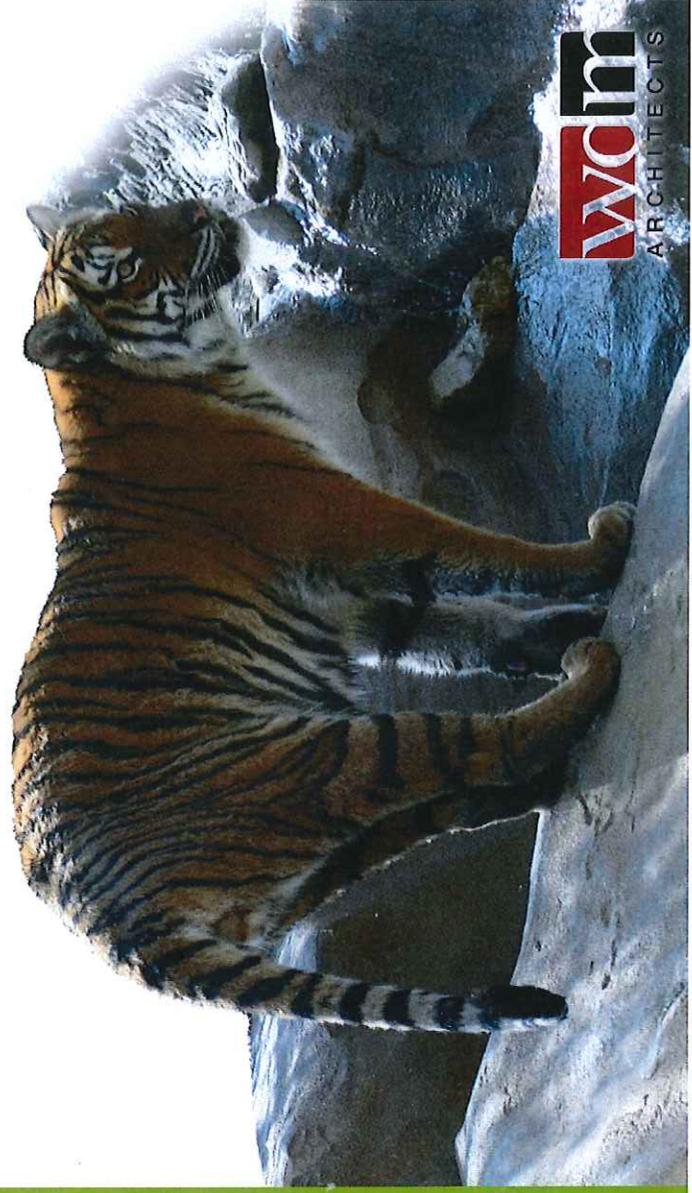
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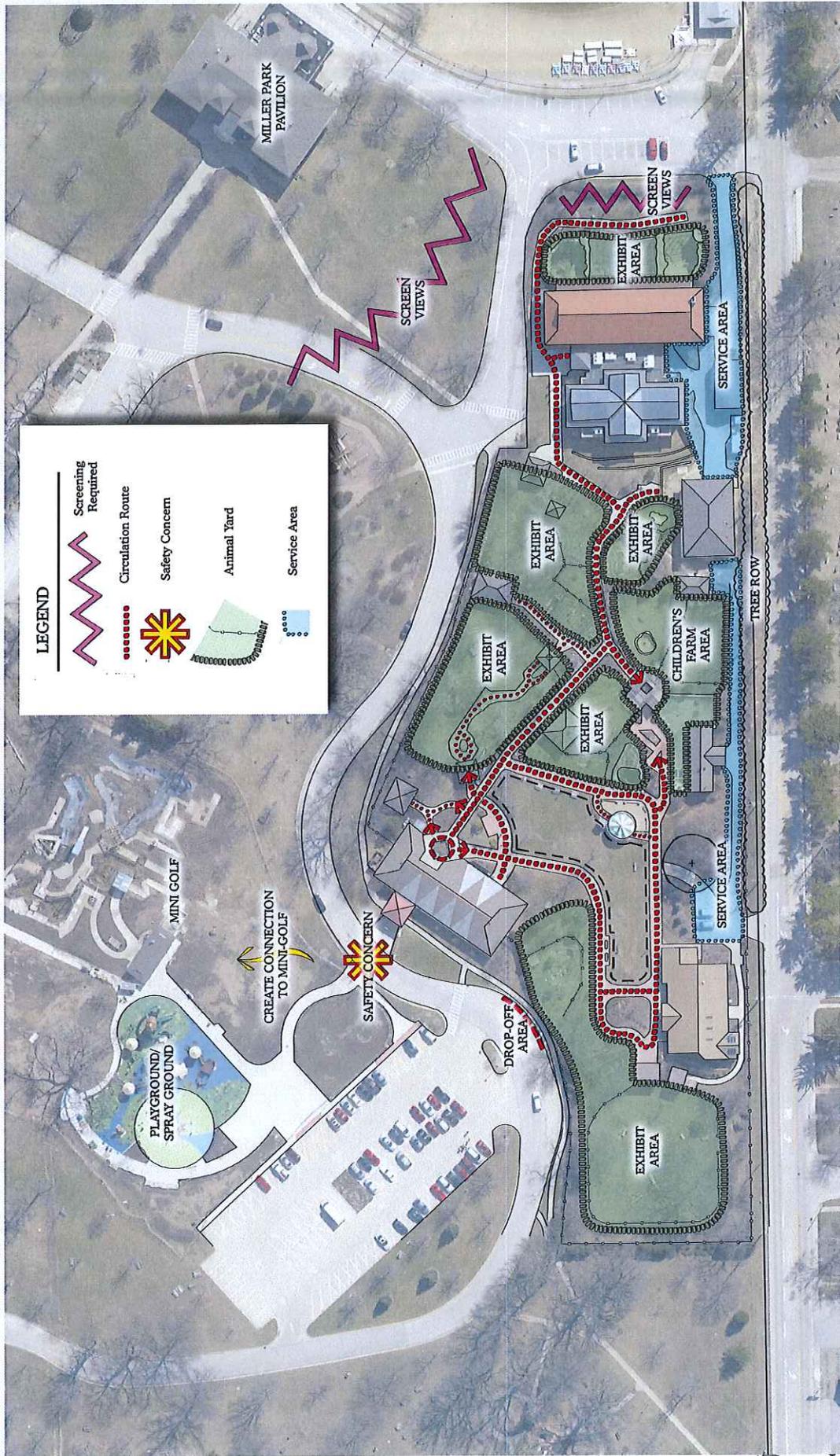


Site Analysis...

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.

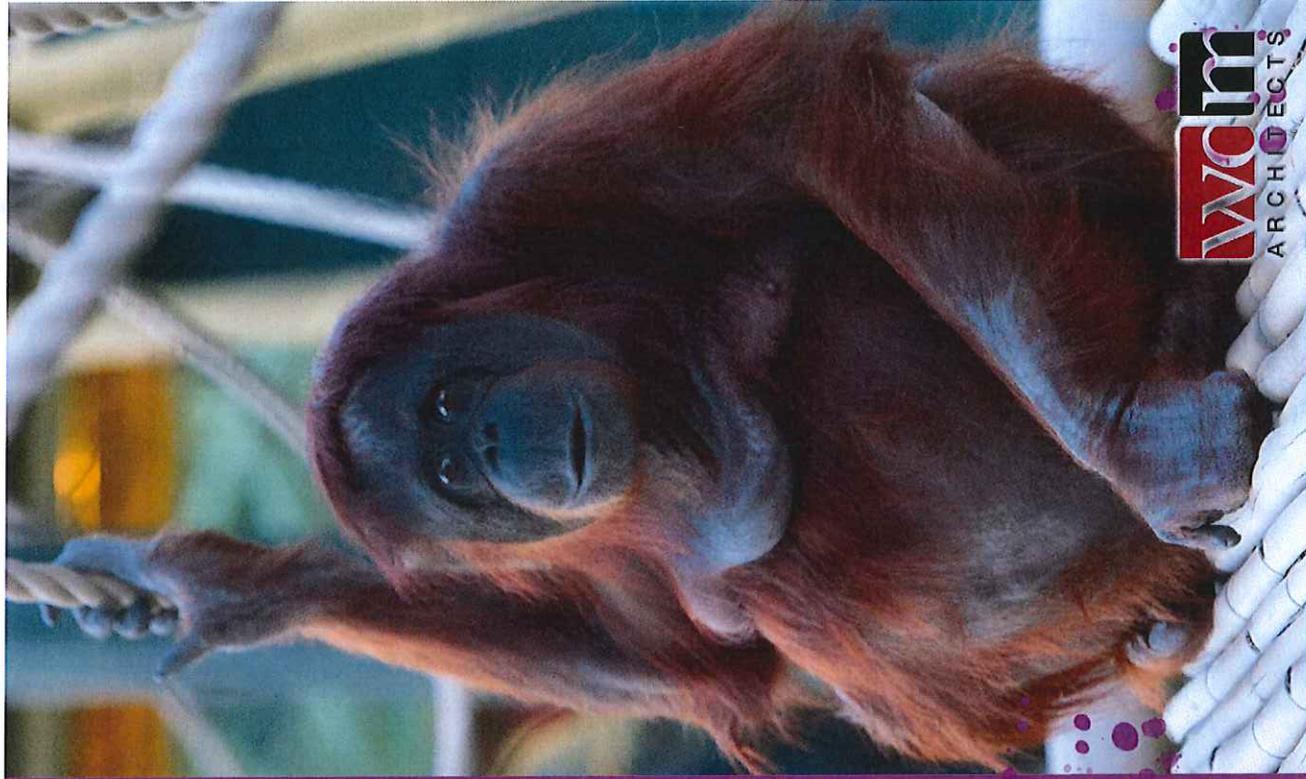
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Master Plan...

the big ideas...



WCM  
ARCHITECTS

# Master Plan

## LEGEND

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



## Looking forward with a plan

This 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.



## Entry & Parking

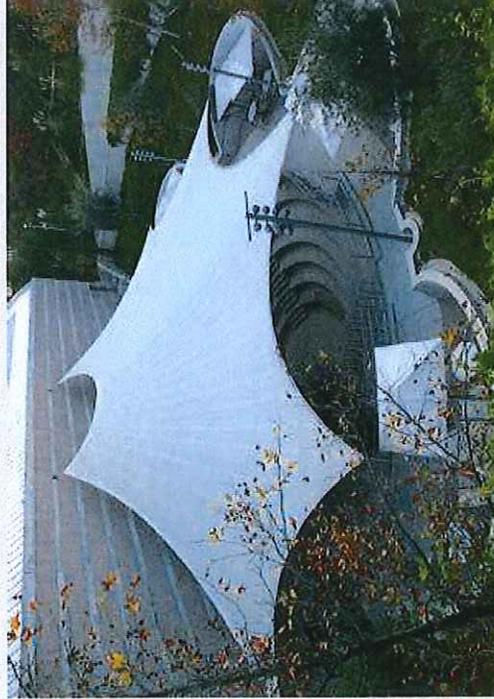
### New Experience & Exhibits

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.



New Experience & Exhibits

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

Sifakas 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".

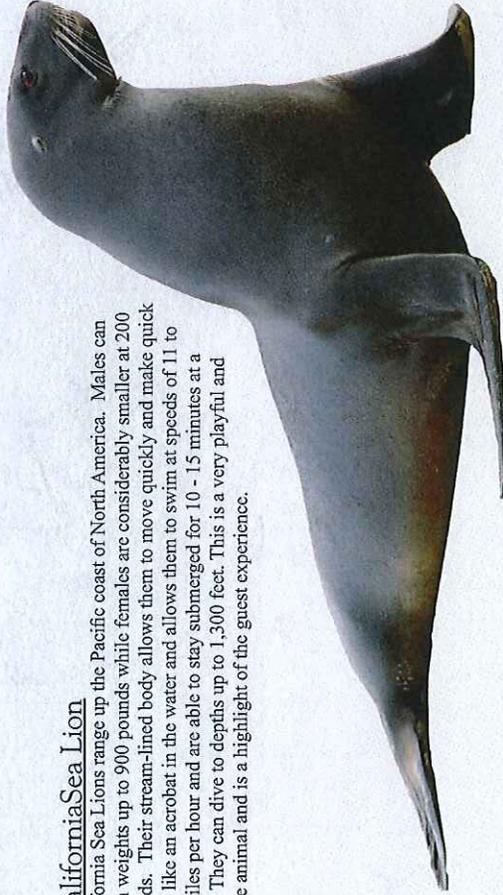


# North America

## New Experience & Exhibits

### 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

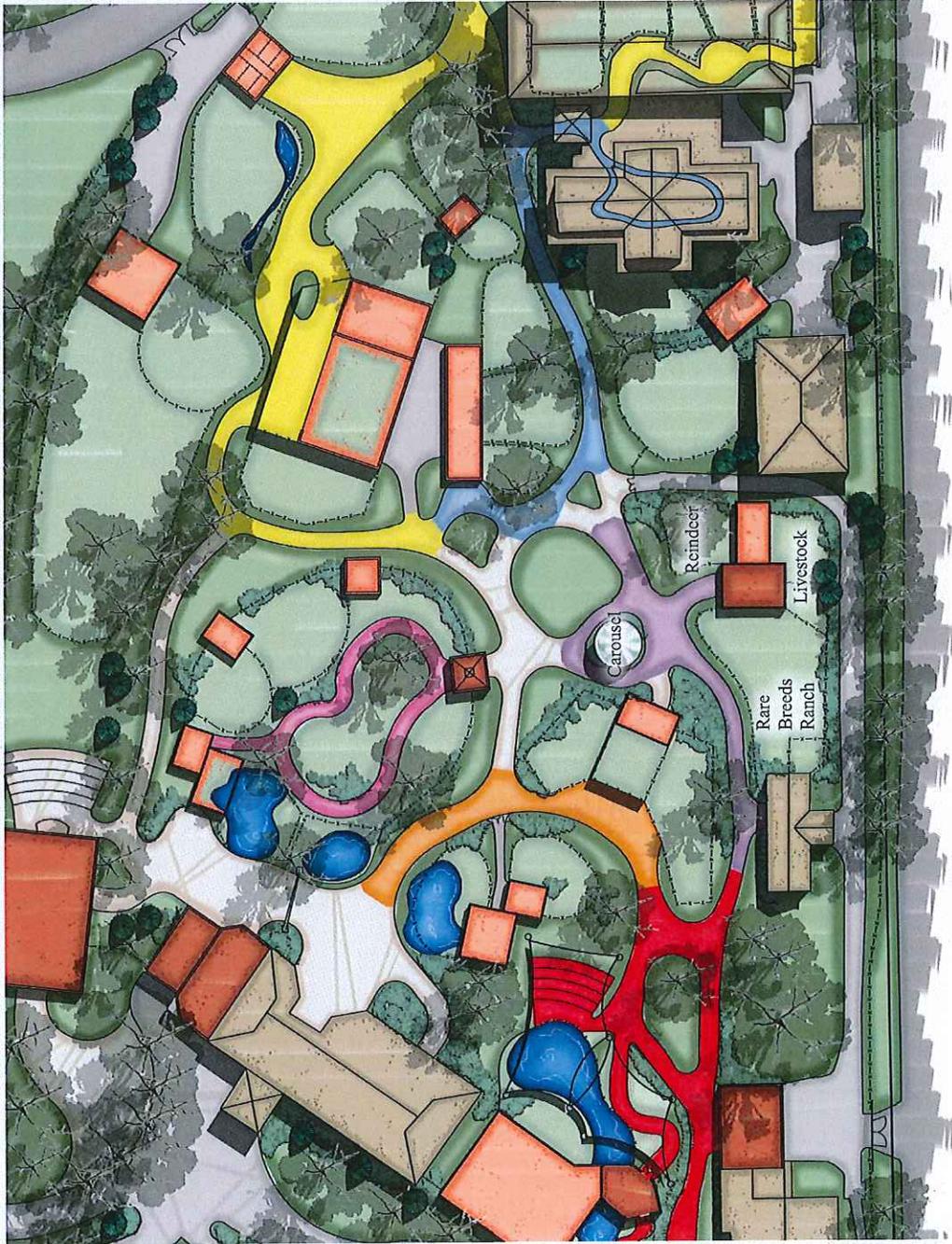
North American River Otters are found throughout all of Canada and the United States (except SW USA). They are excellent swimmers and divers, swimming at an average speed of seven miles per hour. Unlike muskrats or beavers, the otter barely makes a ripple when swimming or a splash when diving. Otters 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 ensures genetic diversity and maintains animals that are well-suited for sustainable agriculture.



## New Experience & Exhibits



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.



Durch 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



Giant Anteater



Tayra



Chacoan Peccary



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.



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 Kathoefer Animal Building- will offer an all new tropical Asian experience through its completely revamped interior.
- The area south of the Kathoefer 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.



Muntjac



Pallas Cat



Malayan Tapir



Red Panda



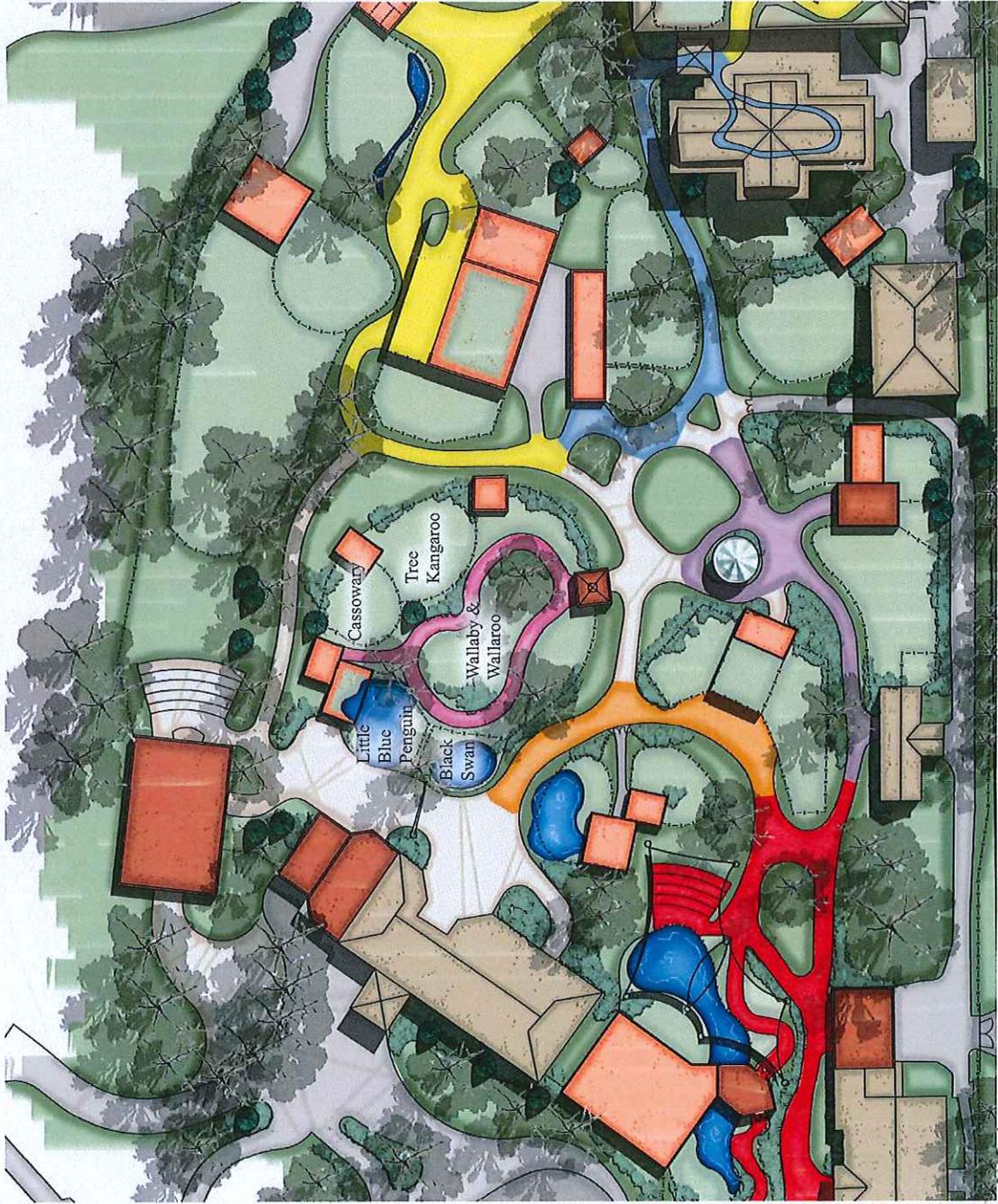
Orangutan

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.

# 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 Flammingos 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.



# Australia

## 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



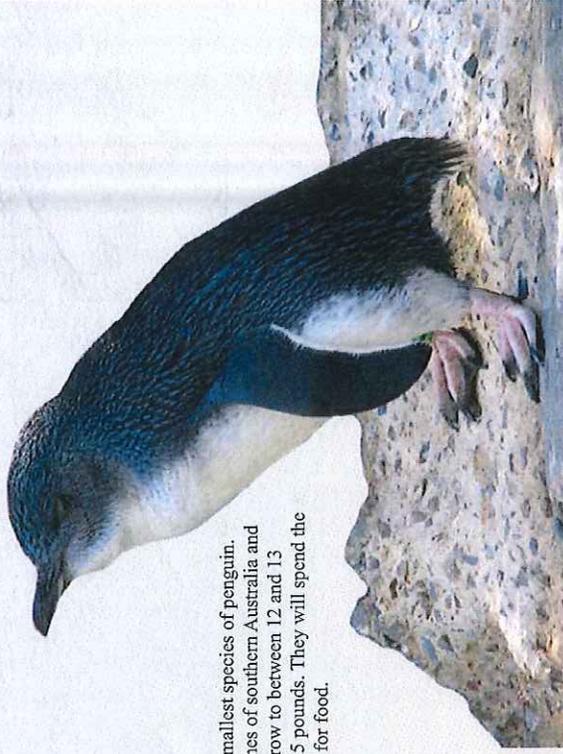
Wallaby



Wallaroo

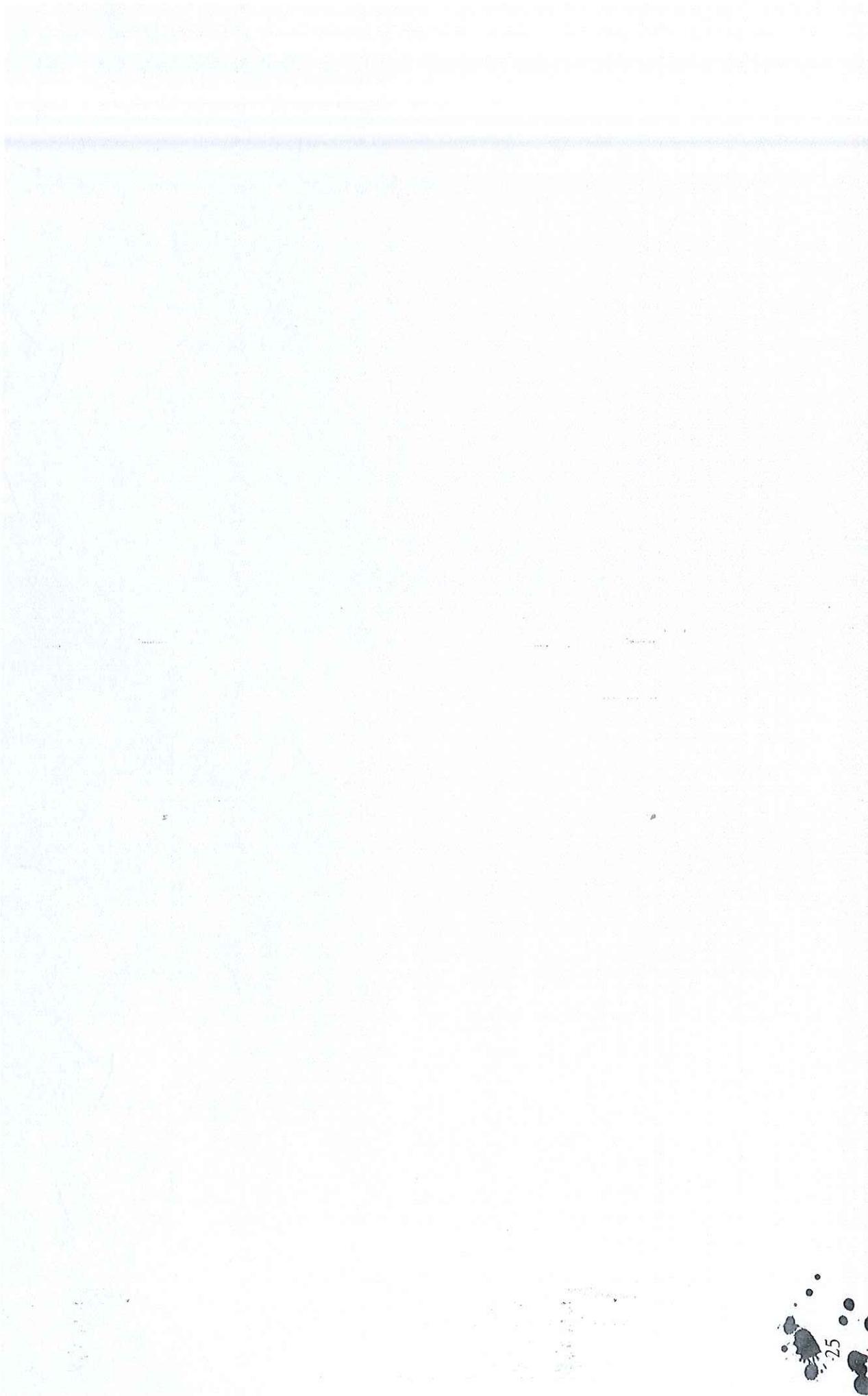


Black Swan



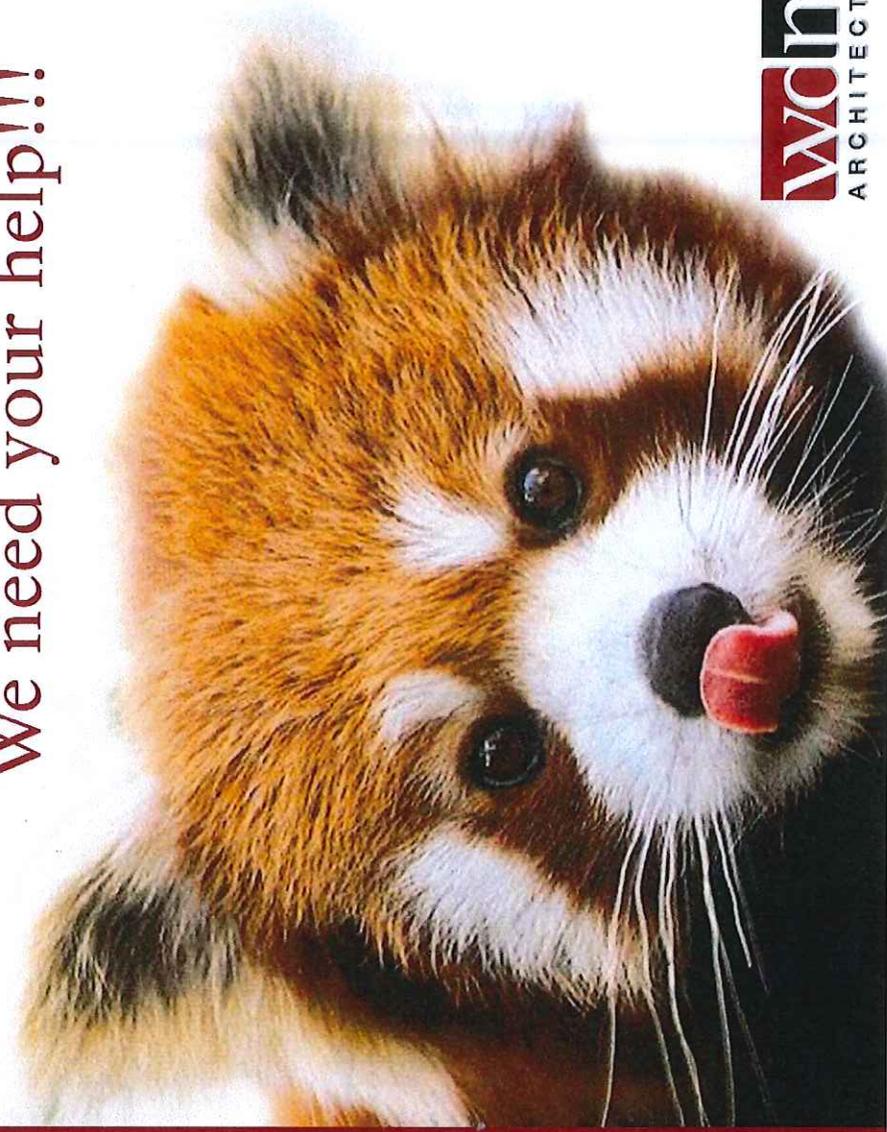
### Little Blue Penguin

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!!!

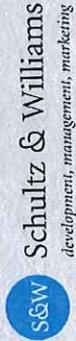




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Schultz & Williams  
*development, management, marketing*



# Miller Park Zoo

## *Strategic Business Plan / Master Plan Integration*

July 2012



Schultz & Williams  
*development, management, marketing*



## Business Plan Elements:

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



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*development, management, marketing*



## 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”



Schultz & Williams  
*development, management, marketing*



## 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



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## 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



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## 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	Flamingo	Red Panda	Anteater	Eagle	Sea Lion	Otter
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
Attendance	106,241	109,428	112,164	113,286	130,279	145,912
Membership Households	1,656	1,706	1,748	1,766	2,030	2,274
Admission Per Cap	\$3.15	\$3.65	\$3.65	\$4.15	\$4.65	\$4.65
Net Gift Per Cap	\$0.55	\$0.75	\$0.79	\$0.83	\$0.87	\$0.91
Concessions Per Cap	\$0.31	\$0.55	\$0.58	\$0.61	\$0.64	\$0.67



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## 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:

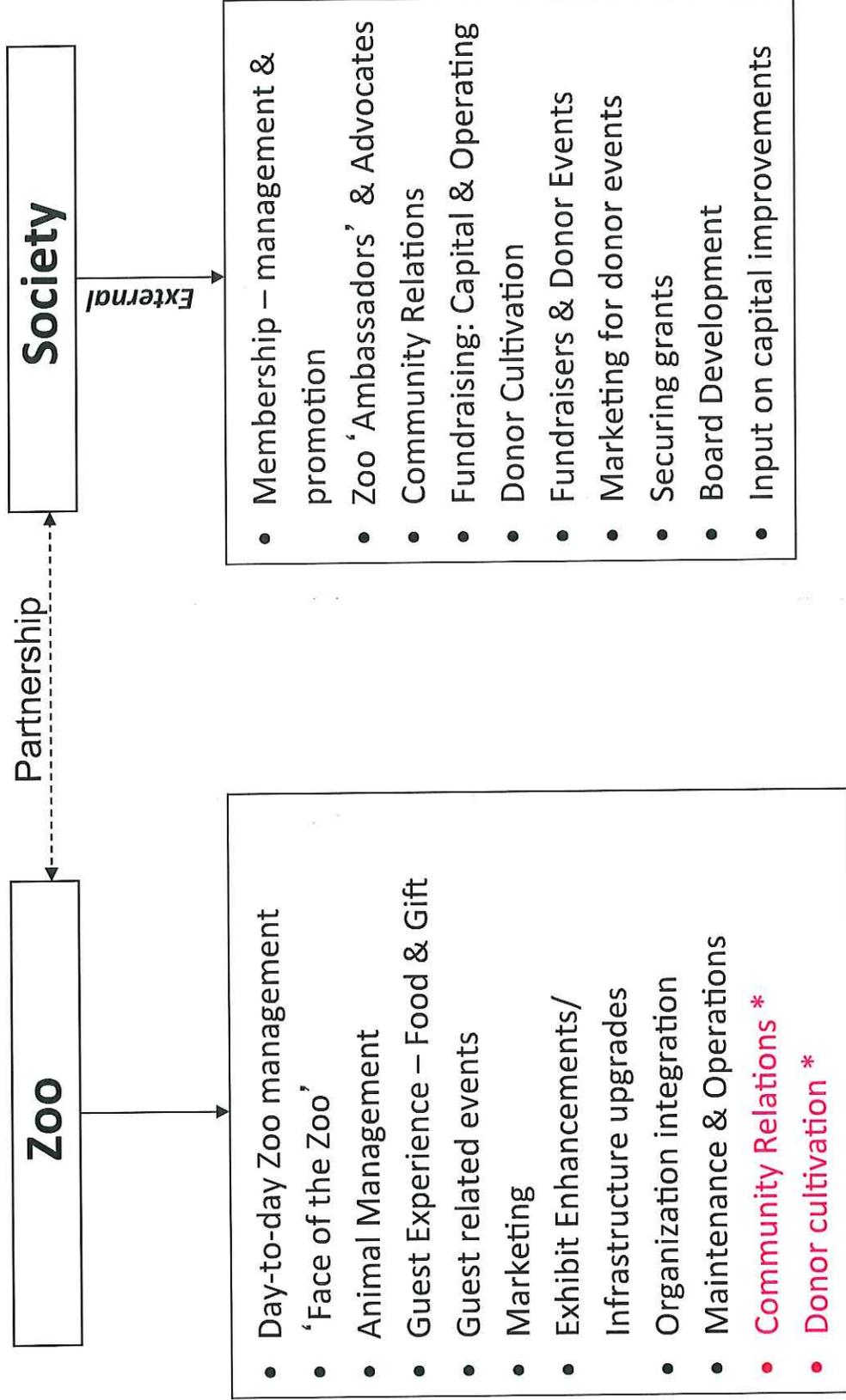
- Society Revenue – (Macro Level)
  - Fundraisers - \$50,000
  - Membership - \$70,000
  - Gift - \$57,000
- City needs to maintain or grow the influx of external funds of \$115,000 (from some source) to support annual operating expenses of the Zoo
- Zoo Superintendent will be the 'leader' of the Zoo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



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# Primary Roles



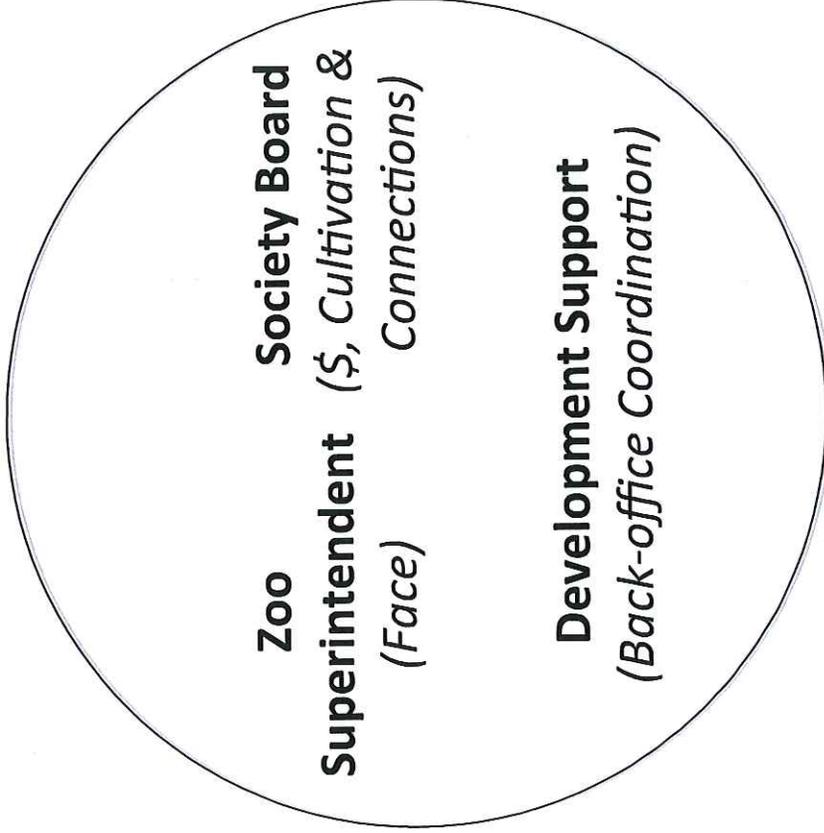
\* Shared responsibility with Society



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## Fundraising Team

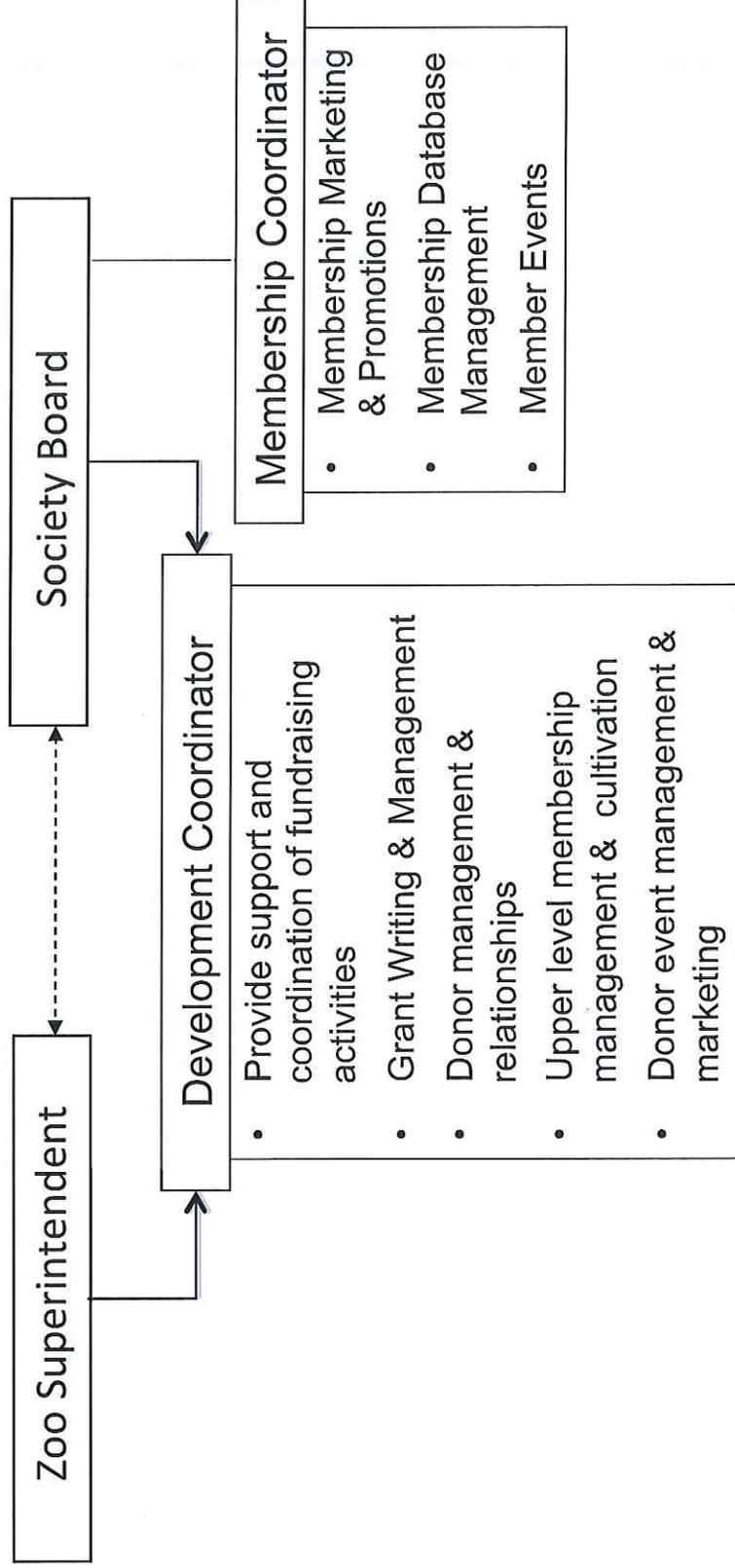




## Organizational Model - DRAFT

- 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



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# Board Development Strategies

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## 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.



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*“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



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# Appendix

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# 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 seasonal; new masterplan; planning new penguin exhibit \$500-750K
Scovill Zoo	Decatur	1 hr	\$5.00/3.00	\$65	15	park dist	diverse collection; carousel	97,247	\$ 998,662	
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 \$13.50/9.50; all incl	\$55	5	park dist/foundation	large waterfowl collection, domestics	120,000	\$1,158,649	
Brookfield Zoo	Brookfield	2.25 hr	\$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	\$175	5	society	major attraction	2,063,694	\$48,542,780	1st children's museum in US w LEED certification
Children's Discovery Museum	Normal		\$6.00	\$95		city parks & rec				
Prairie Aviation Museum	Bloomington		\$5.00/2.00	\$60						
McLean County Museum of History	Bloomington		\$5.00/4.00	\$30		private				501 (c)3 governance n/a
Illinois State University Planetarium	Normal		\$4.00/3.00	(309) 438-2496 call for info on membership		university		40,000		
David Davis Mansion	Bloomington		\$4.00/2.00 donation	\$50		state/foundation		15,000-25,000		
Upper Limits Rock Climbing Gym	Bloomington		\$15.00/12.00	\$638 + \$50 per child		private for profit				