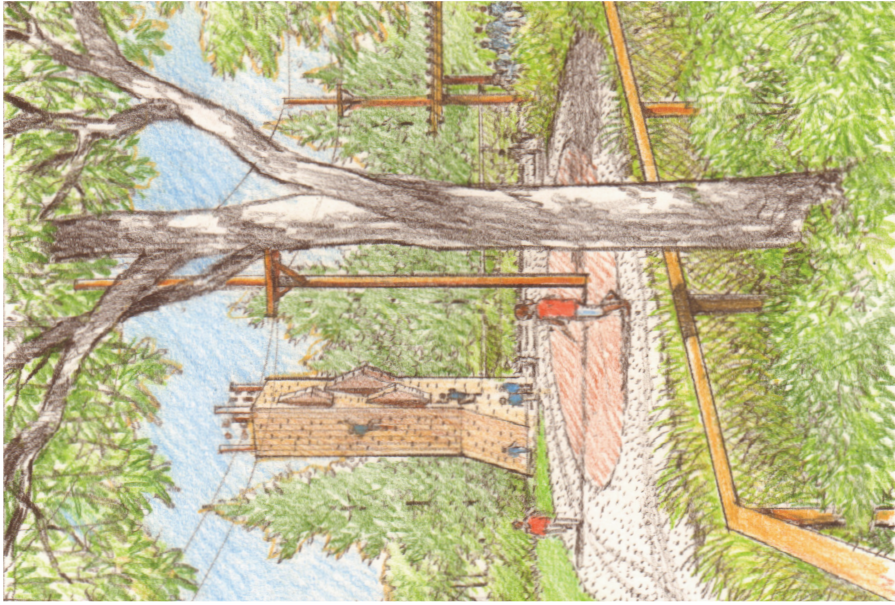




Northeastern Wisconsin Zoo & Adventure Park

MASTER PLAN

JANUARY 26, 2017



NORTHERN WISCONSIN ZOO & ADVENTURE PARK

Strategic & Master Plan Report January 26, 2017

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EXECUTIVE SUMMARY

INTRODUCTION

In 2016, the Northeastern Wisconsin Zoo & Adventure Park commissioned CLR Design and Schultz & Williams to develop a five-year strategic plan and 10-20 year Master Plan for the Northeastern Wisconsin (NEW) Zoo & Adventure Park. This Master Plan Report represents the collaborative effort between CLR Design, Schultz & Williams, NEW Zoo & Adventure Park staff members and the Brown County Parks Department to develop a plan that fully assesses existing land use for the Zoo, Adventure Park and the surrounding Brown County Reforestation Camp, while also establishing future goals and strategies to achieve these goals over the next 10 to 20 years. The Zoo has been following a master plan that was completed in 2000 and has directed steady growth over the last 16 years. Following many of the recommendations included in the master plan, the Zoo most recently constructed an animal hospital located at the northwest corner of the property. With increased attendance, a larger site and a goal to provide overall improved guest experience, a new master plan is needed to bring together a variety of stakeholders and user groups to focus the Zoo board and staff on upcoming long-term changes.

This combined strategic and master planning process is the first time that the entire 1,600-acre property – NEW Zoo, Adventure Park and Reforestation Camp – has been analyzed as one integrated entity.

As a 63-year old institution located just 10 miles from downtown Green Bay, the Northeastern Wisconsin Zoo & Adventure Park has a rich and successful history (Figure 1). Today, the Zoo features a diverse and fascinating animal collection spread across 62 exhibits on its 43-acre facility and sits within the 1,600-acre Brown County Reforestation Camp.



Figure 1: Green Bay Regional Map

- The Zoo is home to more than 215 animals representing almost 90 different species, including 37 species of mammals, 33 species of birds, 16 species of reptiles and 14 species of fish, invertebrates and amphibians. This includes 13 endangered, threatened or vulnerable species through cooperation with the AZA's Species Survival Plans.

- In 2014, construction of the Adventure Park was completed featuring dueling 1,000-foot-long zip lines, an aerial ropes challenge course and a climbing wall where visitors can test and challenge themselves.

- The Zoo & Adventure Park attendance increased substantially in 2014 from the year before, from over 218,000 guests to over 241,000 guests. Zoo leadership have been able to sustain this increased visitation, welcoming over 233,000 guests in 2015.

- With more than 2,500 member families, the NEW Zoological Society works in partnership with the Zoo in raising funds for special programs, exhibits, education, animal welfare and conservation initiatives. A volunteer Board of Directors serves as the governance body for the NEW Zoological Society.

- The Zoo has approximately 12 full-time employees and approximately 20 part-time employees.

- The Reforestation Camp and Adventure Park as operated under the Brown County Park Department have two full-time employees and approximately 20-25 part-time employees.

Surrounding the NEW Zoo & Adventure Park is the remaining 1,560 acres that makes up the Reforestation Camp. The Reforestation Camp offers a variety of outdoor activities for every age. An observation tower allows visitors to look out over the NEW Zoo, which is located within the Reforestation Camp. Picnicking and fishing around the Camp's many small ponds are popular summer activities. For the outdoor enthusiast, miles of scenic trails running throughout the Camp provide the opportunity for hiking, biking, and horseback riding. A playground and two rental shelter buildings are available for family gatherings and company events. In the winter months, the Reforestation Camp is a favorite winter recreation area with its miles of groomed cross-country ski and snowmobile trails. Each autumn hunters take advantage of the Brown County Rifle Range, located in the northeast portion of the Camp, to sight-in their firearms. Assistance and spotters are provided on this excellent 100-yard range.



Existing New Zoo Great Plains Exhibit



Existing New Zoo Children's Zoo



Existing New Zoo Adventure Park Ropes Course

PLANNING PROCESS

In 2016, the Northeastern Wisconsin Zoo & Adventure Park engaged planning firms Schultz & Williams (S&W) and CLR Design (CLR), to facilitate an integrated strategic and facility master planning process to present coordinated and complementary drivers to unify the growth of the 1,600-acre site and the Zoo as THE regional destination for recreation in a natural setting.

Recognizing the leadership of both the Zoo and Society are ready to chart a bolder course, the integrated process included strategic planning to address goals and objectives for the Park's next five years and developing a facility master plan that outlines a "roadmap" of continued improvements and timelines for the next ten to twenty years. S&W and CLR in close partnership helped focus, refine and leverage the Zoo's resources and future opportunities.

To guide the overall strategic and master planning discussions and process, a Strategic Planning Task Force (Task Force) was created. The Task Force and S&W and CLR planning team met twice during our engagement to review the process and work collaboratively to chart the future direction of the Park and frame our recommendations and strategic objectives.

STRATEGIC PLANNING PROCESS

S&W began our engagement with a discovery process, during which we collected background materials about the NEW Zoo & Adventure Park, the NEW Zoological Society and the Friends of the Reforestation Camp, including visitation data, mission-based program information, membership information, financial information and marketing materials, among other background information. During our first trip to the Park, we toured the Zoo and surrounding Park with Neil Anderson, Director, which helped clarify our understanding of the Park as well as the opportunities and challenges to be discussed in the planning process.

To further solidify our background of the Park, we conducted one-on-one interviews with senior staff and key members of the Board to better understand the issues to be explored and the scope of goals and vision for the new strategic plan (Figure 2).

Using the key findings from the internal interviews, S&W developed three surveys – one for staff, one for members of the NEW Zoological Society Board (NZS) and one for the Friends of the Reforestation Camp (FORC) – to identify the key strategic opportunities and challenges facing the Park over the next five years as well as foster a sense of inclusiveness during the planning process. All were sent electronically using Survey Monkey and were conducted in a confidential manner.

We utilized all of the information that we received and the key findings from our interviews and discussions to develop our Baseline Assessment Report, which included a SWOT (strengths, weaknesses, opportunities and threats) analysis. The Baseline Assessment Report was preliminary in nature as we continued to refine and refocus our findings and opportunities to support the Park's mission, vision, and core values. The findings also helped to identify external challenges or potential threats to the Park that could impact its future operations, visitation, and funding over the next three years that needed to be considered in the planning process. The full Baseline Assessment Report is attached as an appendix (pg 60).

STAFF, BOARD & FORC SURVEYS

GROUP	NUMBER INVITED TO TAKE SURVEY	NUMBER OF PARTICIPANTS	PERCENTAGE PARTICIPATION
STAFF	56	30	54%
NZS BOARD	15	10	67%
FORC	13	8	62%

Figure 2: This table shows the amount of participation for our conducted surveys. The survey summary of responses for all three surveys is attached as an appendix.



STRATEGIC PLANNING CONTINUED

In August - September 2016, S&W developed initial draft phases for the mission, core values and vision. At the second meeting of the Task Force, these were presented for initial feedback. We then made edits based on that feedback and with the Director and senior staff, finalized them. This was an important step in the process for the following reasons:

- The updated **Mission Statement** serves as a fundamental building block upon which the strategic plan is developed.
- **Core Values** reflect and help shape the culture of the organization; they are at the very heart of how the organization views and treats its staff, customers, and community. These shared values are a statement to the outside world of how the Park views itself and what qualities Park leadership embraces.
- The **Vision Statement**, a view of what the organization wants to become, stretches the Park's capabilities and shapes its future. The vision helps to prioritize and focus the specific and measurable goals that would comprise the strategic plan.

Using the SWOT analysis conducted as part of the Baseline Assessment report and the second Task Force meeting, S&W identified the key strategic opportunities and developed **five preliminary goal statements** that addressed each planning issue and positioned the Park to achieve its vision. S&W then developed **draft objective and action statements** that support each goal (see Figure 4, p. 7)

The full draft strategic framework of goals, objectives, and action steps was shared with the Director and senior staff for their feedback. During a virtual working session with this group, we received feedback and updated the framework accordingly. This last step completed the full strategic plan for the NEW Zoo & Adventure Park – providing the Park with a clear, actionable framework for the next five years. The timeline also serves as a reminder that a strategic plan is a living document and should be reviewed and updated at least annually.

MASTER PLANNING PROCESS

The final Master Plan report for the Brown County Reforestation Camp, Adventure Park and Northeastern Wisconsin (NEW) Zoo represents the culmination of a six-month collaborative planning process to synthesize the long-term vision and development priorities for both the overall adventure park site and the zoo campus (Figure 3). Analysis of the Reforestation Camp, Adventure Park and NEW Zoo focused on identifying programmatic and operational needs as well as opportunities for growth. Existing strengths within the layout of the campus and current program offerings provided a framework for developing the preliminary master plan design.

Concurrent and integral with the advancement of the Master Plan, Schultz & Williams developed the **Strategic Plan and Vision** in collaboration with Task Force Committee, Zoo Staff, Zoo Society Board and Friends of the Reforestation Camp. The Master Plan and Strategic Plan present coordinated and complementary drivers to unify growth of the 1600 acre site and the zoo as The Regional Destination for recreation in a natural setting. The Final Master Plan positions the NEW Zoo and Adventure Park for the next ten years and beyond with a vision for growth and strategic capital investment sequence.

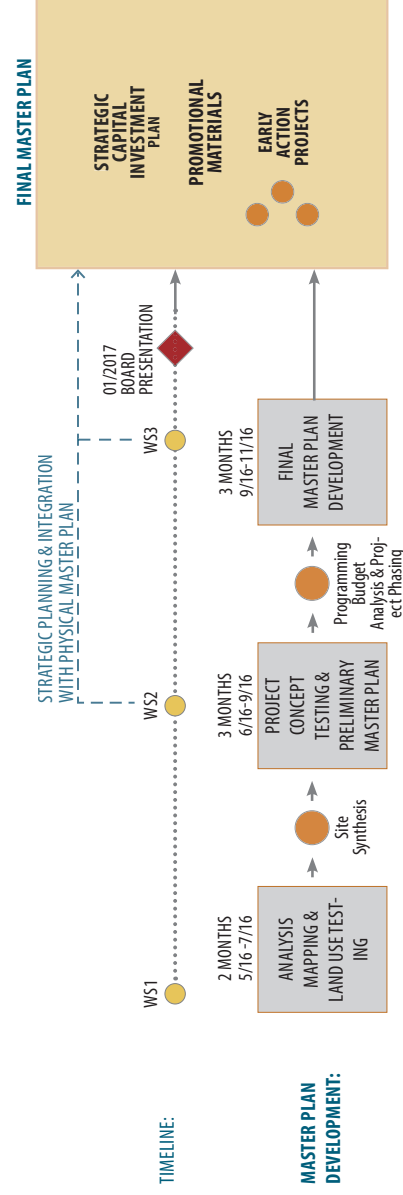


Figure 3: Strategic and Master Planning Process

STRATEGIC PLAN EXECUTIVE SUMMARY

Developed from an integrated six-month planning process, the following is an outline of the mission, vision, and core values of the New Zoo, as well as an overview of the NEW Zoo & Adventure Park's new five-year strategic plan. See the full strategic plan report on page 20 for further detail.

MISSION

Connecting the community with wildlife and nature through engaging, interactive experiences.

VISION

To be THE regional destination that inspires appreciation and stewardship of wildlife and the natural world.

CORE VALUES

In serving our community and guests, we are guided by the following core values that position us to fulfill our mission and achieve our vision:

► CONSERVATION

We are dedicated to excellence in animal care and the protection of our natural resource assets.

► ACTIVE & FUN EXPERIENCES

We provide active and fun animal, adventure and nature experiences for all ages that combine learning, excitement, challenge and enjoyment.

► EDUCATION & LIFE-LONG LEARNING

We are committed to providing superior education and life-long learning opportunities in all visitor experiences and programs.

► COMMUNITY

We are dedicated to all residents and guests of Brown County and the greater Green Bay region through effective stewardship of community and natural resources.

► RESPECT & COLLABORATION

We encourage a spirit of respect and collaboration by working together to build meaningful relationships to meet our common goals.

NEW ZOO & ADVENTURE PARK'S 2017-2021 STRATEGIC GOALS

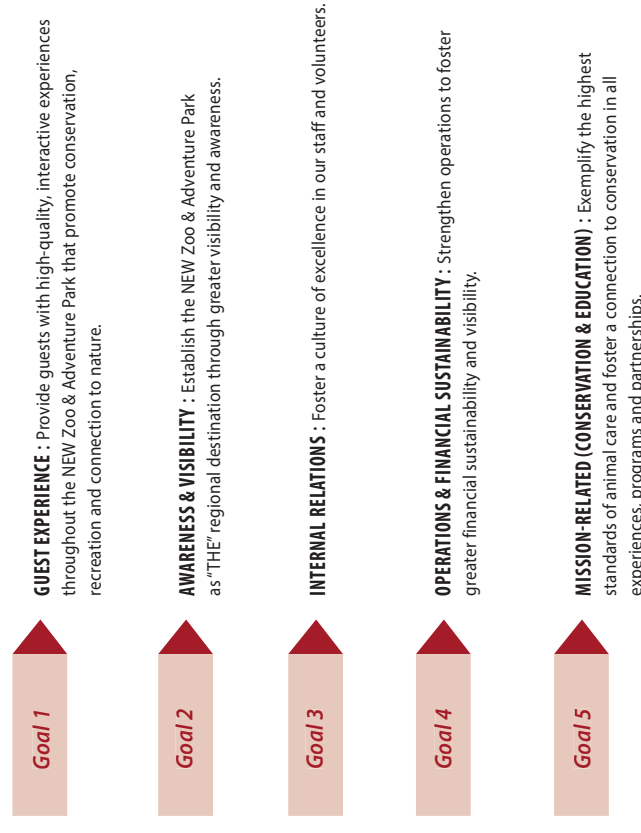


Figure 4: Outline of Strategic Goals

MASTER PLAN DRIVERS

KEY PHASING DRIVERS

How We Accomplish This...

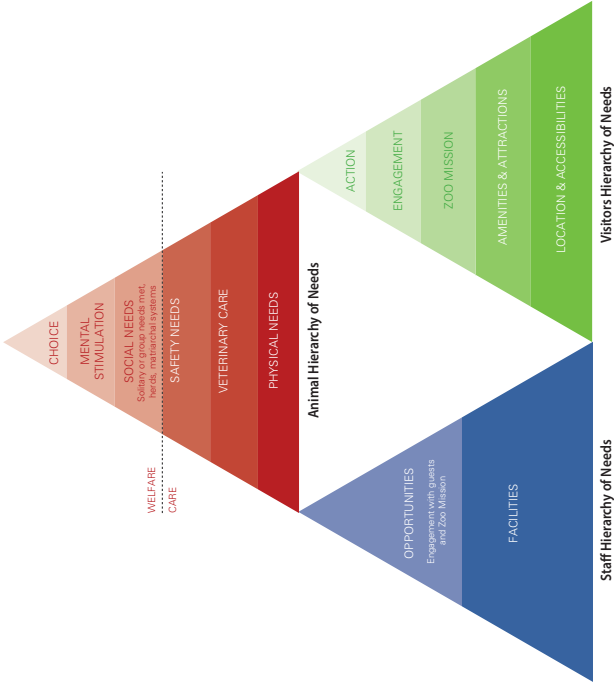
- A. Provide a central arrival and orientation hub for all park users, including zoo goers, adventure park, and recreational trail users
- B. Consolidate entry and ticketing access points for adventure park and zoo entry.
- C. Reorganize guest flow to increase visibility and overlap of adventure park, zoo, and recreational trail uses
- D. Accommodate future tandem and intersecting growth via central hub
- E. Coordinate operations, ticketing, and infrastructures for Adventure Park, NEW zoo, and Reforestation Camp
- A. New overlapping zoo experiences with outdoor recreation experiences
- B. Expand scope of outdoor recreation opportunities to reach a broader user base
- C. Improve trailhead amenities, trail markings, and reduce conflict of recreational trail user groups
- D. Overlay and enhance message of conservation education through all user group experiences
- A. Increase volume and quality of indoor zoo exhibit space and visitor amenities to increase visitation and stay-time during off-season and inclement weather
- B. Expand and improve winter trails and amenities to increase variety of user groups for wintertime activities
- C. Encourage new visitor profiles via peak hour and after hours pop-up events in flexible vending and performance spaces
- A. Consolidate, reorganize, expand and diversify existing animal collections into exciting, state-of-the-art animal habitats
- B. Increase volume and quality of indoor zoo exhibit space to facilitate superior animal care
- C. Upgrade select existing infrastructure, animal exhibit buildings and public amenities

Unify the Adventure Park, NEW Zoo, and Reforestation Camp Recreational Trails

Create THE Regional Destination for Wildlife Conservation Education & Adventure

Diversify Recreation for an Incredible Guest Experience

Exemplify the Highest Standards of Animal Care



NEW ZOO & ADVENTURE PARK MASTER PLAN DRIVER DEPLOYMENT

This combined strategic and master planning process is the first time that the entire 1,600-acre property – New Zoo, Adventure Park and Reforestation Camp – has been analyzed as one integrated entity. The deployment plan identifies the location within the New Zoo and Adventure Park for specific Master Plan drivers.

CREATE INCREASE INDOOR EXHIBIT SPACE FOR OFF-SEASON USE:

- Indoor Tropical exhibit adjacent to existing cafe
- New indoor otter exhibit

DIVERSIFY ENCOURAGE POP-UP EVENTS IN FLEXIBLE USE SPACES:

- Open green and visible areas for seasonal and rotating installations

UNIFY REORGANIZE GUEST FLOW FOR PARK:

- Simplify guest flow within zoo with circular flow and primary paths
- Overlap guest flow of adventure park, trail and zoo users to encourage cross-over visitation

CREATE NEW OVERLAPPING ZOO EXPERIENCES WITH OUTDOOR RECREATIONAL EXPERIENCES:

- Treetops adventure courses within the zoo boundary for unique animal viewing and increased visibility to zoo goers of adventure park activity

UNIFY IMPROVE TRAILHEAD AMENITIES:

- Spaces for equipment maintenance & cleaning, dedicated trail user restrooms, and trail head house for trail user orientation and passes



UNIFY

COORDINATE OPERATIONS SITE WIDE:

- Expand & provide dedicated staff parking; Expand & consolidate storage and maintenance

EXEMPLIFY

CONSOLIDATE, REORGANIZE, EXPAND AND DIVERSIFY ANIMAL COLLECTIONS:

- Create new, expanded, and mixed-species habitats for animal enrichment and exciting visitor experiences

UNIFY

CONSOLIDATE ENTRY AND TICKETING ACCESS POINTS FOR ADVENTURE PARK AND ZOO ENTRY:

- Centralize all users with common point of entry and provide shared facilities for ticketing

DIVERSIFY

EXPAND WINTER TRAILS TO SERVE BROADER USE:

- Increase type and quantity of users; provide parallel lit trail use

UNIFY

PROVIDE A CENTRAL ARRIVAL AND ORIENTATION HUB FOR ALL ZOO, ADVENTURE PARK, AND RECREATIONAL TRAIL USERS:

- New consolidated arrival point simplifies entry and ticketing while encouraging cross-over use for zoo-goers and park users.

EXISTING LAND USE: OVERALL REFORESTATION CAMP

The Reforestation camp and NEW Zoo are located approximately 10 miles north of the Green Bay Downtown Area. The site's 1600 acres is heavily forested and traversed by trails serving a range of recreational activities. The New Zoo and Adventure Park occupies 43 acres on the southern edge of the property and provides the primary parking and visitor amenities for the majority of recreational visitors.

Ski & Snowshoe Trail

Open seasonally, the ski trails are groomed for both skating and classic cross-country skiing, with trails ranging from 0.8 miles to 7.4 miles in length. Over three miles of lighted ski trail that are open from sunset to 10:15 - 10:40pm. Snowshoe trails located south of the ski trails.

Mountain Biking Trail

Consists of single and double loops up to 10.5 miles to the smallest loop of 2.5 miles. During the warmer months these trails are used by fat tire bikers as well.

Hiking Trail

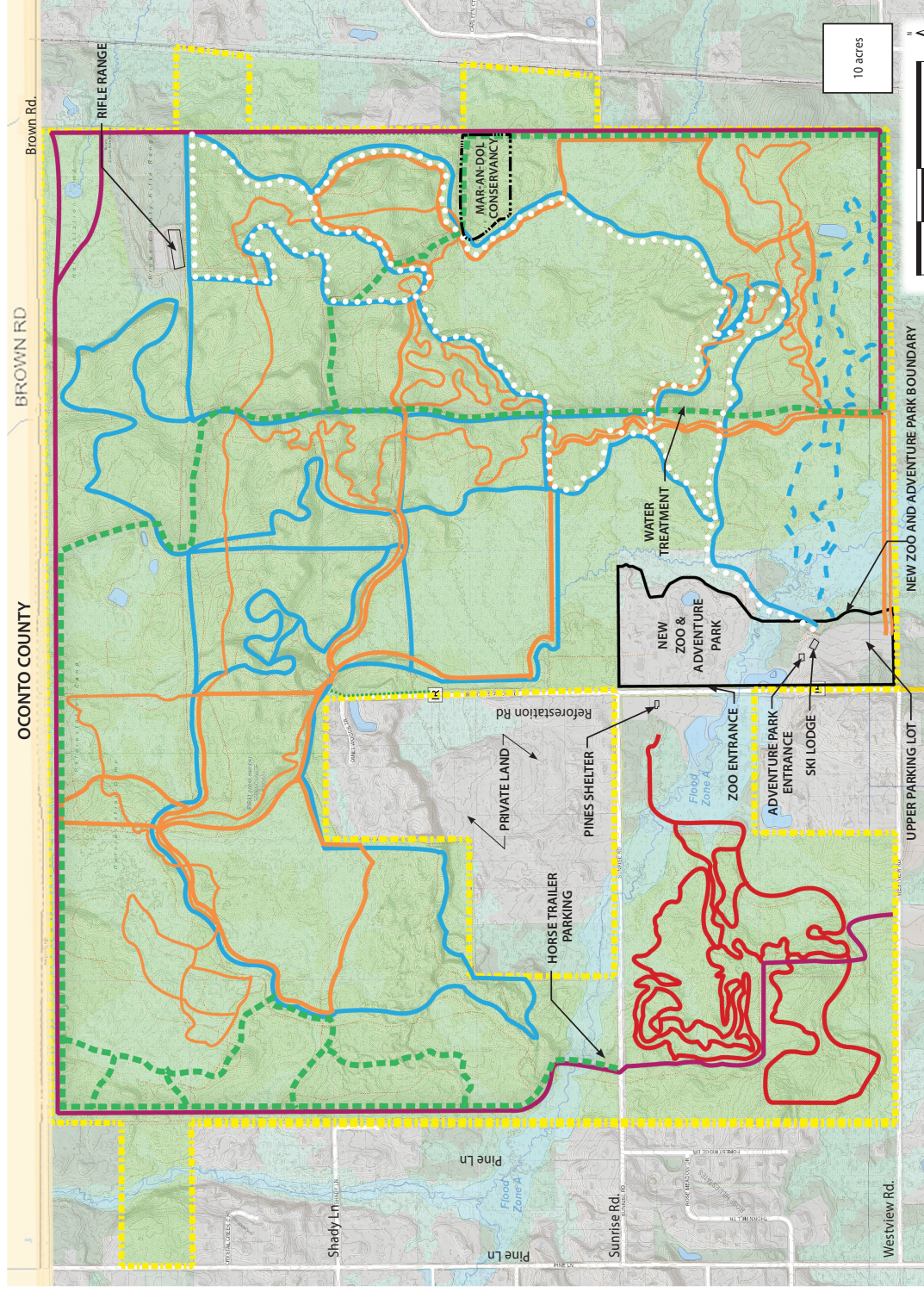
Over six miles of marked walking trails, the different hiking trails range from 1.8 miles to 4.8 miles.

Equestrian Trail

This 8 mile trail varies in width from 5 ft to 25 ft and is primarily sandy and flat.

NEW Zoo/Adventure Park

The Northeastern Wisconsin Zoo is a 43 acre site and situated within the Brown County Reforestation Camp.



PROPOSED REFORESTATION CAMP PROGRAM

Six outdoor activities have been identified as recreational attractions to the NEW Zoo and Adventure Park that have the potential to highlight its value as a regional destination. The goal of this plan is to provide recreational users with high-quality facilities while preventing conflict and maintaining the excellent condition of the forest and trails in perpetuity.

Camping

Two proposed campsite locations for different camp experiences. One site for small zoo-focused groups in platform tents and one site for larger groups as a remote and rustic camping experience.

Ski & Snowshoe Trails

Improvements to existing amenities combined with expansion of trails system will contribute to overall ski program growth.

Mountain Biking Trail

Consists of single and double loops up to 10.5 miles to the smallest loop of 2.5 miles. Diversify trail experiences and difficulty.

Hiking Trails

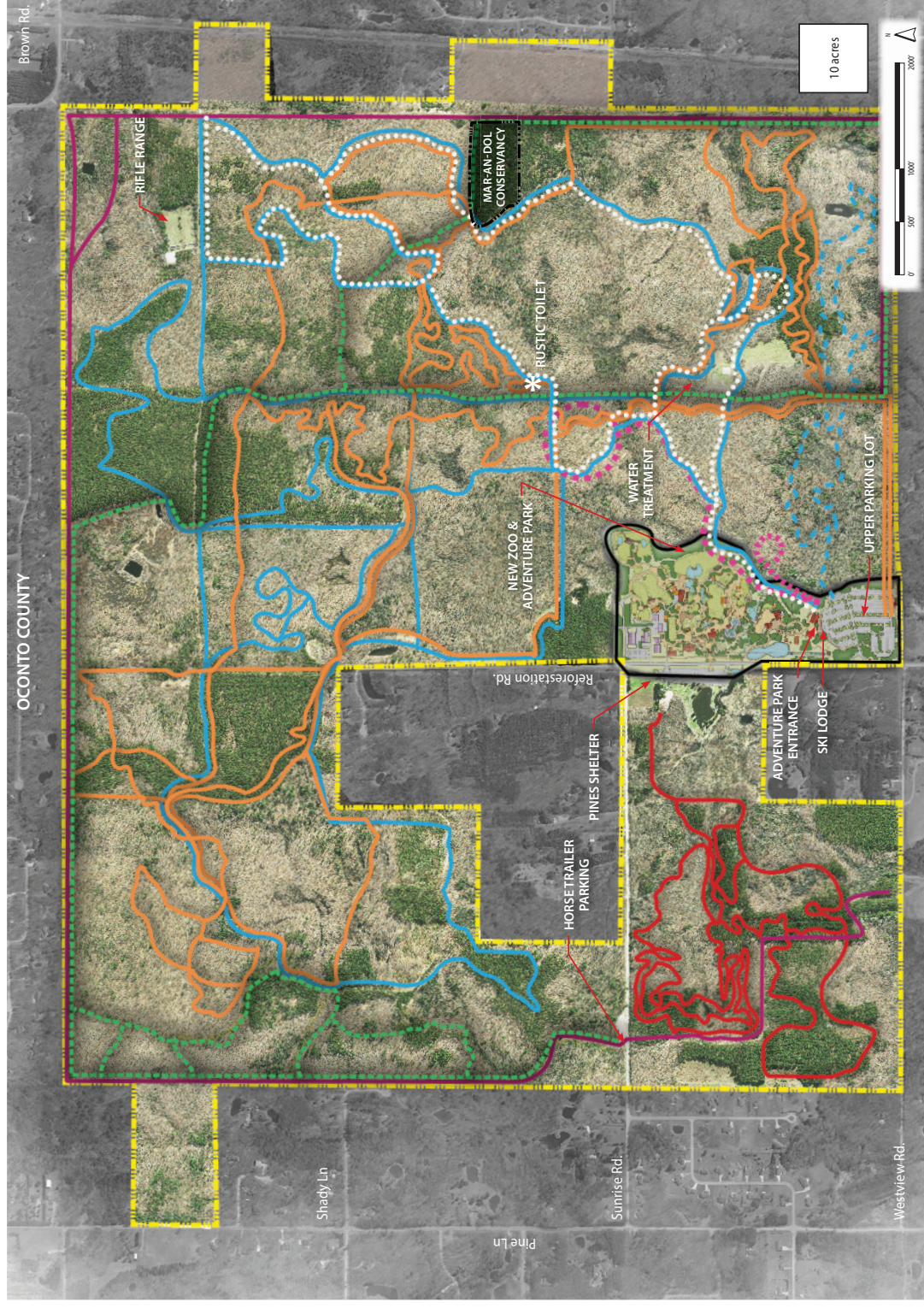
Increased interest on hiking trails will provide new experiences for visitors. Mar-an-dol Conservancy to remain an undisturbed property in memoriam.

Equestrian Trails

Improvements to the equestrian trailhead and parking

Winter Fat Tire Biking & Snowmobile Trails

The Winter Fat Tire Biking program will expand to provide tandem winter riding on the lit ski trail and continue daytime use in the SW corner of the park.



EXISTING SITE USE : NEW ZOO & ADVENTURE PARK

LEGEND	
	Visitor Path
	Visitor Amenity Building
	Exhibit Building
	Holding Building
	Off-Exhibit Yard
	Animal Exhibit
	Service
	Admin / Support Building
	Pool and Stream

SEE PAGE 55 FOR ENLARGED ZOO MAP
AND FURTHER ANALYSIS OF EXISTING CONDITIONS



ANALYSIS SUMMARY AND PLANNING OVERVIEW

THE BALANCED APPROACH

During the initial phase of the planning process, the team evaluated the existing conditions of the Zoo and identified several opportunities and constraints throughout the campus. This data coupled with the Zoo's programmatic needs was organized into the three categories of Infrastructure, Animal Exhibits and Attractions, and Strategic Services. This organization ensures that the priorities and ultimately the projects resulting from the plan are tied to a balanced implementation approach.

ANIMAL EXHIBITS AND GUEST ATTRACTIONS

- 1 Wisconsin Wildlife Exhibits**
Remove / relocate existing Wisconsin animal exhibits as this competes with neighboring institution collections. Expand Eurasia concept with more exotic asian animals with a focus on cold-tolerant species.
- 2 Australian Exhibits**
Replace abandoned Australian exhibits with arboreal asian species and extend existing Japanese Macaques habitat into overhead trails utilizing an existing shady and wooded landscape.
- 3 Northern Trail**
Improve circulation with return-loop pathway, add interest on perimeter with added viewpoints and cross-over with a new Canadian lynx trail.
- 4 Undersized Savanna**
Increase Giraffe Savanna space and diversity of species into current lion habitat; relocate lions to southeast corner of Zoo while providing relief to dead-end circulation at children's zoo path.
- 5 North American Great Plains**
Beautiful existing great plains exhibit; increase size to diversify species; improve and expand associated animal holding.

STRATEGIC SERVICES

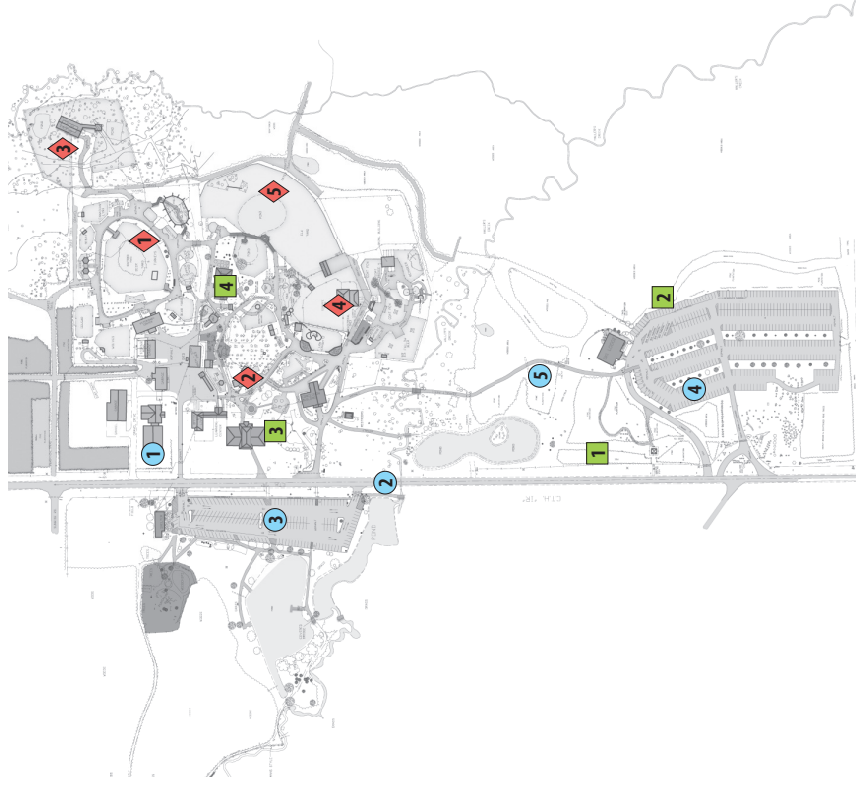
- 1 Adventure Park Expansion**
Continue momentum of Adventure Park use and growth with new and exciting installations including slip 'n slide, treetops aerial course, and expanded amenities. Improve visibility of adventure park to zoo guests by overlapping entry & ticketing with adventure park activities.
- 2 Recreation Trailhead House**
Consolidate recreational trailheads, provide dedicated restrooms and shower and centralize trail pass information in one location. Reduce conflict of ski lodge rentals with trail users.
- 3 Discovery Garden & Education Center**
Expand school group orientation, play, picnic, and classroom facilities; locate at former main entry and designate as separate school group entrance to reduce current conflict of zoo visitors and school groups.
- 4 Taste of the Tropics**
Current dining facility is well-located as a zoo central amenity; expand outdoor terrace dining and create an indoor exhibit for extended stay times in all seasons. Improve guest flow and service in building.

INFRASTRUCTURE

- 1 Animal Hospital Completion and Storage**
Finish Cornerstone Animal Hospital and Recovery Center Phase 2; Phase 1 completed in December 2015. Complete caging and medical equipment purchases. Expand and consolidate storage capacity. Existing location for storage warehouses and maintenance services functions well as a condensed zone.
- 2 Aging Utility Infrastructure**
Study existing and future utility needs for maintenance and expansion.
- 3 Undersized and disconnected Main Guest Parking**
Current main guest parking lot and entry cannot accommodate future growth and is far from adventure park activities conflicts with main access road.
- 4 Underused Large Parking lot**
Large lot primarily used now for overflow zoo parking, adventure park and recreational trail users. Entry drive is not clearly marked. Opportunity to centralize all park user parking here.
- 5 Single Visitor Entry**
Long range master plan driver is to centralize zoo guests, adventure park goers, and recreational users to one main entry and ticketing location. Shifting main parking to larger lot will encourage overlap of park user groups and zoo guests. Designating smaller lot as educational / bus drop off with separate school group zoo entry will relieve current guest flow conflicts.

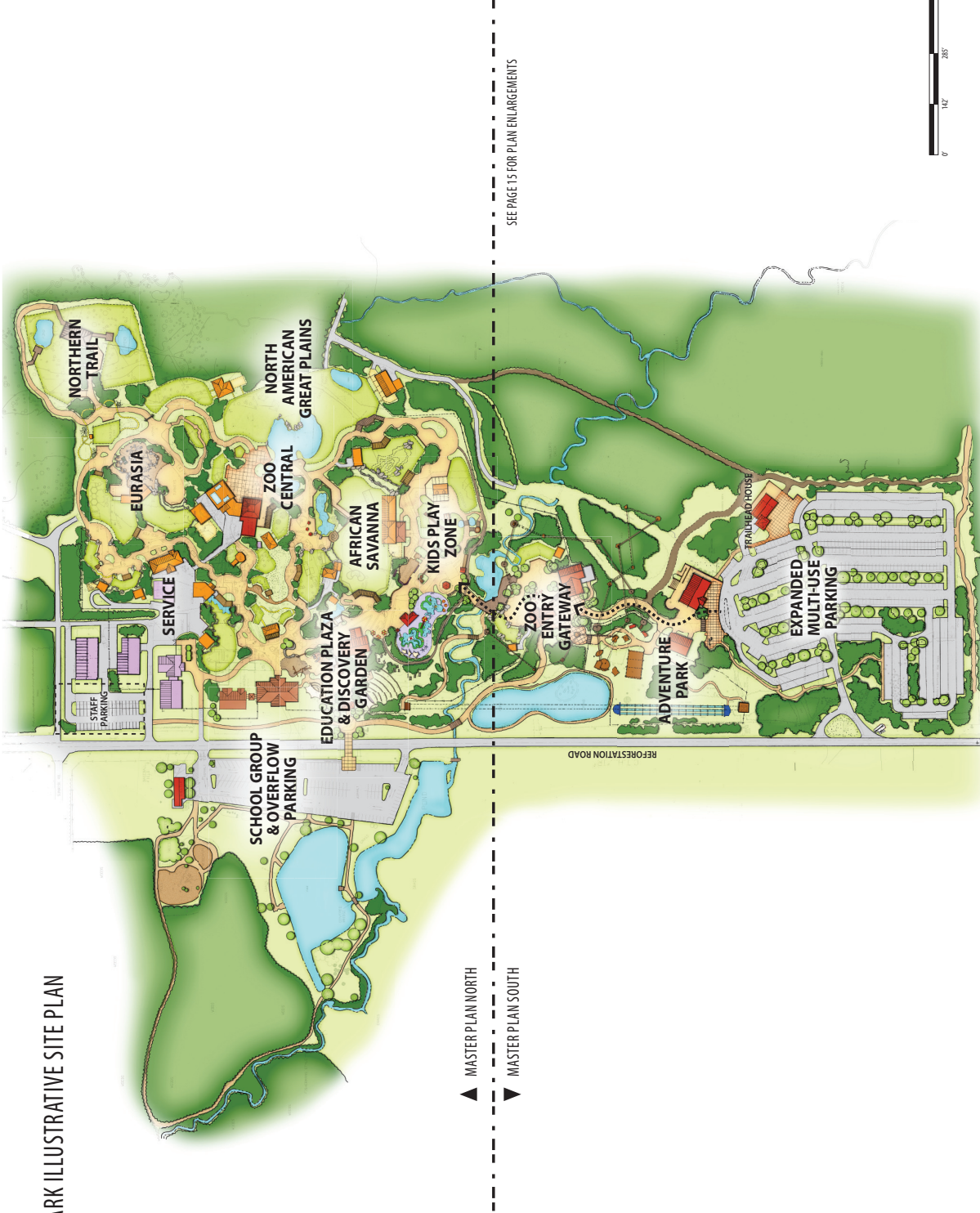
LEGEND

- Animal Exhibits and Guest Attractions
- Strategic Services
- Infrastructure



NEW ZOO & ADVENTURE PARK ILLUSTRATIVE SITE PLAN

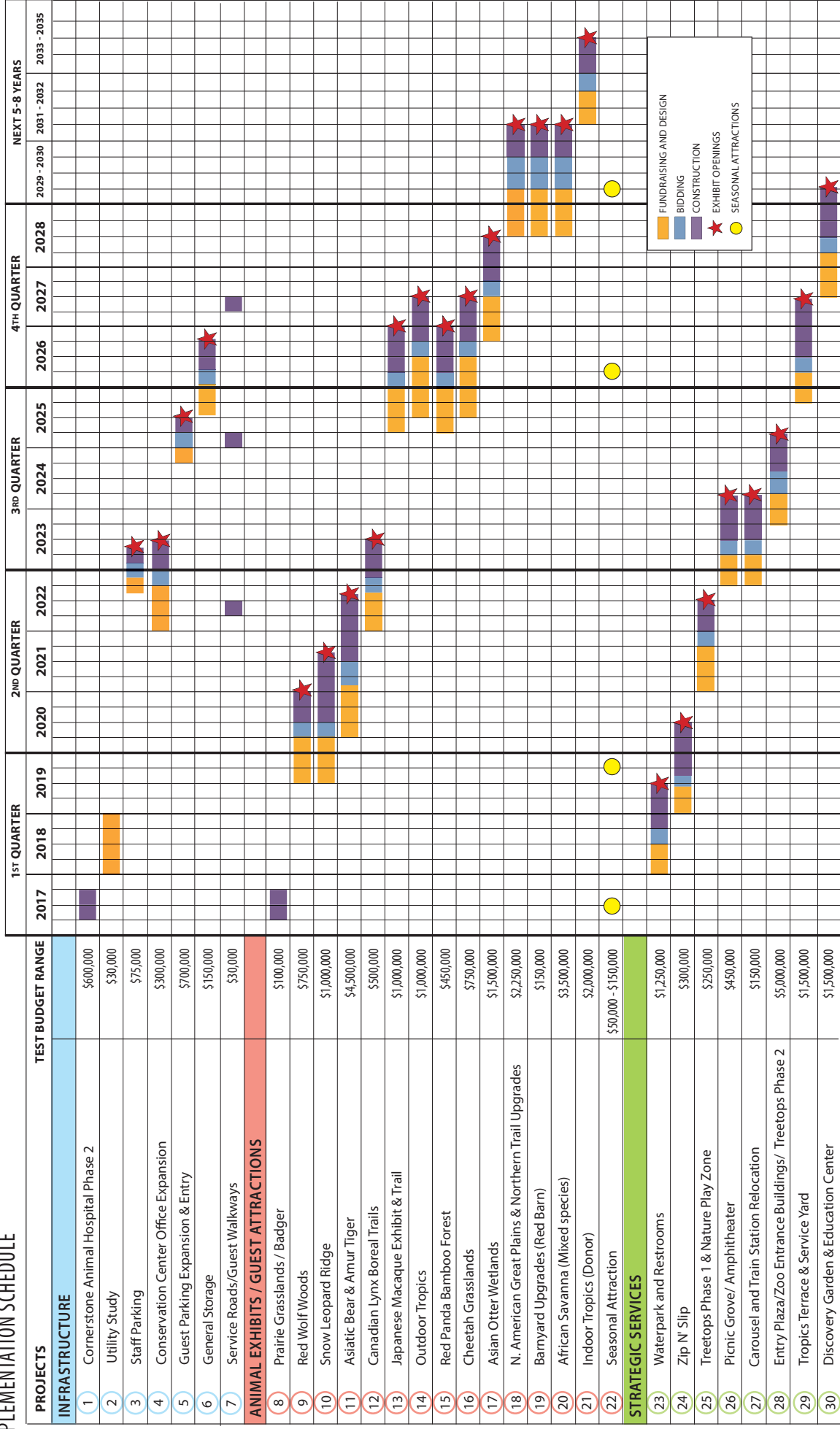
LEGEND	
■	Visitor Services Building
■	Exhibit Building
■	Holding Building
■	Administration / Support Building
■	Animal Exhibit
■	Water
■	Visitor Path
■	Service Path / Parking
■	Buffer Vegetation



SEE PAGE 15 FOR PLAN ENLARGEMENTS



IMPLEMENTATION SCHEDULE



IMPLEMENTATION ZONES

INFRASTRUCTURE

- 1 Cornerstone Animal Hospital Phase 2
- 2 Utility Study (not shown)
- 3 Staff Parking
- 4 Conservation Center Office Expansion
- 5 Guest Parking Expansion & Entry
- 6 General Storage
- 7 Service Roads/Guest Walkways

ANIMAL EXHIBITS / GUEST ATTRACTIONS

- 8 Prairie Grasslands / Badger
- 9 Red Wolf Woods
- 10 Snow Leopard Ridge
- 11 Asiatic Bear & Amur Tiger
- 12 Canadian Lynx Boreal Trails
- 13 Japanese Macaque Exhibit & Trail
- 14 Outdoor Tropics
- 15 Red Panda Bamboo Forest
- 16 Cheetah Grasslands
- 17 Asian Otter Wetlands
- 18 N. American Great Plains & Northern Trail
- 19 Barnyard Upgrades (Red Barn)
- 20 African Savanna (mixed species)
- 21 Indoor Tropics (donor)
- 22 Seasonal Attraction (locations to be determined)

STRATEGIC SERVICES

- 23 Waterpark and Restrooms
- 24 Zip N' Slip
- 25 Treetops Phase 1 & Nature Play Zone
- 26 Picnic Grove/ Amphitheater
- 27 Carousel and Train Station Relocation
- 28 Entry Plaza/Zoo Entrance Buildings/ Treetops Phase 2
- 29 Tropics Terrace & Service Yard
- 30 Discovery Garden & Education Center



Northeastern Wisconsin Zoo & Adventure Park

IMPLEMENTATION PHASING



1st QUARTER	2017 - 2019	\$2 million
1	Cornerstone Animal Hospital Phase 2	\$600,000
2	Utility Study	\$30,000
8	Prairie Grasslands / Badger	\$100,000
23	Waterpark and Restrooms	\$1,250,000
2nd QUARTER	2020 - 2022	\$7 - \$10 million
9	Red Wolf Woods	\$750,000
11	Asiatic Bear & Amur Tiger	\$4,500,000
10	Snow Leopard Ridge	\$1,000,000
12	Canadian Lynx Boreal Trails	\$500,000
24	Zip N' Slip	\$300,000
3	Staff Parking	\$75,000
4	Conservation Center Office Expansion	\$300,000
25	Treetops Phase 1 & Nature Play Zone	\$250,000
3rd QUARTER	2023 - 2025	\$6 - \$8 million
28	Entry Plaza / Zoo Entrance Buildings / Treetops Ph 2	\$5,000,000
27	Carousel and Train Station Relocation	\$150,000
26	Picnic Grove / Amphitheater	\$450,000
5	Guest Parking Expansion & Entry	\$700,000
4th QUARTER	2026 - 2028	\$7 - \$9 million
13	Japanese Macaque Exhibit & Trail	\$1,000,000
15	Red Panda Bamboo Forest	\$450,000
17	Asian Otter Wetlands	\$1,500,000
29	Tropics Terrace & Service Yard	\$1,000,000
30	Discovery Garden & Education Center	\$1,500,000
16	Cheetah Grasslands	\$750,000
FUTURE	2029 + beyond	\$8 - \$10 million
19	Barnyard Upgrades (Red Barn)	\$150,000
20	African Savanna (mixed species)	\$3,500,000
21	Indoor Tropics (donor)	\$2,000,000
18	N. American Great Plains & Northern Trail	\$2,250,000

2017 - 2021 STRATEGIC PLAN REPORT

REPORT INTRODUCTION

The Northeast Wisconsin Zoo & Adventure Park (NEW Zoo) engaged Schultz & Williams (S&W) to facilitate the development of its new five-year strategic plan. S&W was pleased to be selected for this project and to have the opportunity to work with the Zoo, Society and FORC leadership and staff to analyze, frame, and implement a realistic and achievable strategic “roadmap” for the NEW Zoo & Adventure Park.

S&W’s planning approach was an inclusive process that engaged over 30 staff members and involved several meetings with the NEW Zoological Society, the Friends of the Reforestation Camp (FORC) as well as conversations with Brown County representatives. The planning process involved four phases:

- I. **Assessment**
- II. **Goal Setting**
- III. **Action Planning**
- IV. **Final Report & Presentation**

In providing strategic planning services for the NEW Zoo & Adventure Park, S&W helped focus, refine, and leverage the Park’s resources and future opportunities in a 6-month process beginning in June 2016. S&W worked closely with Neil Anderson, Director, the Zoo’s senior staff and members of both the Zoological Society and FORC to help frame the opportunities and strategic direction throughout the planning process.

The following outlines the new strategic plan for the NEW Zoo & Adventure Park. The new sustainable strategic plan articulates the Park’s core mission and compelling vision while providing creative business, organizational, and operational strategies to ensure the Park’s continued viability, growth, and sustainability.

The NEW Zoo & Adventure Park’s new strategic plan is a comprehensive and integrated roadmap for the next five years. As such, the plan’s strategic initiatives reflect a strong commitment to the Park’s core mission, its compelling vision, and its guiding principles. As with many organizations with long successful histories, a significant number of strategies and tactics outlined within the plan will help to continue to build upon the Zoo’s current animal care, conservation and guest experience initiatives in place today while also providing the steps toward an integrated enterprise across the entire Park.

Each of the five strategic goals outlined in the plan prioritizes and focuses on striving towards the highest levels of excellence with key highlights from the plan outlined below:

- ▲ With a new focus on the entire 1,600 acres, integrating not only the guest experience but organizational and operational activities to establish the Park as THE regional destination was the foundation for the new strategic plan. The leadership guiding the planning process recognized this was paramount for strategically advancing the mission-related work of the Park.
- ▲ A new mission, vision and core values were established to serve as guiding principles. The success of an integrated experience will require leadership to create a culture for staff to leverage their passion, excel in their daily operations, become leaders in their profession and work in an environment dedicated to collaboration and ongoing training.
- ▲ The new strategic plan identifies the opportunity to strengthen the guest experience and deliver consistently amazing experiences for all. The plan lays out action steps to create more immersive and interactive experiences integrated with Park-wide conservation initiatives.
- ▲ The new strategic plan lays out how the Zoo’s conservation program will be comprehensive to include wildlife, plant and ecosystem conservation and sustainability and will expand to the entire Park. The Zoo’s education efforts will also expand and be a conduit for creatively connecting guests, program participants and the greater Green Bay region with conservation.

▲ The Zoo has always prided itself in delivering the highest quality animal care. Over the past several years, the Green Bay community reinforced the Zoo’s good work and demonstrated their own commitment to animal care by privately donating nearly \$1 million (of the total \$1.5 million goal) to open the Zoo’s new Cornerstone Animal Hospital and Recovery Center. Over these next five years, the Zoo has reaffirmed its commitment exceeding the standards in care of its zoological collection. The leadership of the Zoo has also committed to sharing the staff’s animal care, welfare, veterinary and nutrition expertise through participation in conservation research initiatives and Association of Zoos and Aquarium (AZA) programs.

▲ Incredibly proud of its history as only one of seven AZA-accredited facilities to receive no public annual operating support, Park leadership has outlined a strategic goal dedicated to sound fiscal stewardship of its resources, especially in light of the eventual transition to a One Enterprise financial model for the entire Park. The Zoo will continue to refine its operations for maximum effectiveness and will work to integrate its efforts across the park, making efforts both seamless and efficient. It will also work to connect to all of the residents and tourists through a strong marketing platform about its mission and guest experiences.

▲ As part of the strategic planning process, objectives have been identified to help the Park’s nonprofit partners, the NEW Zoological Society and the FORC to revisit and redefine, as necessary, their governance structure to best support the newly integrated Enterprise through relationship- and awareness-building efforts and fundraising.

The strategic action plan serves to ensure that the NEW Zoo & Adventure Park continues to be managed and operated at the highest level as it works to fulfill its mission and achieve its vision.

MISSION, CORE VALUES & VISION

The following is the updated mission, core values and vision for the Zoo's 2017-2021 strategic plan. In developing the mission and vision, the consensus from the staff and leadership interviews, surveys and meetings was both the mission and vision had to be connected to "nature," "interactive experiences" and "community."

MISSION

The updated mission statement defines the Park's purpose as the following:

Connecting the community with wildlife and nature through engaging, interactive experiences

VISION

The NEW Zoo & Adventure Park has not previously had a vision statement and with the intent to integrate across the entire 1,600 acres, developing a clear and concise vision statement was a priority. The new vision developed for the 2017-2021 strategic plan is broad and bold. The vision statement developed pushes the staff to create impacts beyond the traditional sense of a zoo and beyond the physical footprint of the Zoo.

The updated vision statement serves to ignite the passion of all in fulfilling the Park's mission, so that dramatic positive change occurs. The Park's new vision is the following:

To be THE regional destination that inspires appreciation and stewardship of wildlife and the natural world

CORE VALUES

This planning process was the first time that a set of core values was identified and agreed upon by the leadership of the Zoo. Through surveys and the meetings with the staff, the following core values were identified to define the culture of the Park. These core values were used as the guiding principles to shape the direction of the strategic plan and will be used as a guide for future decision making. In addition, these core values will be used to foster staff engagement.

The following are the core values for the NEW Zoo & Adventure Park:

In serving our community and guests, we are guided by the following core values that position us to fulfill our mission and achieve our vision

CONSERVATION – We are dedicated to excellence in animal care and the protection of our natural resource assets.

ACTIVE & FUN EXPERIENCES – We provide active and fun animal, adventure and nature experiences for all ages that combine learning, excitement, challenge and enjoyment.

EDUCATION & LIFE-LONG LEARNING – We are committed to providing superior education and life-long learning opportunities in all visitor experiences and programs.

COMMUNITY – We are dedicated to all residents and guests of Brown County and the greater Green Bay region through effective stewardship of community and natural resources.

RESPECT & COLLABORATION – We encourage a spirit of respect and collaboration by working together to build meaningful relationships to meet our common goals.

NEW ZOO & ADVENTURE PARK'S STRATEGIC GOALS

The following are the five primary strategic goals that emerged as the priorities for the NEW Zoo & Adventure Park over the next five years the identified strategic goals have been vetted and refined by the leadership over the past months:

STRATEGIC GOALS

Goal 1 – Guest Experience: Provide guests with high-quality, interactive experiences throughout the NEW Zoo & Adventure Park that promote conservation, recreation and connection to nature.

Goal 2 – Awareness & Visibility: Establish the NEW Zoo & Adventure Park as "THE" regional destination through greater visibility and awareness.

Goal 3 – Internal Relations: Foster a culture of excellence in our staff and volunteers.

Goal 4 – Operations & Financial Sustainability: Strengthen operations to foster greater financial sustainability and visibility.

Goal 5 – Mission-Related (Conservation & Education): Exemplify the highest standards of animal care and foster a connection to conservation in all experiences, programs and partnerships.

STRATEGIC FRAMEWORK/ACTION PLAN FOR 2017-2021

S&W, in collaboration with Park leadership and staff, created a full strategic framework for the NEW Zoo & Adventure Park from the outlined goals. Each goal, objective and action step is guided by the mission statement and is in support of fulfillment of the vision statement to ensure the Park's continued viability, growth and sustainability. Outlined on the following pages is the new five-year strategic roadmap for the objectives and action steps that are clear, compelling and measurable to implement the goals of the plan.

Each action step was prioritized with a specific timeframe and has identified individuals or groups responsible for its successful implementation. It should be noted that some of the action steps have a timeframe labeled as "ongoing"; therefore, annually, the staff and volunteer leadership will be discussing, evaluating and refocusing, as necessary, these action steps. There are some action steps with "2016" as the identified timeframe indicating that the action steps need immediate action.

GOAL IMPLEMENTATION

Goal 1 : Guest Experience

Provide guests with high-quality interactive experiences throughout the NEW Zoo & Adventure Park that promote conservation, recreation and connection to nature

1.1 : DEFINE HIGH-QUALITY, INTERACTIVE GUEST/USER EXPERIENCE AND ENSURE CONSISTENT DELIVERY	TIMEFRAME	RESPONSIBILITY
1.1.1: Create a guest/user experience plan to ensure integrated experience throughout the Park	2017	Management Team
1.1.2: Create a staff resource and training plan to support implementation of desired guest/user experience	2017 & 2018	Operation Staff
1.1.3: Create and expand new integrated experiences that overlap the Zoo and outdoor recreation and immerse guests/users with animals and nature	Ongoing	Management Team
1.1.4: Identify opportunities to improve the guest/user amenities and conveniences including enhanced way finding (signage and trail markings), dining and comfort stations	Ongoing	Management Team
1.1.5: Evaluate the use of seasonal attractions to build awareness as a regional destination	Ongoing	Management Team
1.1.6: Diversify guest/user experience through more indoor experiences and off-hours programming	Ongoing	Management Team
1.1.7: Reduce areas of conflict of recreational trail user groups	Ongoing	Adventure Park Staff
1.1.8: Evaluate and develop procedures for integrated ticketing and reservations, especially groups sales and rentals	2018 & 2019	Management Team
1.2 : EVALUATE THE DELIVERY OF GUEST EXPERIENCE THROUGH GUEST/USER SURVEYS		
1.2.1: Create and implement tools to measure guest/user satisfaction for all types of activities and programs	Ongoing	Operations; Education Staff
1.3 : UTILIZE TECHNOLOGY TO SUPPORT AND ENHANCE THE GUEST/USER EXPERIENCE		
1.3.1: Enhance POS systems to be integrated and create seamless guest/user experience	2018 & 2019	Management Team; Operations Staff
1.3.2: Collect data on guests/users to increase strategic marketing and programmatic decision making	Ongoing	Operations; Education; Adventure Park Staff
1.3.3: Integrate website and online guest/user experience for all activities and programs	Ongoing	Operations; Education; Adventure Park Staff
1.3.4: Develop policies and procedures for upgrades, repair and replacement for all technology equipment	Ongoing	TS/IS Dept of Brown County

GOAL IMPLEMENTATION

Goal 2 : Awareness & Visibility

Establish the NEW Zoo & Adventure Park as "THE" regional destination through greater visibility and awareness

2.1 : REDEFINE THE NEW ZOO & ADVENTURE PARK'S BRAND AS "THE" REGIONAL DESTINATION AND INTEGRATE THE BRAND WITH ALL AUDIENCES

	TIMEFRAME	RESPONSIBILITY
2.1.1: Engage in branding process to evaluate name, define image and develop messaging *	2019	Management Team
2.1.2: Create integrated, comprehensive marketing plan around new brand, including leveraging live TV segments *	2019+	Operation Staff
2.1.3: Collaborate with all staff to create consistent/integrated guest/user messaging	Ongoing	Management Team
2.1.4: Overlay and enhance message of conservation through all user group experiences **	Ongoing	Operations; Education; Adventure Park Staff

2.2 : UTILIZE EVENTS AND PROGRAMS TO DRAW GREATER DIVERSITY OF GUESTS/USERS TO THE NEW ZOO & ADVENTURE PARK

2.2.1: Expand scope of outdoor recreational opportunities, especially activities that can be linked to the Zoo	Ongoing	Adventure Park; Education
2.2.2: Identify additional opportunities to have athletic events at the Park	Ongoing	Adventure Park; Education
2.2.3: Develop strategies to encourage non-traditional Zoo guests such as recreation and athletic event attendees to return to the Park and Zoo	Ongoing	Adventure Park; Operations

2.3 : WORK WITH THE LOCAL COMMUNITY TO ENSURE ACCESSIBILITY FOR ALL

2.3.1: Create partnerships with County services to expand awareness into the regional communities	Ongoing	Management Team
2.3.2: Identify and test strategies to ensure the New Zoo & Adventure Park is accessible for all	Ongoing	Management Team; Operations; Facilities

2.4 : ENGAGE WITH THE TOURISM INDUSTRY THROUGH PARTNERSHIPS AND TARGETED ADVERTISING

2.4.1: Strengthen relationships with tourism bureau and hospitality industry	Ongoing	Management Team
2.4.2: Leverage tourism industry relationships to reach new audiences with targeted advertising messages	Ongoing	Management Team
2.4.3: Create experiences that engage Green Bay Packers fans at the Park	Ongoing	Adventure Park; Operations

NOTES

* When Zoo & Adventure Park are split from Park Dept

** SAFEEDriven



GOAL IMPLEMENTATION

Goal 3 : Internal Relations

Foster a culture of excellence in our staff and volunteers

3.1 : CREATE A WORKING ENVIRONMENT FOR STAFF THAT LEVERAGES THEIR PASSION FOR THE MISSION AND HELPS THE PARK ACHIEVE ITS VISION

3.1.1: Assess and implement an ongoing customer service training program				
3.1.2: Create policies and procedures to evaluate professional development needs and opportunities				
3.1.3: Evaluate staff organizational structure for maximum efficiency and effectiveness of an integrated organization				
3.1.4: Identify opportunities to strengthen internal communications that foster collaboration and consistent delivery of the guest/user experiences				
3.1.5: Review and update, as needed, performance management policies and procedures for goal setting and annual performance reviews to manage compensation and advancement opportunities *				

3.2 : ALIGN VOLUNTEER LEADERSHIP STRUCTURE TO THOUGHTFULLY OFFER STRATEGIC COUNSEL AND SUPPORT THE PARK THROUGH FUNDRAISING EFFORTS

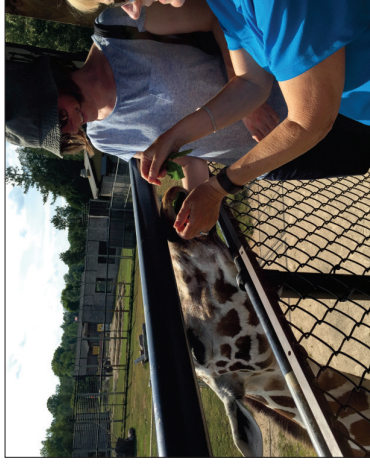
3.2.1: Reaffirm and clearly articulate the roles and responsibilities of the volunteer leadership entities **				
3.2.2: Evaluate and update volunteer leadership recruiting and nominating process				
3.2.3: Increase volunteer leadership engagement with fundraising activities to benefit the Park				

3.3 : EXPAND THE DOCENT PROGRAM AND OTHER VOLUNTEER INITIATIVES

3.3.1: Create plan to expand docent and volunteer programs including leveraging existing volunteer groups investment and leadership				
3.3.2: Document and communicate clear expectations for all docents and volunteers				
3.3.3: Schedule regular docent/volunteer recruiting events				
3.3.4: Develop strategies to expand Park guest/user experience to include interactions with docents				
3.3.5: Conduct annual docent/volunteer feedback surveys				

3.4 : ENGAGE IN PROACTIVE SUCCESSION PLANNING FOR STAFF AND VOLUNTEER LEADERSHIP

3.4.1: Ensure that volunteer leadership has current succession plan and reviews it annually				
3.4.2: Create and maintain a succession plan for staff leadership ***				



NOTES

* Can look at reviewing after 2019; if/when is separated from Parks

** Assess current roles and responsibilities, as well as future roles and responsibilities in a new public/private partnership

*** Mentoring and training: utilizing AZA training opportunities; need to identify staff interest; identify core essential SOP's for all management positions and document when possible; consider appointments of assistant managerial members?

GOAL IMPLEMENTATION

Goal 4 : Operations & Financial Sustainability

Strengthen operations to foster greater financial sustainability and viability

4.1 : ASSESS GOVERNANCE MODELS TO BEST SUPPORT THE PARK'S LONG-TERM SUSTAINABILITY

	TIMEFRAME	RESPONSIBILITY
4.1.1: Identify true cost to operate all enterprises within the Park *	2017	
4.1.2: Benchmark other institutions to understand governance model options **	2017	Management Team; Zoo Society; Friends of Reforestation
4.1.3: Assess governance options and evaluate appropriateness for Park***	Annually; During Budget Process	Management Team; Zoo Society; Friends of Reforestation
4.1.4: Create transition plan and implement for the recommended governance model****	Ongoing	Management Team; Zoo Society; Friends of Reforestation

4.2 : CREATE A ROLLING MULTI-YEAR BUSINESS PLAN FOR THE PARK TO MANAGE IT AS ONE-ENTERPRISE

4.2.1: Engage in an integrated business planning process guided by the Park's new facility master plan and guest experience plan	2017 & Ongoing Annually	Management Team
4.2.2: Assess current revenue and expenses to understand baseline performance and identify strengths and weaknesses.	Annually; During Budget Process	Management Team
4.2.3: Evaluate pricing throughout the Park including discounting and packaging and create plan to maximize admission and other guest/user-related revenues	Annually; During Budget Process	Management Team

4.2.4: Assess education, conservation, and outreach programs for maximum mission impact, guest engagement and revenue generation	2018 & Opening	Management Team; Education; Adventure Park Staff
4.2.5: Continually identify and evaluate new strategic opportunities for revenue generation to ensure financial sustainability and viability of the Park	Ongoing	Management Team

4.3 : MAINTAIN A CURRENT FACILITY MASTER PLAN AND REPAIR/REPLACEMENT PLAN FOR THE PARK

4.3.1: Evaluate utility infrastructure necessary to implement the master plan +	2019	Facilities
4.3.2: Create a plan for repair and replacement of existing facilities and equipment with identified funding sources ++	Ongoing	Brown County Public Works
4.3.3: Evaluate and enhance work-order request process +++	Ongoing	Facilities
4.3.4: Maintain current site survey of the Park and update regularly based on Master Plan implementation	Annually	Facilities; Adventure Park Staff
4.3.5: Conduct an annual review of the Master Plan and update priorities as needed	Annually	Management Team

4.4 : INCREASE PHILANTHROPIC SUPPORT FOR THE PARK

4.4.1: Update and execute fundraising plan based on strategic and master plan priorities	Annually	Management Team; Support Orgs; Governance Board
4.4.2: Evaluate all guest/user membership programs' return on investment, identify growth opportunities, and assess potential integration of packages and benefits	Annually	Membership Coordinator; Management Team
4.4.3: Expand membership program to leverage interest and support of the entire Park	Ongoing	Membership Coordinator
4.4.4: Evaluate return on investment of current fundraising events	Annually	Management Team; Support Orgs; Governance Board
4.4.5: Incorporate VIP experiences into existing fundraising events	Ongoing	Management Team; Support Orgs; Governance Board

NOTES

- * County Budget contains all necessary information
- ** Refer to 2012 study done by Schultz & Williams
- *** 2018 - to separate from Parks; will then assess benefits/costs of private/partnership models
- **** Consider hiring consultant to develop appropriate start-up and transition plans, as well as Board development and training plans
- + Potentially include Brown County Public Works
- ++ Currently working on repair and replacement schedule for all county facilities
- +++ Currently using Brown County's ARCHIBUS

GOAL IMPLEMENTATION

Goal 5 : Conservation & Education

Exemplify the highest standards of animal care and foster a connection to conservation in all experiences, programs, and partnerships

5.1 : DEFINE THE NEW ZOO & ADVENTURE PARK'S PHILOSOPHY ON CONSERVATION

	TIMEFRAME	RESPONSIBILITY
5.1.1: Update the conservation program policy annually	Update Annually	Management Team
5.1.2: Outline key conservation message points to integrate into all guest/user experiences	Ongoing	Management Team
5.1.3: Create training programs for all park staff around conservation messaging	Update Annually	Education
5.1.4: Assess and update signage to build on conservation messaging throughout the Park	Update Annually	Education
5.1.5: Identify points of engagement throughout the Park where staff can create connections to conservation for guests/users	Ongoing	Management Team; All Staff

5.2 : MAINTAIN INSTITUTIONAL COLLECTION PLAN FOR THE ZOO THAT MEETS AZA STANDARDS AND INTEGRATES WITH THE GUEST EXPERIENCE PLAN AND CONSERVATION INITIATIVES

5.2.1: Assess, update and maintain the Zoo's Institutional Collection Plan	2017 & 2018	Curator of Animals and Director
5.2.2: Maintain current and standard operating procedures to ensure daily operations are delivering the highest quality care for the animal collection	2018	Curator of Animals and Animal Care Staff
5.2.3: Expand animal enrichment and training programs to improve animal care practices and integrate animal care and wellness into the guest experience	Ongoing	Curator of Animals; Animal Care Staff; Animal Welfare Committee

5.3 : BE A LEADING EDUCATIONAL RESOURCE FOR ACTIVE LEARNING LINKED TO NATURE, WILDLIFE, ECOSYSTEMS, CONSERVATION AND SCIENCE

5.3.1: Evaluate current education programs for effectiveness, customer service, diversity of audience and marketability	Annually	Education
5.3.2: Identify opportunities to grow and expand the educational program offerings leveraging all of the Park's facilities	Ongoing	Education; Adventure Park Staff
5.3.3: Incorporate educational programming throughout the Park for all guests/users	Ongoing	Education; Animal Care Staff
5.3.4: Expand outreach efforts into the Green Bay Community through partnerships with schools, libraries and other education-related organizations	Ongoing	Education; Management Team; Volunteers; Support Orgs

5.4 : CREATE AND MAINTAIN A HORTICULTURAL PLAN THAT LEVERAGES THE MISSION OF THE PARK

5.4.1: Document horticultural collection and create plan for maintaining and updating	2018 & 2019	Facilities; Volunteers
5.4.2: Identify opportunities to better engage the guest with the horticultural collection	Ongoing	Education
5.4.3: Increase the number of horticultural volunteers to assist in maintaining collection and interpreting collection to guests	Ongoing	Education; Volunteers

5.5 : CREATE A PARK-WIDE ENVIRONMENTAL SUSTAINABILITY PLAN

5.5.1: Convene a staff and volunteer task-force to create environmental sustainability plan and oversee its implementation *	Annually	Task Force
5.5.2: Ensure that environmental sustainability plan aligns with educational programming	Annually	Task Force; Education
5.5.3: Work with community partners to host clean-up activities and events	Ongoing	Task Force; Education
5.5.4: Expand recycling program within the Park	Ongoing	Management Team

NOTES

* Update the Zoo's comprehensive sustainability program annually

MASTER PLAN PROJECTS

CAMPING TRAILS

PROGRAM OBJECTIVES

Connecting people with nature in a regional destination setting.
Meeting the vision of NEW Zoo and Adventure Park, a campground will cultivate a new user base and increase multi-use recreational value.

POTENTIAL USERS

- Scout/ School/ Church Groups
- Families
- Overnight event staging (bike races)
- Pop-up event and concert attendees
- (Zoo Brew, Projected Packer Games, Concerts, etc.)

AMENITIES NEEDED

- Large, level, dry site for remote camping experience with large tents, multiple small tents, and rustic restrooms
- Small, level, dry site for platform tents within walking distance to Trailhead Facility
- Central Trailhead Facility to purchase camping basics (firewood, matches, s'mores supplies etc.) and for plumbing.
- Close proximity to biking trails, race staging area or event location

IMPLEMENTATION

► Site 1 - Rustic

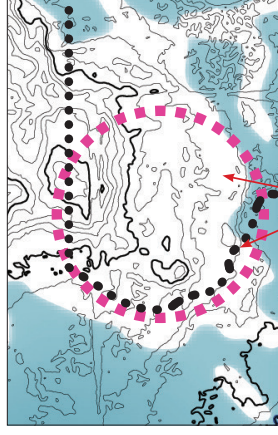
- A walk-in trail from the multi-use parking lot to the campground
- 2 large group sites for up to 20 campers
- Barbecues
- Primitive toilets
- Access to drinking water
- Way-finding and interpretive signage
- Site Reservation and parking fee payment system
- "Leave No Trace" policy
- Potential drive-up access

► Site 2 - Zoo Camp

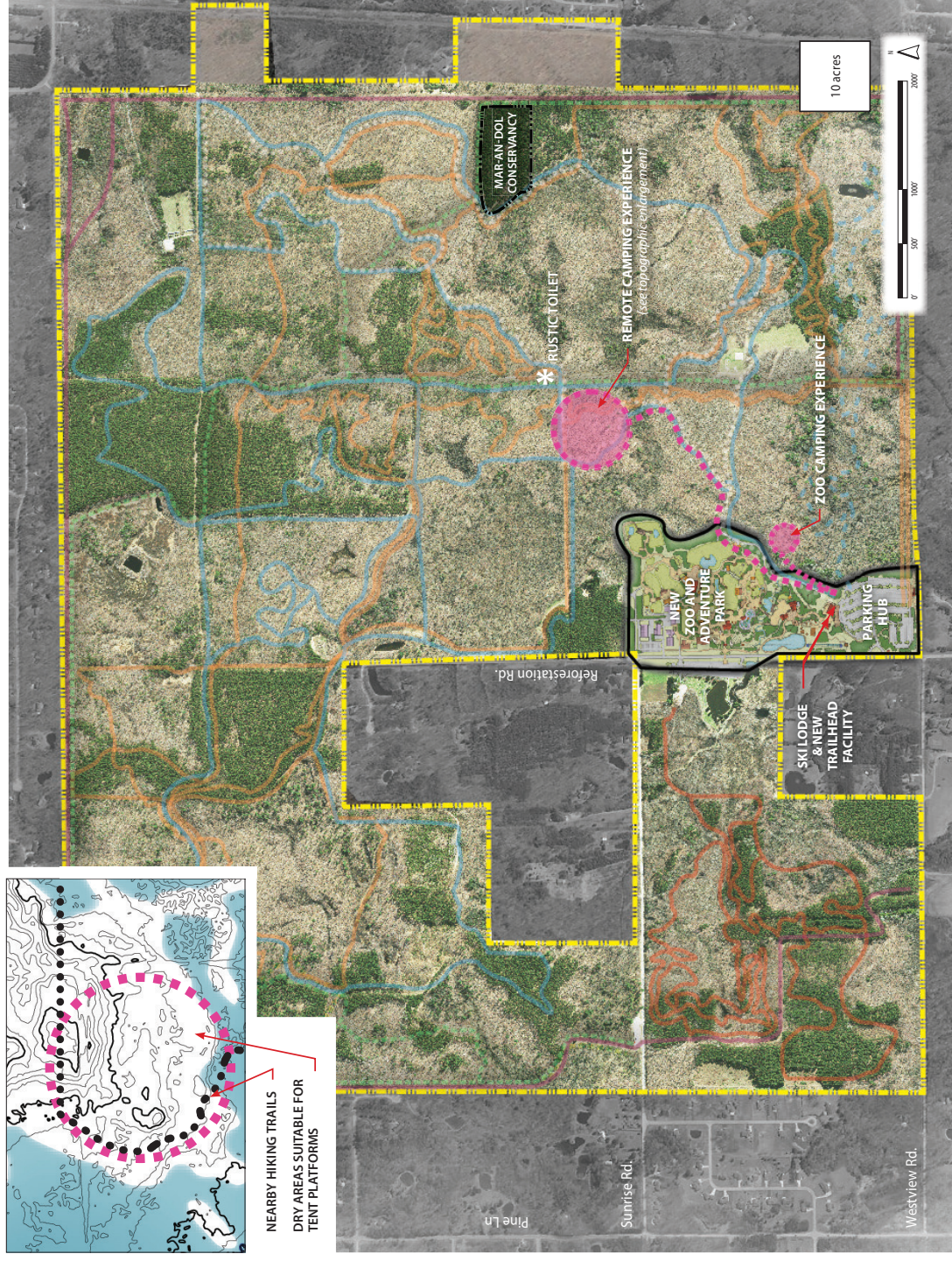
- Six to ten platform tent sites with central fire pit and shared picnic tables
- Staffed "Ranger" support during peak season
- Walking distance to Trailhead Facility for showers and electricity



Topographic Enlargement: Remote Camping Experience



NEARBY HIKING TRAILS
DRY AREAS SUITABLE FOR
TENT PLATFORMS



SKIING & SNOWSHOEING TRAILS

PROGRAM OBJECTIVES

Reinforce the Reforestation Camp as a year-round regional destination for outdoor recreation, by growing the existing ski program and improving amenities.

OPPORTUNITIES FOR GROWTH

► Snowmaker Support

Snow-making capabilities would expand the ski season during times inadequate snowpack. This service has been requested by the ski community and fits with the identified master plan drivers. With an existing electric line already in place along the lit ski trail, only water would be needed to provide the necessary services to operate a snow making machine along the path of the lit trail.

► Trail Expansion

Increasing the mileage of available lit and unit ski trails within the park provides an opportunity to highlight growth and facilitate increased volume of use. The NE corner of the has been identified by ski members of the Volunteer board as an area best suited for expansion. Additionally, interest in biathlon use of the park has been expressed by some members of the ski community. While regulatory hurdles currently prevent unauthorized use of the rifle range, extending ski trails into this area would facilitate the future biathlon activity if an opportunity arises.

► Ski Lodge

The ski lodge provides a valuable amenity for skiers and is a tremendous asset for the park as a rental facility. In summer months, the ski lodge can be focused as a rental facility while in the winter can be dedicated as a "dry" warm-up space with concessions.

► New Trailhead Facility & Staging Area Improvement

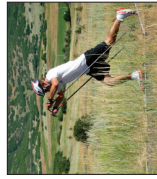
A new trailhead facility will provide a much-needed arrival location for trailhead, trail passes and trail information. In the winter, this can serve as a dedicated "wet" facility for skiers, providing changing rooms, restrooms, shower, bag storage, and a dedicated indoor place for performing the dirty work of preparing skis. In the summer, all recreational trail users, adventure park users, and zoo-goers can use the restroom facilities which would relieve the ski lodge restrooms from being accessible to the public during private rental events.

► Off-Season Amenities

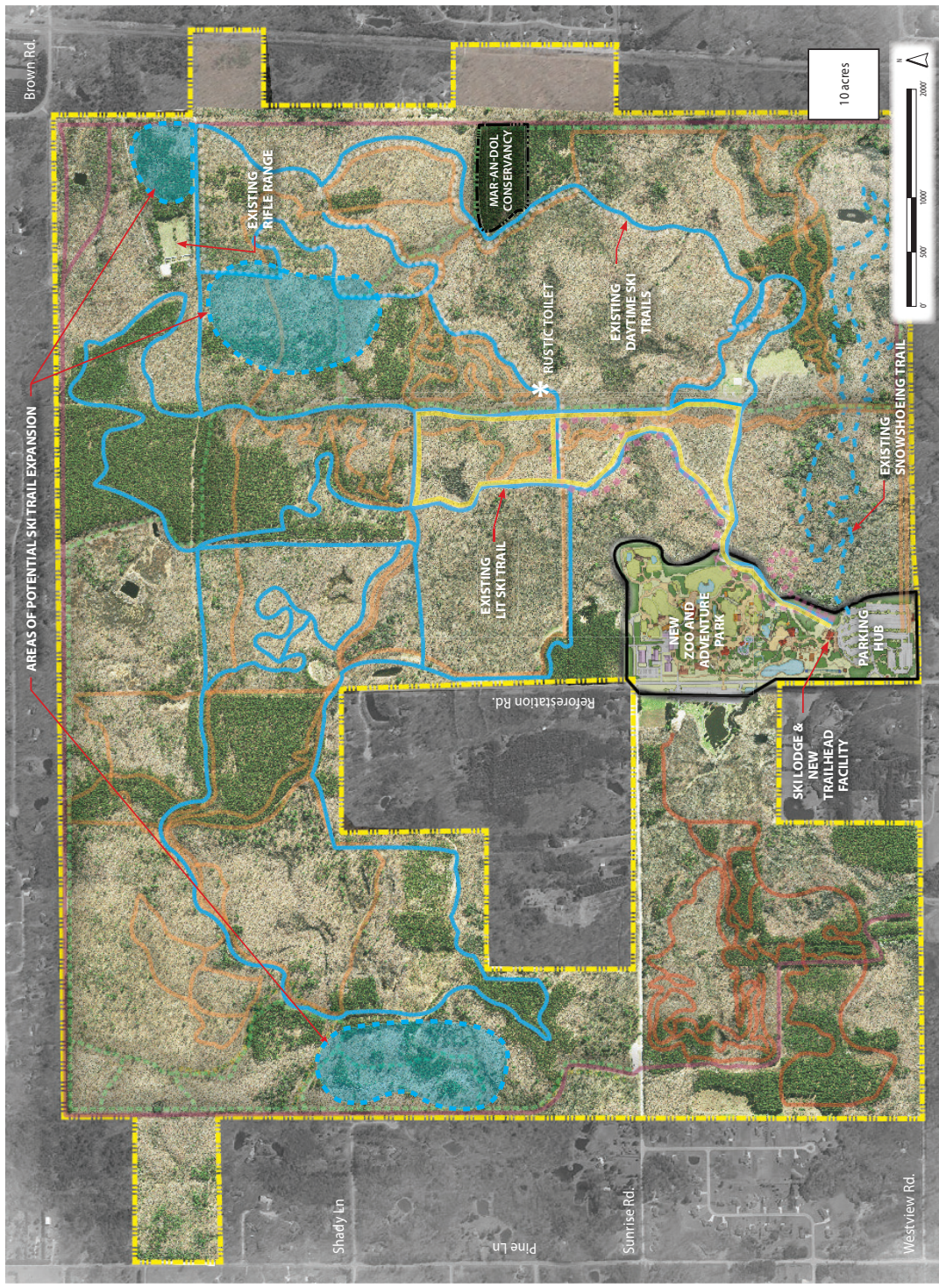
One to two miles of paved pathway for dryland training during the off season would increase off-season trail use



Lodge Staging



Summer Ski Training



MOUNTAIN BIKING TRAILS

PROGRAM OBJECTIVES

Expand the Mountain Bike (MTB) program through a strategic expansion of the trail system to capture under-represented user groups and increase offerings to heavy trail utilizers.

Our analysis revealed several opportunities for improvement that would reduce conflict between user groups and improve amenities for mountain bikers.

POTENTIAL USERS

- All Cyclists
- Families
- Bike Racers
- Off-roaders

AMENITIES NEEDED

- Improved Facilities: New trailhead facility with restroom and bike wash to reduce conflict with event use at the ski lodge. Continued maintenance of existing trails. Move trailhead closer to new trailhead facility.
- Gentle trails connecting to destinations such as a clearing with picnic tables, ponds, a lookout tower, or other points of interest with interpretative materials.
- Pump Track playground for children
- With community investment and maintenance, provide increased mileage of designated high-speed trails with few intersections where the potential for collisions and conflict is high.

PHASING IMPLEMENTATION

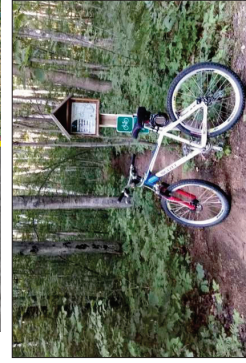
As the MTB community grows through marketing and strategic planning implementation, amenities can improve to serve the need of the most heavily represented or dedicated user groups as they emerge. For this reason, more general improvements that will serve all users are recommended for implementation in Phase 1 with specialized programs requiring community participation and volunteer investment in Phase 2.

► Phase 1

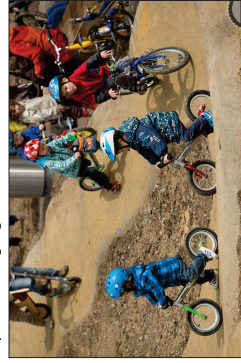
- New Trailhead Facility at north end of parking lot with dedicated trail user restrooms and a bike wash.
- Expanded lawn area at the ski lodge for staging races
- Improved signage with updated, detailed trail information
- Creation of family MTB trails to connect with destinations, interpretative materials and points of interest on hiking trails
- Designate trails for specific users- family, high-speed, hard-core to focus improvements on specialized user need.

► Phase 2

- Kids Pump Track playground
- Community-designed, hard-core challenge course
- Increased mileage along hi-speed cycling paths with user investment



Improve Trail Signage



New Proposed Tots Pump Track

FAT TIRE & SNOWMOBILING TRAILS

PROGRAM OBJECTIVES

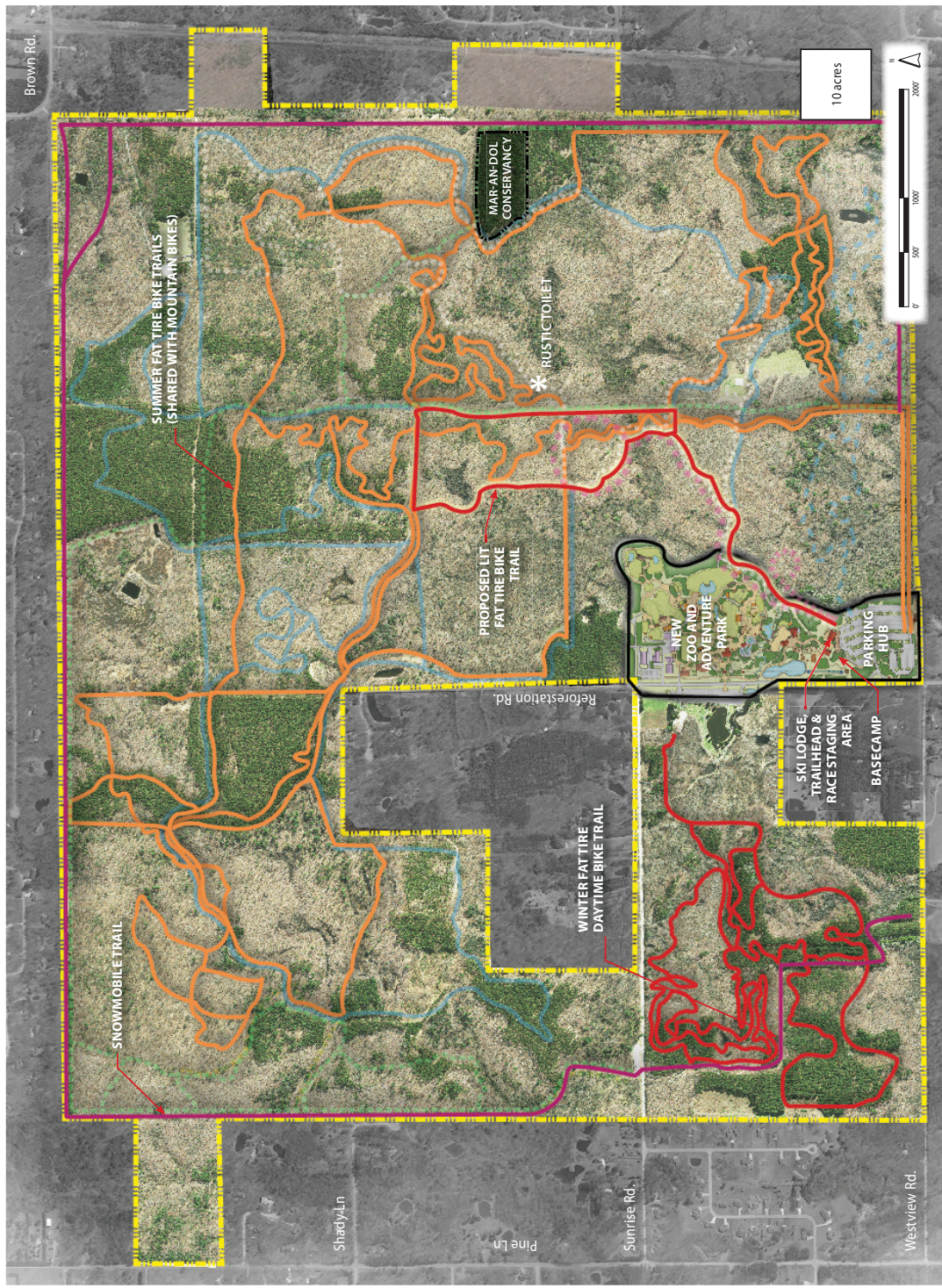
Grow the fat bike program as a year-round biking opportunity to generate revenue and provide a unique a rental experience for visitors to explore the natural recreation features in the Reforestation Camp park from a novel vantage point.

OPPORTUNITIES FOR GROWTH

- ▶ Maintain the existing Fat Tire program rental services and increase rental use.
- ▶ Create a parallel track for fat tire bikes along the lit ski trail in ski season to increase winter and after dark biking opportunities.
- ▶ Maintain the existing "Winter Bike Trail" for fat tire bikes in the SW corner of the park beside snowmobile trails in winter months.
- ▶ Identify geographic regions within the Restoration Camp that are uniquely suited for fat bikes such as exposed sand ridges, marsh, and difficult terrain and build trails that traverse these features to highlight and differentiate fat bike experience.
- ▶ Increase the visibility of fat bike program by connecting with and supporting the growth of community groups through event hosting, races and skill building workshops.



Fat Tire Bike use in all seasons



HIKING TRAILS

PROGRAM OBJECTIVES

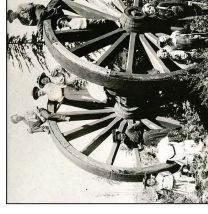
Increase the diversity of experiences and amenities for visitors exploring the Restoration Camp on foot.

Grow community support for hiking programs by expanding trails to reach areas of geographic interest such as sand ridges, streams, ponds and high points where lookouts could be constructed in combination with interpretive materials will increase interest in hiking. Highlight the unique character of the Restoration Camp through interpretive historical programming.

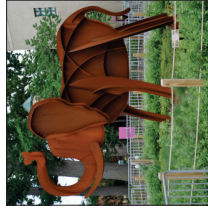
OPPORTUNITIES FOR GROWTH

- ▶ Identify points of interest and develop interventions that create destinations within the reforestation camp. Strategically implement a system of simple amenities and interpretive materials within the park by bringing hikers to ponds, clearings, sand ridges and providing shelters benches, fire pits, or wildlife blinds in places where views would be most advantageous. Introduce historical Wisconsin logging history, play elements and general history.
- ▶ Expand interpretive program from the zipline fire watch tower to encompass the entire Restoration Camp as an immersive historical experience telling the story of the region and larger historical themes of conservation, prison history and 20th century NE Wisconsin. Reconstruct prisoner trails and housing with interpretive information featuring biographies and quotes from the men who lived at the reforestation camp.
- ▶ Create a natural playground along shorter family-friendly trails made from rough logs and manipulated topography with opportunities for kids to dig and erect temporary structures from natural materials.
- ▶ Build a new Trailhead Facility with restrooms, shower, warm-up/cool down space, trail passes and trail information. On the exterior, water bottle fill stations, trash receptacles and hose for cleanup for trail users will be provided.
- ▶ Create a sculpture walk near the zoo entrance connecting the park to the local arts community, engaging a new demographic of visitors and increasing the frequency of events with the unveiling of each new temporary exhibition.
- ▶ Provide stretching equipment for runners at the proposed trailhead facility located at the Parking Hub.
- ▶ Improve signage and mapping for more effective wayfinding and to accommodate new visitors to the park.
- ▶ Provide "pop-up" events including trail running and adventure racing.

Suggested Points of Interest



Wisconsin Logging History



Sculpture Walk



Existing Historic Prison Camp Fire Watchtower

EQUESTRIAN TRAILS

PROGRAM OBJECTIVES

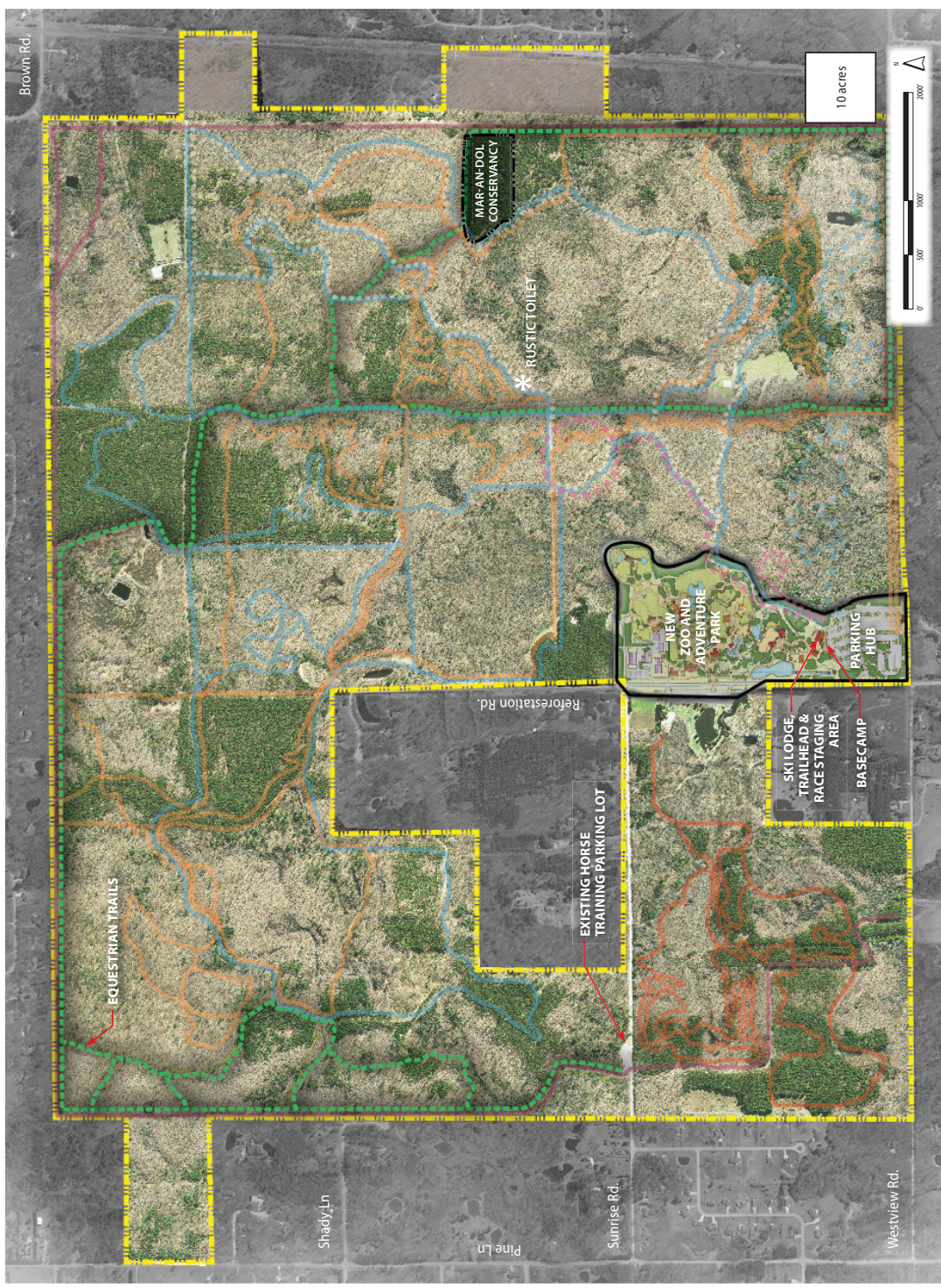
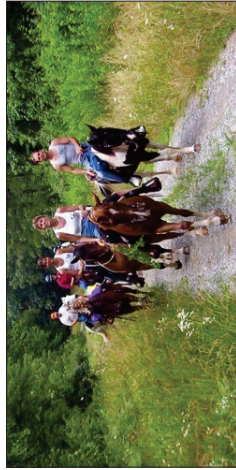
Maintain the equestrian program at its current level of use.

RECOMMENDATIONS

- Maintain the equestrian trails and work with community members to continue the existing strong volunteer support
- Improve amenities at the horse trailer parking lot. Resurface lot, replace fence, provide a hitching rail and water for both horses and riders.
- Update signage at trail heads to accurately depict status of trails and locations.
- Continue to work with cyclists and perform trail construction that reduces conflict between users through installation of speed gates at trail crossings and providing signage to alert riders to oncoming traffic.
- No ride-for-fee or horse rental service will be provided on the site.
- Current length of trails adequate in relation to quantity of users.

MAINTENANCE

The equestrian trails were created in the 1990s at the Park's expense in response to advocacy by the equestrian community of Brown County. An agreement was formed that care of the trails would be performed as a collaboration partnership between park staff and community volunteers. While the existing equestrian trail users are the most active of all user volunteer groups, the actual trail use and quantity of trail users is lower than that of other types of recreational trails. Due to these relatively low number of trail users, it is recommended to keep the existing 8 miles of marked bridle trails without further expansion.

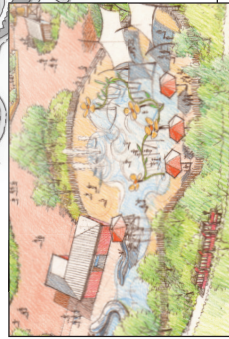


ZOO ZONES PLAN

The Master Plan proposes to reinforce some of the current zoo-geographic organization of the site while incorporating new geographic regions. The Eurasia zone is a new concept emphasizing and expanding upon both Asian and cold climate species collections and replacing the existing Australian and Wisconsin-themed exhibits. Africa will be expanded to include a larger mixed-species giraffe encounter, new cheetah habitat, and relocated lion habitat.



Eurasia - Elevated Animal Trails



Kids Zone : New splash park in expanded Kids Zone



Adventure Park : Treetops Ropes Course



Zoo Central : Expanded restaurant with outdoor terrace



Africa : Mixed species throughout expanded African Savanna exhibit



Entry Gateway : Unified Zoo & Adventure Park Entry sequence

KEY	
■	ANIMAL EXHIBIT ZONE
■	VISITOR SERVICE & EVENT ZONE
■	VISITOR EDUCATION & PLAY ZONE
■	ZOO OPERATIONS ZONE

MASTER PLAN PROJECT ZONES

Serving to unify the guest experience and staff operations of the zoo, adventure park, and reforestation camp recreational activities, the Master Plan proposes an exciting new entry and arrival hub at the south end of the zoo. To the North, an expanded "Eurasia" concept with simplified and contiguous circulation.



SERVICE ZONE
SEE DESCRIPTION PAGE 9

JAPANESE MACAQUES AND
AFRICAN OUTPOST
PAGE 44

EDUCATION PLAZA AND
DISCOVERY GARDEN
PAGE 43

PARKING
PAGE 48

AMPHITHEATER
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ZOO & ADVENTURE
PARK PLAZA
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ZIP N' SLIP ADVENTURE
PAGE 38

EURASIA & NORTHERN TRAIL
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ZOO CENTRAL
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NORTH AMERICAN GREAT PLAINS
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AFRICAN SAVANNA HABITATS
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KIDS PLAY ZONE
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SKI LODGE & NEW TRAILHEAD FACILITY
PAGE 31

ZOO AND ADVENTURE PARK PLAZA

A need for increased pedestrian safety, an improved entry experience, greater parking volume, and a unified zoo and adventure park drove the relocation of the main zoo entrance to the southern end of the park, combining ticketing and entry to both parks at the same plaza. Through this interlaced sequence of entry and access, the Zoo and Adventure Park will be inextricable from one another.

Visitors approaching the plaza will view the existing climbing structures, zipline and 300' long "Zip N' Slip" slip and slide while passing beneath the suspended lines of the adventure park tree-top course and exhilarated climbers. The 450' long wooded path connecting the parking area to the plaza will direct visitors to their destinations through signage and sculpture. The path opens to the new entry gateway to create a welcoming outdoor room where visitors can regroup and consider their exciting options: visit the zoo, do the adventure park or tackle both in one day! In this space clear informational displays presenting adventure park activities and ticket options will be key to meeting the goal of a unified park and increasing cross-over use of amenities. Ticketing point-of-sales can occur either indoors at the main ticketing building or outdoors at shaded sales kiosks that divides the gateway, offering flexibility to respond to changing weather, visitor volume and staff availability. Restrooms and seasonal concessions on the west side of the ticketing kiosks will be accessible from the interior entry plaza. Designed to accommodate a high volume of guests, this space will offer the first glimpse of animal exhibits as guests prepare for their NEW Zoo Experience. The treetops adventure course will also traverse this gateway and plaza forming a delicate threshold above Haller's Creek Bridge which connects the plaza to the zoo, further interweaving and mutually enhancing the zoo and adventure park experiences.



Zoo Entries : Active and spacious for guest ease and comfort



New Zoo Entry and Adventure Park Plaza:

Visitor approach to new entry plaza with a new overhead tree-tops adventure course

KIDS PLAY ZONE

The existing Children's Zoo is one of the Zoo's best features and a destination for many families who visit. This plan expands upon the strengths of this area to create an enhanced dynamic space for active play. In this revised layout the terminal node of the alpaca and goat barn forms the eastern boundary of the children's zone as the main path circulates through the space flowing northeast toward the African lion exhibit and northwest toward savanna views and the education zone beyond. The existing hoofstock barn will be upgraded with updated and connected outdoor yards for greater flexibility of animal management and increased public viewing opportunities from the exterior.

The new splash park will become a popular attraction for families in the summer, with interactive water features and play elements. A new restroom and snack facility at the gateway to the Kids Zone and entry point into the splash park ensures a self-contained play session. Shaded areas with tables and chairs located along the edges will provide a cool, dry vantage point for caretakers. The new train station located to the south offers a queuing shelter for the relocated train. The Endangered Species Carousel will also be relocated to this zone for another exciting play element.



New Waterpark : Exciting splashpark with interactive features



Train Station : Relocated Carousel & new train station near existing mining station

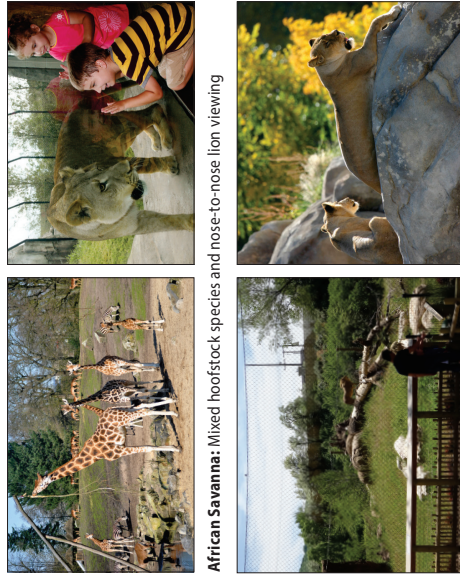


PROGRAM	
Restrooms and Snacks Building	1,200 SF
Splash Park	14,600 SF
Playground (Existing)	2,500 SF
Train Station	600 SF
Goats & Sheep (Existing)	9,300 SF
Llamas & Alpaca (Existing)	8,000 SF
Existing Barn Yards	1,600 SF
New Barn Yard	1,070 SF

AFRICAN SAVANNA HABITATS

One of the first habitats visitors will encounter after entering the zoo will be a dramatic panoramic view of the new spacious mixed species African Savanna Habitat. This exhibit expands and reorganizes the centrally located existing lion and giraffe exhibits. Additional giraffe, ostrich, and antelope may be added to the Zoo's collection to create a more enriching and dynamic savanna habitat producing an exciting first impression for visitors as they enter the Zoo. An additional Savanna view hut and feed hoist will anchor a new African marketplace and expand the very popular giraffe feeding program. The existing giraffe holding building will be expanded to accommodate a larger herd and improved indoor viewing during winter months.

The existing Lion habitat, currently located at the front of the Zoo, is relocated to the east side of the new African Savanna Habitat. The new Lion Habitat will house multiple lions within a large open space with heated and elevated kopje rocks, and a view shelter with nose-to-nose viewing. A woven mesh lion barrier encloses the space and provides a transparent, open view of the savanna beyond, providing overlapping views of giraffes, hoofstock and lions. To the north of the Savanna, a new flamingo exhibit will replace where wattle crane was previously.



African Savanna: Mixed hoofstock species and nose-to-nose lion viewing

Lion Habitat: Overlapping views and elevated Kopje rocks





Kid's Play Zone and African Savanna birds-eye perspective

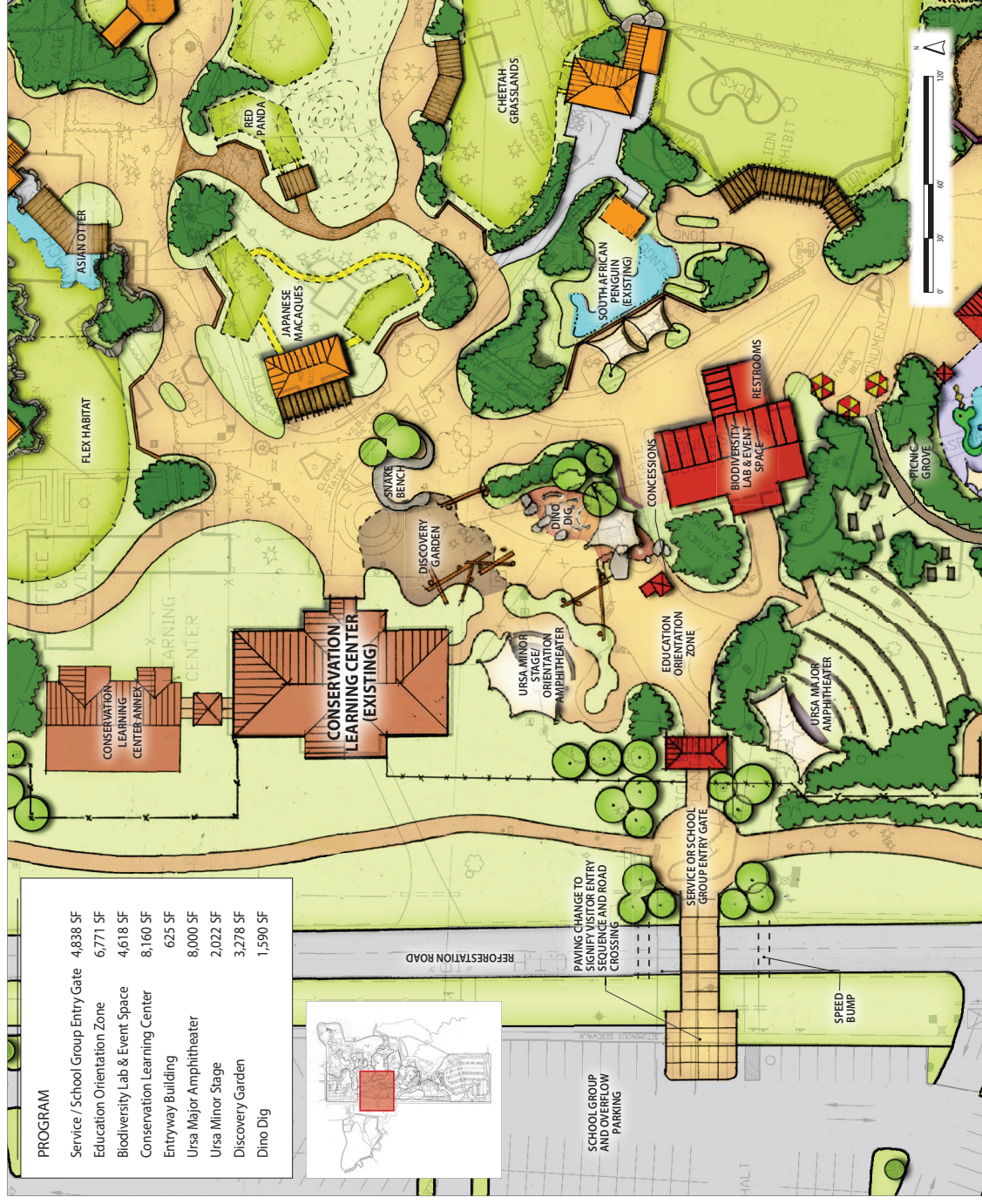
EDUCATION PLAZA & DISCOVERY GARDEN

The new Education Plaza and Discovery Garden will reappropriate the existing Zoo entry infrastructure to orient school groups into the zoo. School groups will now arrive from the west parking lot (previously the main parking lot) via a safer pedestrian crossing path with signage, speed bumps and paving change. Upon passing through the new school group entry gate, visitors will enter the new education orientation zone. Education services are concentrated in this zone, providing multiple locations for gathering, orientation and programmed activities. At the Biodiversity Lab, students are primed to understand their zoo experience through the lens of environmental conservation with interactive demonstrations featuring the small animals that are housed there. The Biodiversity Lab provides a year-round classroom and event rental space while outdoor demonstrations at Ursa Minor Stage can serve both groups or general public audiences. The Discovery Garden and Snake Bench provide a staging area for activity-based learning, zoo entry, and a visit to the Conservation Learning Center. School groups will remain in the zoo for lunch, eating and playing in the bucolic outdoor setting of the Picnic Grove. Additional private office spaces will be located north of the conservation learning center.

This zone improves the quality and efficacy of school group visits while streamlining overall zoo circulation by bringing students directly to education amenities at a separate point of entry from the general public. Tracing the path of school groups from arrival to departure, this zone meets the NEW Zoo's vision as a regional destination promoting conservation education with expanded education facilities, new programming, and spaces to accommodate group meals, play, and gathering for a full day NEW Zoo experience.



Discovery Garden: Fun and playful setting to reinforce the message of environmental conservation.



JAPANESE MACAQUES & AFRICAN OUTPOST

The Master Plan builds upon the existing Japanese Macaque exhibit by creating a new north habitat connected to the existing enclosure via a mesh-enclosed treetop animal trail system. New features within the habitat enclosures, such as heated rocks, deadfall and a heated pool, will provide a destination for the monkeys and a special point of interest for visitors in the winter months.

To the east, a new red panda exhibit is revealed as guests walk through a soft mulch "bamboo forest" trail while catching glimpses of macaques overhead. Emerging from the forest, guests encounter a new exhibit with dramatic above and underwater views of Asian otters probing for prey in mud and under rocks.

Providing a transition between the Asian and Tropical Zoo Central zones, a new cheetah habitat and lively African Outpost Marketplace will anchor the northern edge of the new Japanese Macaque North Habitat. The marketplace is an opportunity to overlay a message of both cultural immersion and the dynamics of animal and human coexistence.



Japanese Macaque Trails: Overhead passages and heated pools

African Outpost Marketplace: Zulu huts and drums



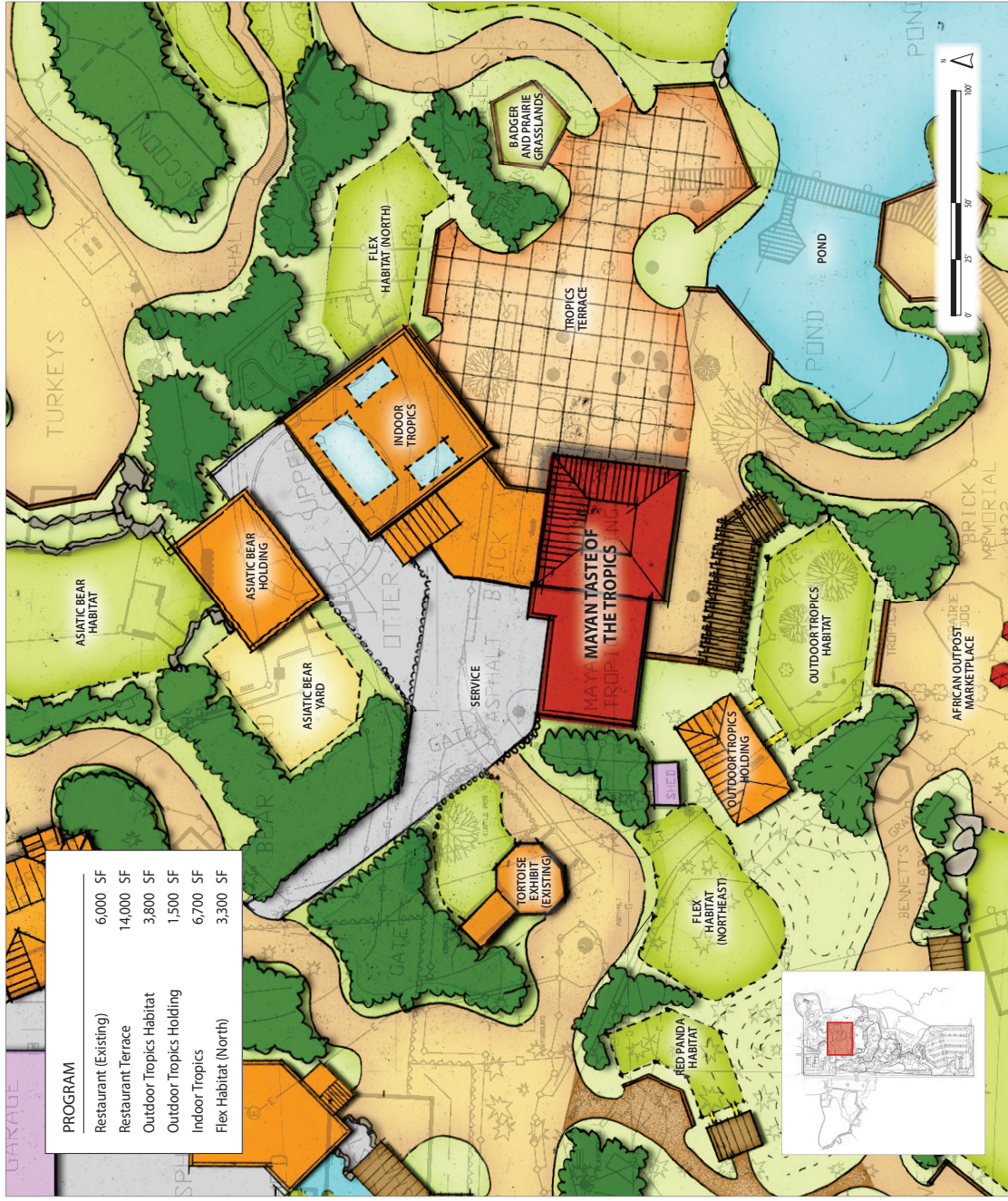
PROGRAM	1,050 SF	700 SF	1,150 SF	175 SF	2,500 SF	17,500 SF	1,210 SF	2,960 SF	8,434 SF	1,000 SF
Japanese Macaque Holding (Existing)										
Japanese Macaque South Habitat (Existing)										
Japanese Macaque North Habitat (New)										
Monkey Adventure Trail										
Indoor Otter Viewing										
Asian Otter/ Flex Habitat & Flex Holding										
Red Panda Habitat										
Flex Habitat (Northeast)										
Cheetah Habitat										
Cheetah Holding										

ZOO CENTRAL

Zoo Central provides a significant opportunity to generate revenue at the Taste of the Tropics restaurant, extend stay times by remaining at the zoo for lunch and create a high-quality experience for guests with improved food service offerings. A new indoor exhibit frames the NW corner of the central plaza and provides a year-round, engaging visitor experience as well as improved housing for some of the zoo's more climate-sensitive species. As the Main Hub of the zoo, this plan endeavors to create a destination that will reinvigorate the entire guest experience through improved services, indoor attractions and an outdoor seating/eating area designed for optimal views of Elk and Bison on the grassy plain to the east and aquatic birds swimming in the pond to the southwest. To the south, the African Outpost Marketplace continues the energy of the terrace experience overlaid with cultural vibrance.



Zoo Central: Outdoor dining overlook

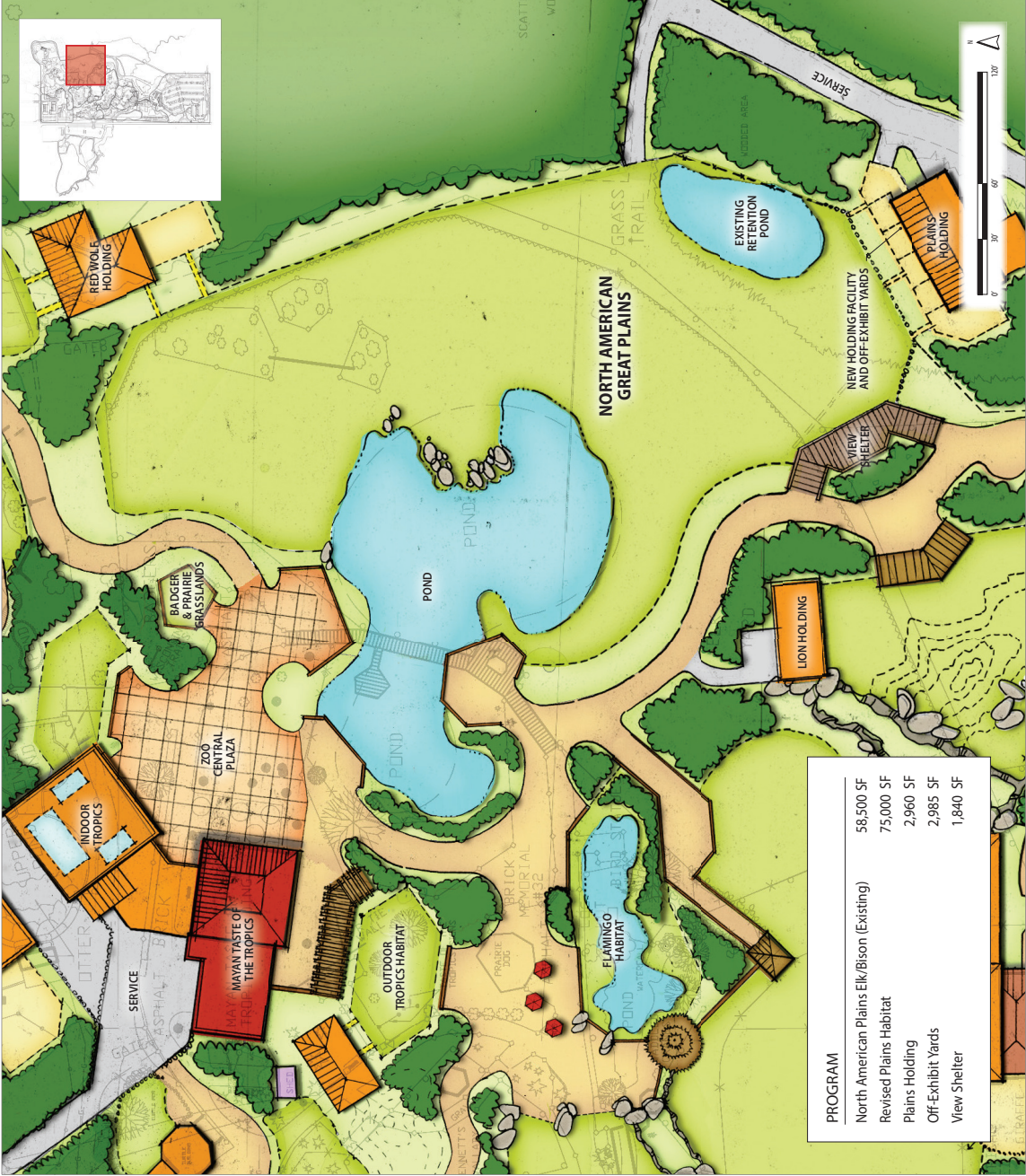


NORTH AMERICAN GREAT PLAINS

Expanding the plains habitat to the SE will accommodate a new sequence of exhibits and facilitate a more cohesive visitor flow. This new configuration of path and Plains will provide continuous views along the western edge of the habitat with designated view rails and a view shelter displaying interpretive materials at the southern end. An increased and diversified hoofstock population will be housed in a new, relocated holding building and the existing bridge overlooking Plains Pond on the main visitor path connecting to the service path on the eastern boundary of the zoo for keeper access and habitat maintenance. The existing bridge overlooking Plains Pond on the main visitor path will be replaced by an access path with pond overlook to accommodate heavier traffic as visitors make their way to Zoo Central and the Mayan Taste of the Tropics Restaurant. From Zoo Central Plaza, guests will have opportunities to view the Plains herd at the Plaza, the Indoor Mayan Exhibit + Restaurant, and from the southern view shelter. A new holding building to the north will provide additional plains, holding and off-exhibit yards as well as holding for the new Red Wolf Woods. New species to be housed here for the plains exhibit include black-footed ferrets and burrowing owls.



Great Plains: Diversified species and expanded habitat



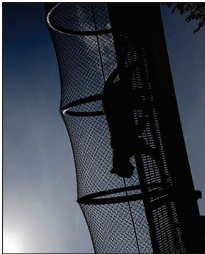
PROGRAM	
North American Plains Elk/Bison (Existing)	58,500 SF
Revised Plains Habitat	75,000 SF
Plains Holding	2,960 SF
Off-Exhibit Yards	2,985 SF
View Shelter	1,840 SF

EURASIA & NORTHERN TRAIL

Northern Trail anchors the northern aspect of the zoo, effectively utilizing the native landscape in immersive moose habitats. Building on the strengths of these areas, this plan expands the trail to include an expansive new Red Wolf habitat and a new Red Wolf holding building for an exciting pack movement encounter. Red Wolf Holding can also simultaneously be used to house smaller species for the Great Plains Habitat.

Circulation at the moose exhibit and Riley Building will be greatly improved with the addition of a loop path extending from the building's deck, to connect with a feeding deck at the exhibit's northern boundary. Guests will travel back to the exhibit entrance along a deeply immersive path with ground level with new views from the north within the beautiful forested landscape that makes up this exhibit and the larger park. Minor improvements, such as adding fans to the existing deck at the Riley Building, will help to maximize visitor experience.

To the West, a new Eurasian zone anchored by a central core of rotating Asian tiger and Asian bear habitats with indoor underwater viewing will showcase two new major species to the Zoo. A new "Nature Play" zone will encourage parallel play where children can emulate the leaping and strength of the nearby Tiger, Bear, and Lynx habitats and trails. A new mesh-enclosed lynx trail is woven into the edge of the northern trail and eastern edge of Eurasia. Finally, a new snow leopard habitat and holding building completes the Asian "cat trail" journey, culminating near the recently renovated nutrition center.



Eurasia: Lynx trails and Red Wolf Woods



Nature Play Zone : Deadfall timbers and boulders for nature play



PARKING AND ENTRY

As visitor volume grows with the addition of new exhibits, more special events, and improved attractions, the existing entrance inside the gift shop will be inadequate. The existing lot used for primary zoo parking does not meet peak volume needs and poses a risk to visitors crossing Reforestation Drive to access the existing main entrance. Relocating the primary parking and entrance to the south creates a safer, more pleasant entrance experience that will entice visitors to engage in other recreational attractions in the park and extend their stay. Improving the entry signage and drive sequence will provide a more welcoming arrival for zoo, park, and trail guests.

From the new entrance in the south lot, visitors to the NEW Zoo will be exposed to recreational opportunities across the entire park with an emphasis on the Adventure park ropes and treetop courses as they make their way to the entry plaza.

Existing Parking Lot Area:	357 spaces
Phase 1 Parking :	96 spaces
Phase 2 Parking:	162 spaces
Entry Plaza Revisions:	16 spaces
Total Parking Hub Spaces:	631 spaces



Parking: New solar panels and signage may also be incorporated to provide opportunities for passive environmental education.



OVERALL PARKING ANALYSIS: ZOO, ADVENTURE PARK & REFORESTATION CAMP

Following is an analysis of existing parking versus proposed parking. Currently, the NEW Zoo & Adventure Park uses what is marked as "school group/recreational" as the main zoo parking lot, while the marked "primary" lot on this plan is currently used as adventure park and trail user parking only. It is proposed to create one main entry "Parking Hub" for all user groups in the "Primary Lot" on the southern end of the Reforestation Camp. The current main zoo parking lot will be used for school groups and recreational trail users only.

EXISTING PARKING		PROPOSED PARKING	
Zone	Spaces	Zone	Spaces
Main Parking Lot	173	North Parking Lot (Overflow)	108
Upper Level Parking Lot	427	School Group Lot	173
		Staff Parking	54
		Parking Hub	631
TOTAL EXISTING		New Spaces	= +/- 366
		TOTAL PROPOSED	+/- 966

PARKING ASSESSMENT FOR ZOO AND ADVENTURE PARK

- 1) Design day = 1% of annual attendance
- 2) Design day = 3,000 or more
- 3) Parking demand = design day x 80% / 3.5 Per Car / 1.5 to 1.75 Turnover

ANNUAL ATTENDANCE	DESIGN DAY	PARKING DEMAND*
300,000	3,000	390 to 490 Spaces
350,000	3,500	450 to 550 Spaces
400,000	4,000	520 to 620 Spaces
500,000	5,000	650 to 750 Spaces

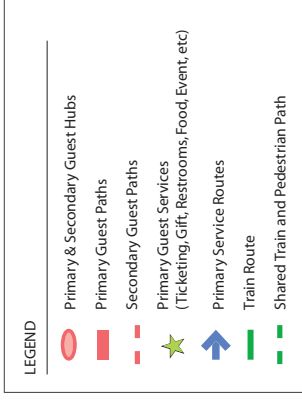
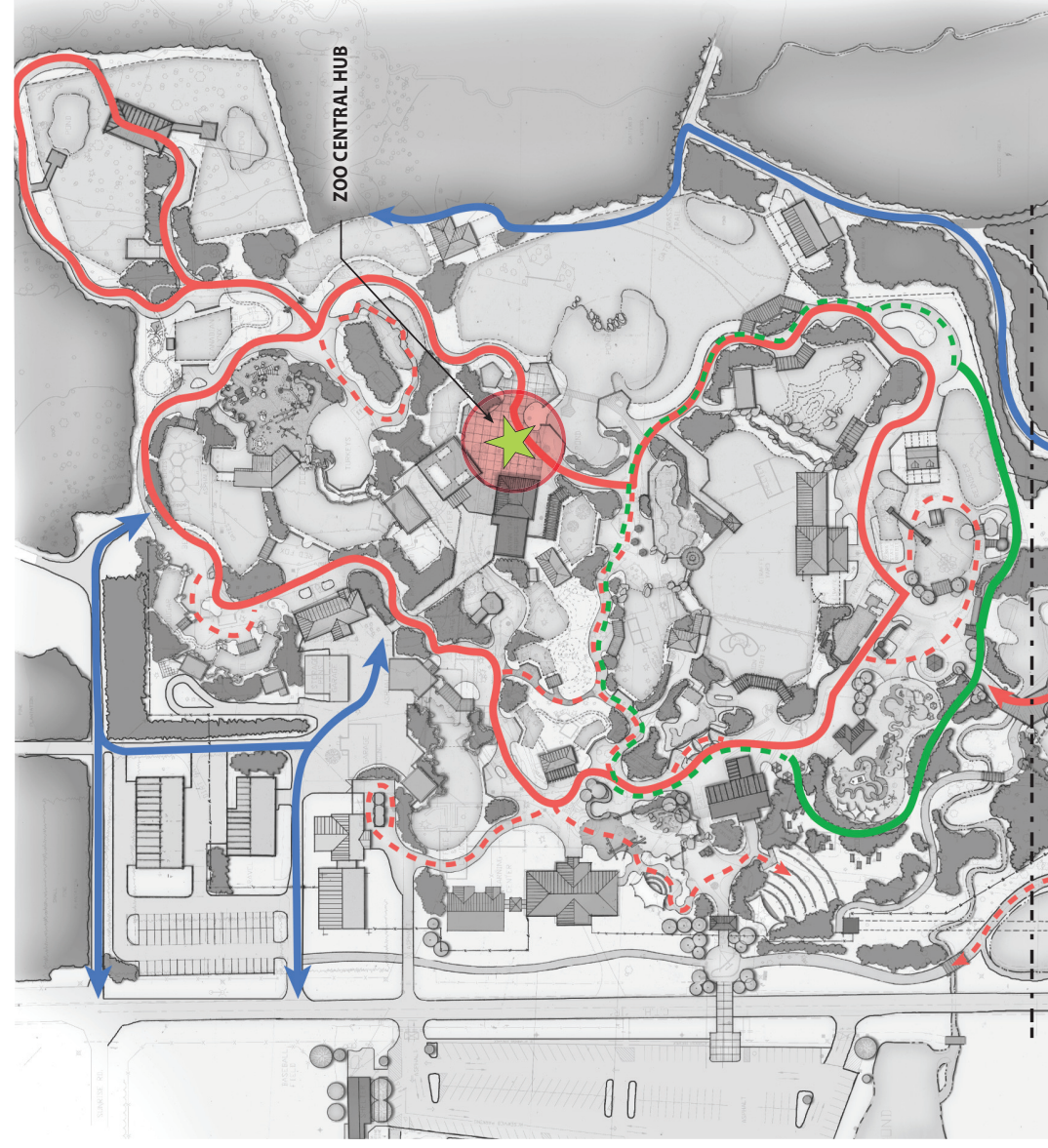
* Paved parking spaces, overflow parking spaces, and street parking



Proposed Parking Summary

Dedicated Staff Parking	54 spaces
School Group/ Recreational	173 spaces
Zoo Primary/ Recreational	631 spaces
Overflow Parking	108 spaces
Total: 966 spaces	

PROPOSED ZOO GUEST & SERVICE CIRCULATION



APPENDIX

INVENTORY & ANALYSIS: OVERALL REFORESTATION CAMP

EXISTING FACILITIES

- 1 Pines Shelter** - Rentable 1,000 SF facility with small kitchen and conditioned space; nearby picnic grounds, fishing pond with ADA fishing dock, ball field & snow bike trailhead.
Rental Dates: April 1 - November 30
- 2 Ski Lodge** - Rentable 2,700 SF facility seating 160 people with kitchen and conditioned space and fireplace; nearby hiking, patio and grill, mountain bike and ski trail head. During the winter months only a portion of lodge is available for meeting room while rest of area is warming area for cross-country skiers and snowmobilers.
Rental Dates: April 1 - November 30.
- 3 Horse Trailhead** - Trailer parking, picnic table, gravel parking lot
- 4 Trailside Toilet** - Rustic Toilet
- 5 Rifle Range** - Targets setup at 25, 50, and 100 yard distances. Facility can be reserved by law enforcement agencies, hunter education instructors and security companies. Includes archery and crossbow lanes.
Rental Dates: September, October, and November

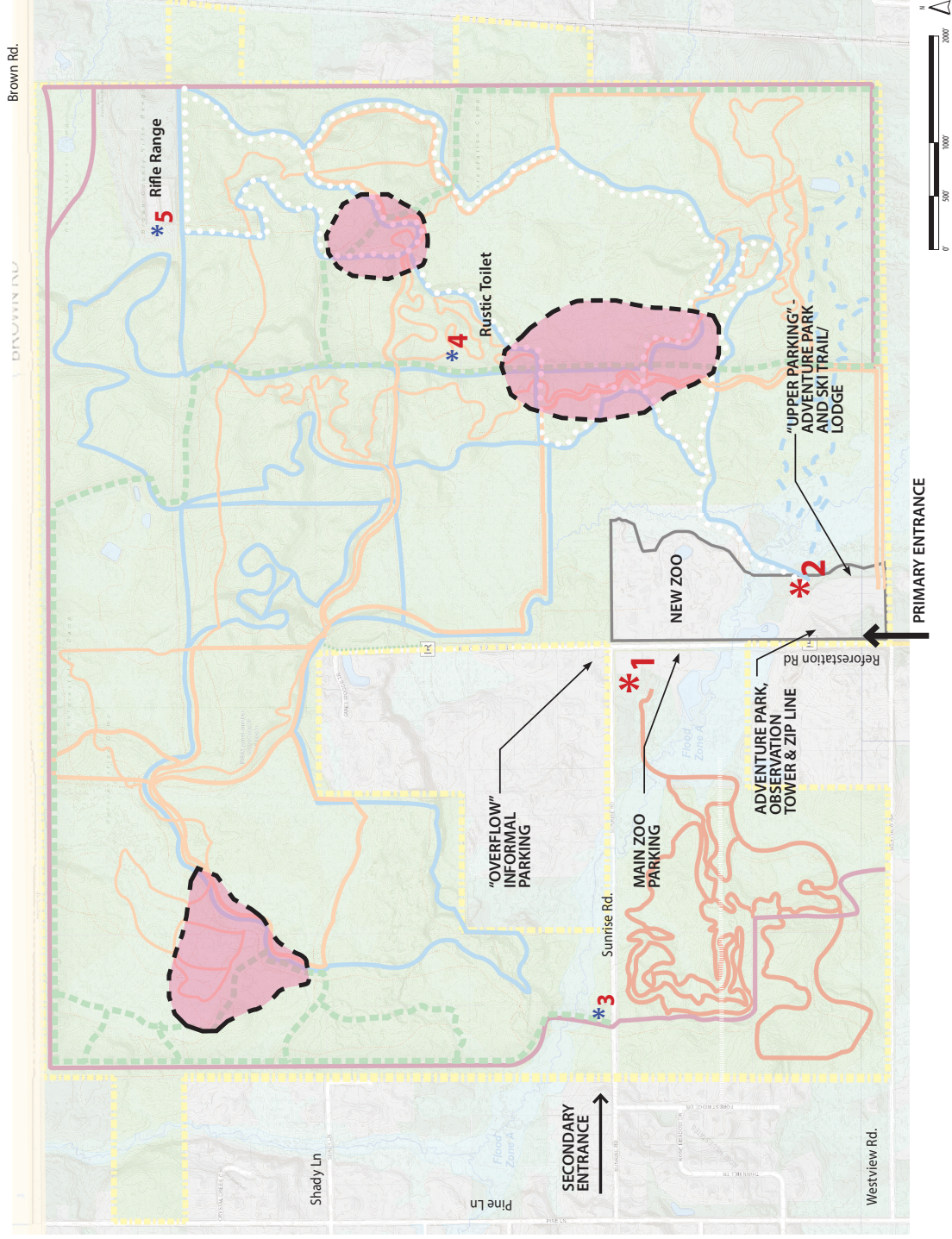
POTENTIAL NEEDS FOR IMPROVEMENT

- * Study Trail conflict and room for growth
- * Platform Group Camping
- * Additional Open-air Picnic Shelters
- * Central Space for First-time visitor information on entire park
- * Entry wayfinding signage

Conflict Zone - Horse Trails with Bike & Other Trails

MAJOR HUB - Heavy-use Location for visitor amenities: shelter and plumbed restrooms

MINOR HUB - Minor-use location for visitor amenities

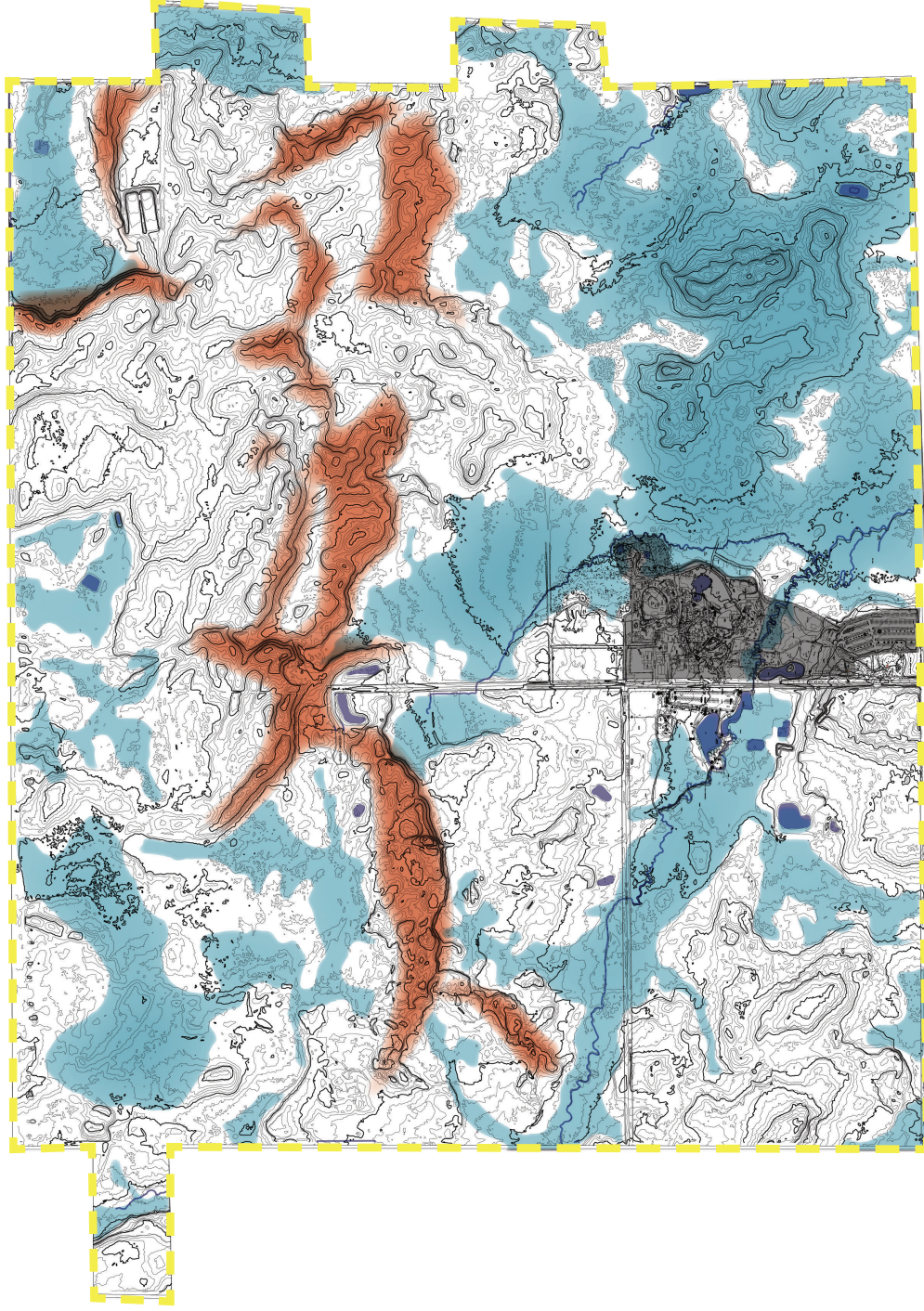
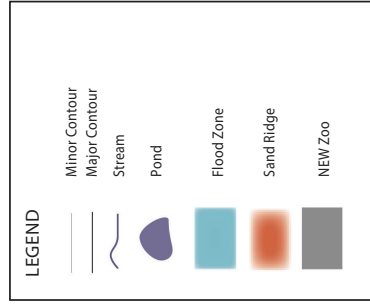


LAND FORM ANALYSIS : OVERALL REFORESTATION CAMP

Landform features within the Reforestation Camp inform the opportunities and constraints on future plans. Wetlands and flood zones across the site limit trail expansion in many areas and direct the nature and implementation future programming to be compatible with marshy conditions. Conversely, sand ridges throughout the northern half of the Reforestation Camp are a dynamic landscape feature that is both popular with recreational bikers and sensitive to heavy use. The Ridges offer the largest amount of topographic variation on the site and should be highlighted for their recreational possibilities. Ponds, streams, clearings and locations suitable for constructing lookouts are key landform features for trail systems that appeal to a diverse spectrum of recreational users.

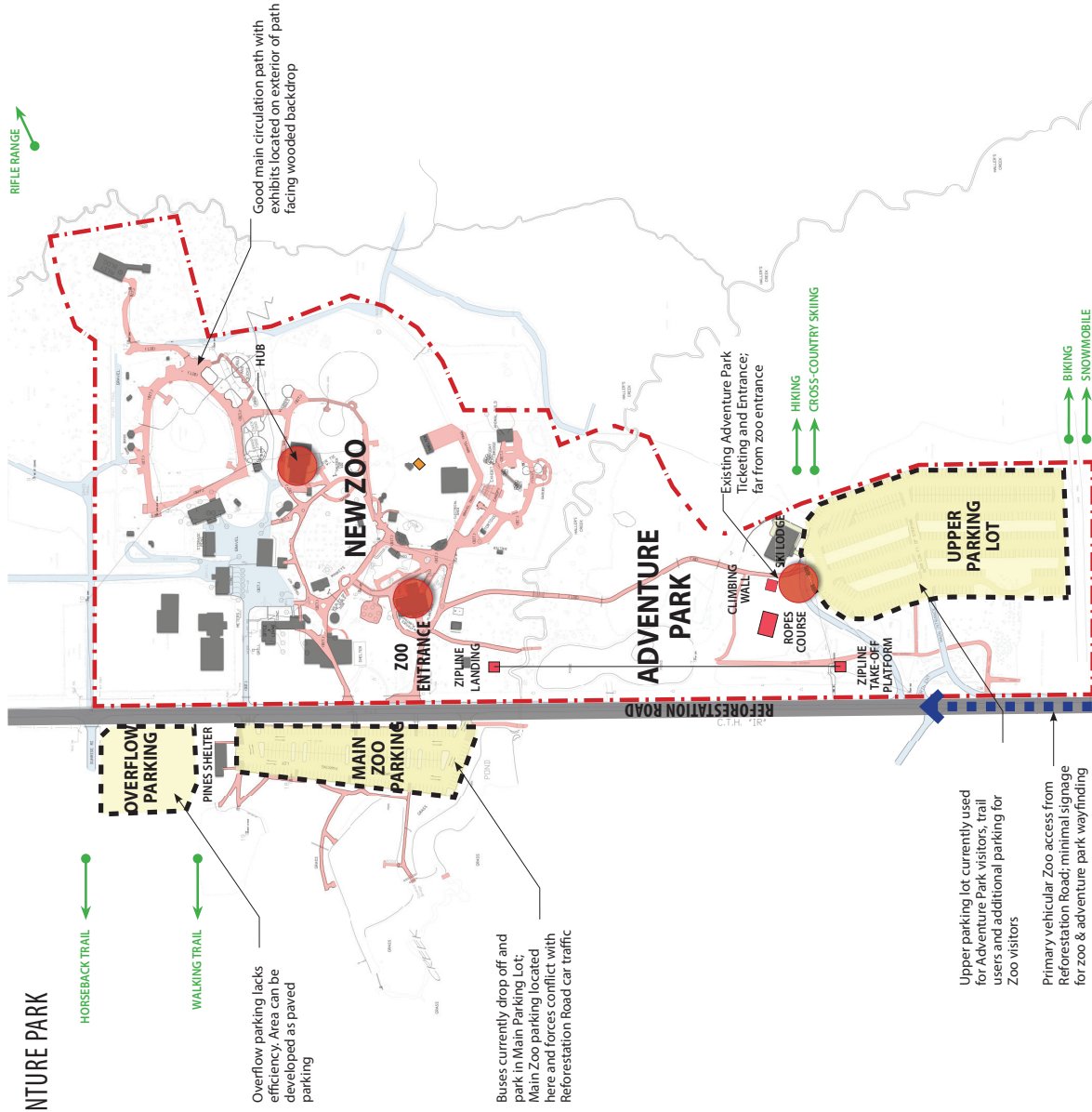
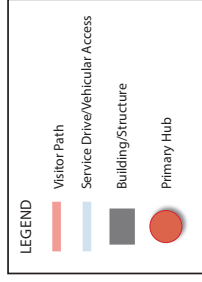


Aerial photograph



1 ACRE

INVENTORY & ANALYSIS : NEW ZOO & ADVENTURE PARK

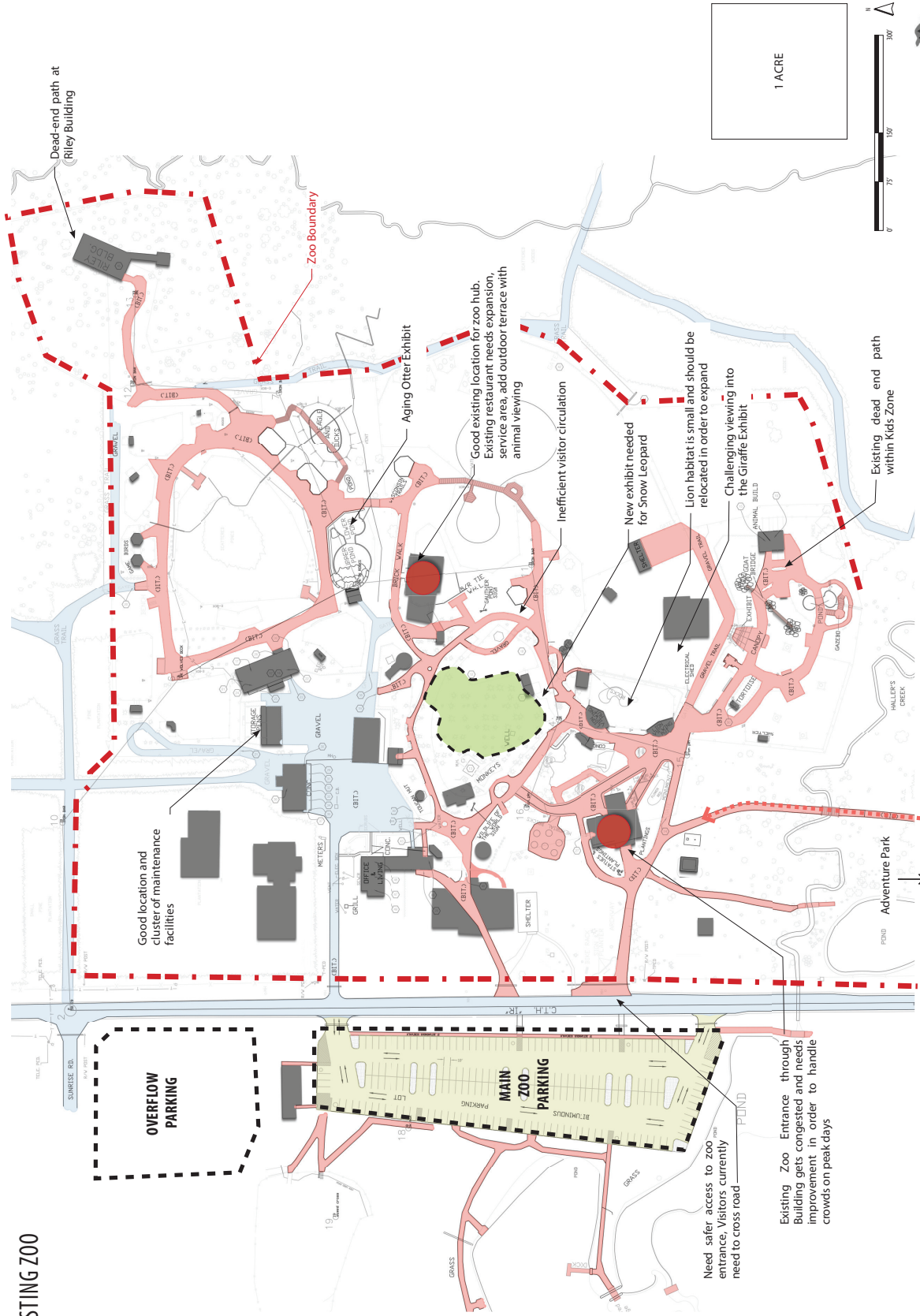
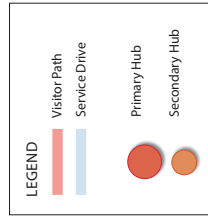


EXISTING SITE USE : EXISTING ZOO

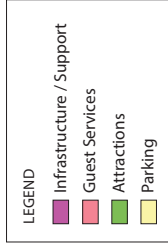
LEGEND	
	Visitor Path
	Visitor Amenity Building
	Exhibit Building
	Holding Building
	Off-Exhibit Yard
	Animal Exhibit
	Service
	Admin / Support Building
	Pine Plantation
	Pools and Stream



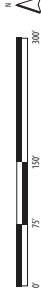
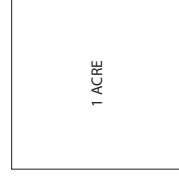
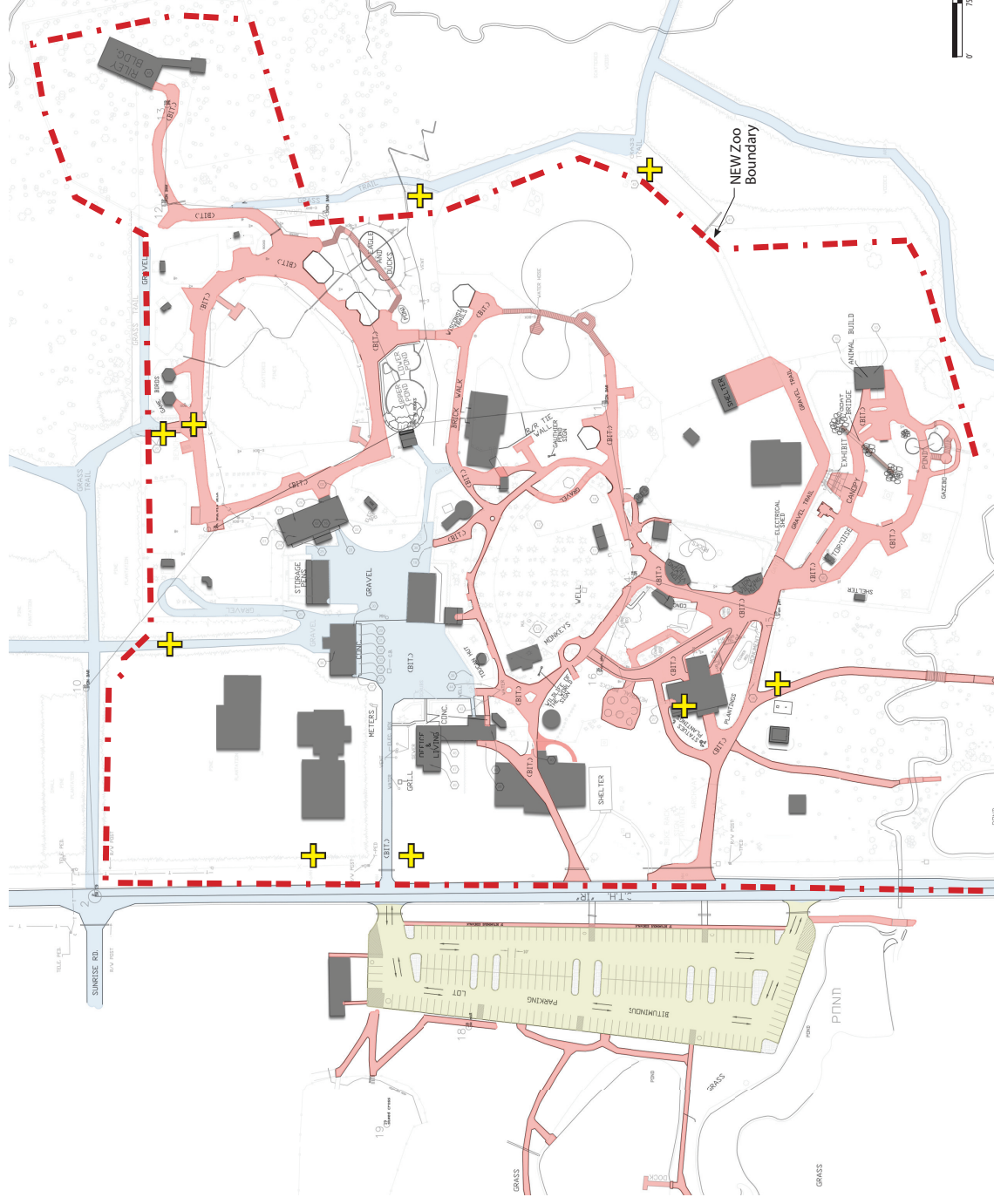
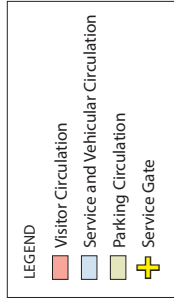
INVENTORY & ANALYSIS : EXISTING ZOO



EXISTING ZOO ZONES



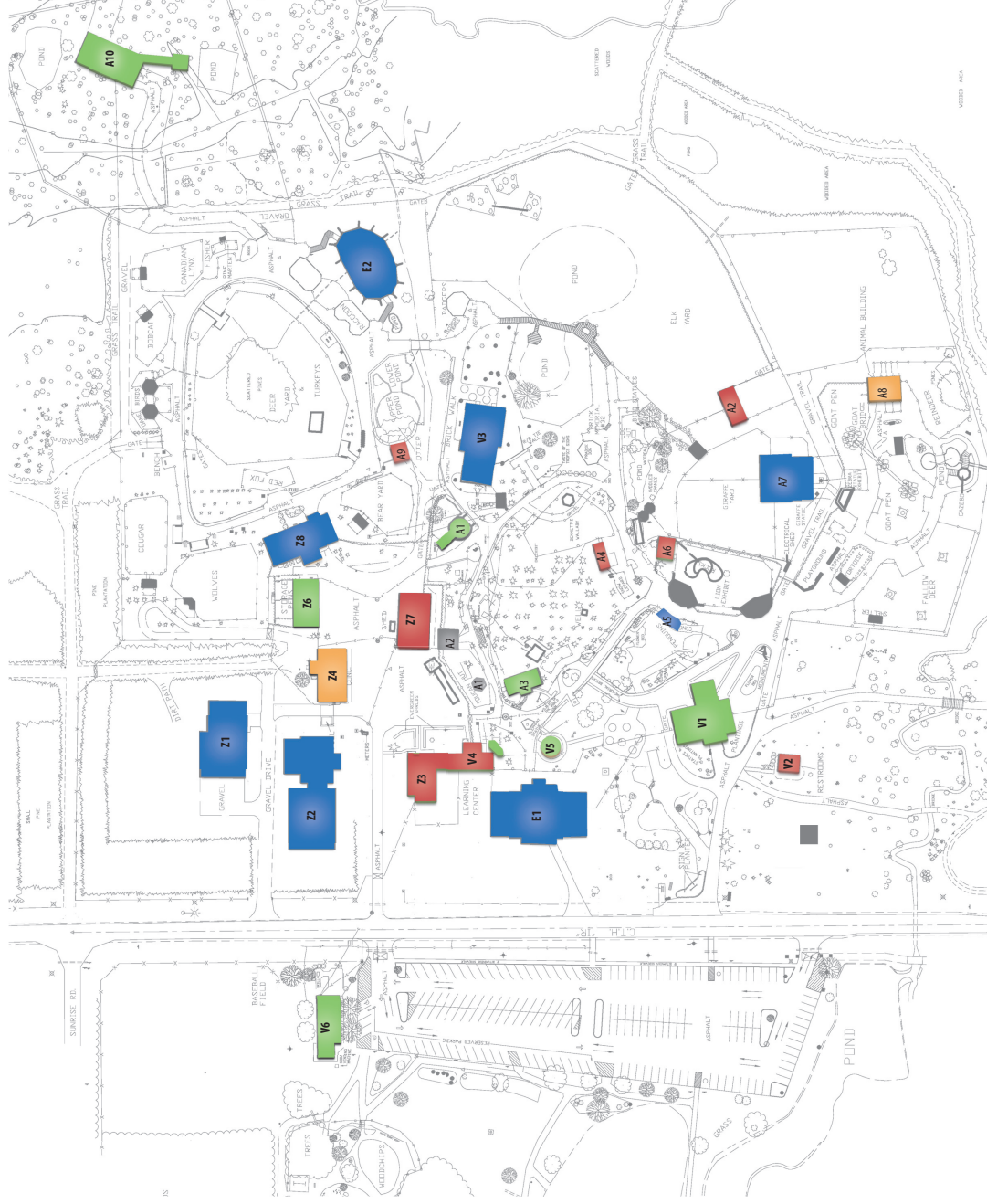
EXISTING ZOO CIRCULATION



EXISTING ZOO BUILDING INVENTORY

Analysis of "As-Is" Building Conditions

VISITOR AMENITY BUILDING			COND.			SF		
V1	Ernest Birnir Visitors Center (Entry) & Restrooms				TP	4,550		
V2	Restroom Building				TP	560		
V3	Mayan Taste of the Tropics (Concessions) and Restrooms				LT	4,710		
V4	Birthday Pavilion				TP	1,850		
V5	Casual				TP	300		
V6	Phos Shelter				LT	2,200		
EXHIBIT/EDUCATION BUILDING			COND.			SF		
E1	Education & Conservation Center				LT	8,270		
E2	North American Aviary				LT	5,070		
ANIMAL HOLDING BUILDING			COND.			SF		
A1	Alouatta tortoise				TP	910		
A2	Hooded Maki				TP	975		
A3	Japanese Macaque				TP	1,010		
A4	Snow Leopard				TP	400		
A5	Penguin Holding				TP	750		
A6	Alligator				TP	480		
A7	Giraffe Holding				LT	4,060		
A8	Barn				LT	1,270		
A9	Other				TP	360		
A10	Moose				LT	1,400		
ZOO SUPPORT / ADMINISTRATION BUILDING			COND.			SF		
Z1	Garage				LT	5,675		
Z2	Animal Hospital				LT	8,730		
Z3	Offices				TP	2,120		
Z4	Garage				TP	2,700		
Z6	Garage				TP	1,930		
Z7	Shed				TP	2,825		
Z8	Nutrition Center				LT	3,720		
Z9	Adventure Park				LT	10,000		
Z0	Ski Lodge				LT	5,000		



KEY

COND. = CONDITION

- LT = Building will be useful for long term (20+ yrs)
- TP = Building useful for immediate term (10-20 yrs)
- U = With upgrade, building useful (10-20 yrs)
- TP = Top priority - replace or renovate now (<10 yrs)

1 ACRE

NEW ZOO & ADVENTURE PARK STRATEGIC PLANNING - BASELINE PROFILE AND ASSESSMENT SUMMARY

September 2016



NEW Zoo & Adventure Park

Strategic Planning

Baseline Profile & Assessment Summary

Schultz & Williams
NEW Zoo & Adventure Park
Baseline Profile and Assessment Summary

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September 2016

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Appendices:
Appendix A: Survey Summaries

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The Strategic Planning Process: Assessment Phase

S&W began our engagement with a discovery process, during which we collected background materials about the NEW Zoo & Adventure Park, the NEW Zoological Society (NZS) and the Friends of the NEW Zoo & Adventure Park. During the discovery phase, we collected information about the Zoo's history, mission, vision, membership information, financial information, and other background information. During our first trip to the Zoo, we toured the Zoo with Neal Anderson, Director, which helped clarify our understanding of the Zoo as well as the opportunities and challenges to be discussed in the planning process.

To guide the strategic planning process, a Strategic Planning Task Force (Task Force) was created to facilitate the strategic planning process. The Task Force and S&W planning team met twice during the assessment phase to review the process and discuss initial observations. Throughout the planning process, regular meetings will be held to share and test our findings and to help frame our recommendations and strategic objectives. The Task Force includes the following staff and Board members:

Task Force Members	
Name	Title
Neal Anderson	NEW Zoo Director
Steve Bleda	President, NEW Zoological Society
Dr. Tracy Gilbert	NEW Zoo Veterinarian & NEW Zoological Society Board Member
Brian Gueth	President, Friends of the Reformation Camp
Curt Hall	Adventure Park Supervisor
Angela Kawaski-Kooning	NEW Zoo Education & Volunteer Coordinator
Mark Manske	Consultant to the NEW Zoo
Carmen Murch	NEW Zoo – Curator

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Internal Interviews

To further solidify our background of the Zoo, we conducted one-on-one interviews with senior staff and key members of the Board to better understand the issues to be explored and the scope of goals and vision for the new strategic plan.

Internal Interviewees	
Name	Title
Brown County (2)	
John Van Dyck	Chair, Education & Recreation Committee
Troy Streckenbach	County Executive
NYS Board & FORC (9)	
Steve Biela	President, NYS
John Bourgignon	FORC Member, Chair of Ski Trails Committee
Paul Egehoff	Bay Nordic Ski Program & Project Illumination Fundraiser
Brian Gustin	President, FORC
Don Salmon	Fundraising Consultant, NYS
Staff (6)	
Nell Anderson	Zoo Director
Dr. Tracey Gilbert	Zoo Veterinarian (Guthrie Vet Animal Hospital) & NYS Board Member
Curt Hall	Adventure Park Supervisor
Patricia Iden	Zoo Operations Manager
Angela Kawa&Kroening	Zoo Education & Volunteer Coordinator
Carmen Munsch	Zoo Curator
Other (1)	
Brad Toll	President & CEO, Greater Green Bay Convention & Visitors Bureau

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Staff, NYS Board and FORC Surveys

Using the key findings from the internal interviews, SAW developed three surveys – one for staff, one for member of the NEW Zoological Society Board (NYS) and one for the Friends of the Reclamation Camp (FORC) – to identify the key strategic opportunities and challenges facing the Zoo over the next five years as well as foster a sense of inclusiveness during the planning process. All were sent electronically using Survey Monkey and were conducted in a confidential manner.

Group	Number Invited to Take Survey	Number of Participants	Percentage Participation
Staff	56	30	54%
NYS Board	15	10	67%
FORC	13	8	62%

The survey summary of responses for all three surveys are attached as **Appendix A**.

We utilized all of the information that we received and the key findings from our interviews and discussions to develop this Internal Assessment report. This assessment findings report is preliminary in nature, as we will continue to refine and focus our findings and opportunities to support the Zoo's mission, vision, and core values. The findings also help to identify external challenges or potential threats to the NEW Zoo & Adventure Park as well as the Reclamation Camp that could impact its future operations, validation, and funding over the next five years.

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Strategic Overview & Baseline Profiles

From our review of the materials submitted by the Zoo, Society and FORC, our internal interviews, and the surveys conducted, we have developed the following strategic overview and profiles of the Zoo and Reclamation Camp's key baseline characteristics. The profiles, and related data, will assist in the framing of the Zoo, Society and Camp's strategic opportunities for future growth and development.

Overview of the Zoo

As a 63-year old institution located just 10 miles from downtown Green Bay, the Northeastern Wisconsin Zoo & Adventure Park (the Zoo) has a rich and successful history. Today, the Zoo features a diverse and fascinating animal collection spread across 62 exhibits on its 5-acre facility and sits within the 1,600-acre Reclamation Camp.

Today, the Zoo is home to more than 215 animals representing almost 90 different species, including 37 species of mammals, 33 species of birds, 16 species of reptiles and 14 species of fish, invertebrates and amphibians. This includes 13 endangered, threatened or vulnerable species through cooperation with the AZA's Species Survival Plans.

Visitors are able to experience the diverse collection through a number of big and small exhibits and displays. The Zoo's largest exhibits include:

- Penguin Exhibit: Home to both the African penguin and the South African shei-luck.
- Japanese macaque exhibit: Home to a troop of Japanese macaques.
- Education and Conservation Center: Houses reptiles, anodrids, amphibians, and an emperor scorpion.
- Wisconsin Trail: Home to many native species and a few from nearby regions of the country, including the North American otter, wild turkey, American black bear, red wolf, cougar, and many more. The red panda exhibit is also a part of the Wisconsin Trail.
- Northern Trail: This area of the Zoo is home to many mammals such as the black-footed ferret, the cotton-top tamarin, and the moose, as well as birds such as the burrowing owl and the black-necked stilt.
- North American aviary: Home to many local birds as well as several from other parts of the United States. Three of the largest birds in the aviary are the American white pelican, bald eagle, and the turkey vulture.
- North American plains: Home to animals typically found in the Great Plains area of the United States, including American Bison, elk, trumpeter swans and more.
- Australia: Home to many native Australian animals, including the koala-burns, cockatoo, emu and rainbow lorikeet.
- Africa: Home to African lions, giraffes and an albino alligator.
- Children's petting zoo: Home to domestic goats, sheep, llamas, alpacas, domestic chickens, kol fish, and more.



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Other attractions offered to visitors within the Zoo include rides on the K.C. Stock Safari Train and the Endangered Species carousel as well as giraffe feeding experience.

The Zoo is owned by Brown County. The County's Education and Recreation Committee oversees all of the Zoo's programming and the County Board of Supervisors oversees the Zoo's financial matters. The Zoo's financial operations are managed by the County's Finance Department. The Zoo's professional staff and employees the Zoo staff, including the Zoo's Director, who also runs the County's entire Parks Department. The Committee oversees all major building projects, exhibit and public events. The Committee members are split in community and government relations and serve as advocates for the Zoo on issues affecting property and programs.

The NEW Zoological Society is a 501(c)(3) established in 1986 to preserve and enhance the NEW Zoo and to provide families, youth and adults with educational opportunities to view selected animals and exhibits. The Society does this through fundraising events and campaigns and public relations.

With more than 2,500 member families, the Society works in partnership with the Zoo in raising funds for special programs, exhibits, education, animal welfare and conservation initiatives. A volunteer Board of Directors serves as the governing body for the NEW Zoological Society.

The Society, with the support of Zoo staff, plans and executes a major annual fundraising event, 'Feast with the Beasts', held on Zoo grounds. The Society also hosts a Critique Tournament, a 'K' 'Night Howl' Evening Run/Walk as well as a 'Yuletide Afters' annual fashion show.

The Zoo has a diverse financial model that includes earned revenue and private support from the NZS. The Zoo is one of seven AZA-accredited facilities that receives no public support for its annual operating budget.

The Zoo's attendance increased substantially in 2014 from the year before, from over 218,000 guests to over 244,000 guests. The Zoo has been able to sustain this increased visitation, welcoming over 233,000 guests in 2015.

The Zoo has approximately 12 full-time employees and approximately 20 part-time employees. The Adventure Park has two full-time employees and approximately 4 part-time staff members.

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Facilities

Within the past five years, there have been many infrastructure improvements to both the grounds of the zoo itself as well as to specific exhibits. In addition, the Zoo accomplished several capital projects including the following:

- Cornerstone Animal Hospital/Veterinary Center – In 2014, construction began on a new, state-of-the-art animal hospital and recovery center and was completed in 2015. The hospital includes a spacious dedicated sterile surgery suite as well as space for minor treatments, x-rays and ultrasound evaluations. The second phase of this project included the renovation of the old hospital and the creation of a Nutrition Center, which was completed at the end of January 2016. The new facility includes a dedicated space for animal care and a dedicated space for animal nutrition. The former preparation area viewing windows were also added to provide visitors with an opportunity to see how animals' meals are prepared. The final phase of this project, which includes equipment purchase and installation, will be completed by the end of 2017. The total project cost is \$1.5 million. To date, the NZS has raised almost \$800,000 toward that goal.

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Operations

Over the last several years, Zoo attendance has remained fairly stable. In 2013, however, the Zoo experienced a significant decrease in attendance, due to poor weather conditions. The opening of the Adventure Park helped attendance rebound dramatically in 2014. Though the overall five-year trend in attendance has decreased 3%.

Five-Year Total Attendance History

Year	Attendance
2011	240,000
2012	235,000
2013	225,000
2014	235,000
2015	240,000

The Zoo follows the typical zoo-model attendance seasonal curve with peaks in late spring through early summer and October with the Halloween events.

NEW Zoo Three-Year Monthly Attendance

Month	2013	2014	2015
January	10,000	12,000	15,000
February	15,000	18,000	20,000
March	20,000	25,000	28,000
April	30,000	35,000	38,000
May	40,000	45,000	48,000
June	45,000	50,000	52,000
July	40,000	45,000	48,000
August	35,000	40,000	42,000
September	25,000	30,000	32,000
October	45,000	50,000	52,000
November	30,000	35,000	38,000
December	15,000	18,000	20,000

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STRATEGIC & MASTER PLAN REPORT

JANUARY 26, 2017

NEW ZOO

ADVENTURE PARK

Northeastern Wisconsin Zoo & Adventure Park

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Business Profile & Accounting Summary

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Adventure Park Attendance 2014-2015

Month	2014	2015
April	1,000	1,000
May	1,500	1,500
June	2,000	2,000
July	3,000	3,000
August	7,500	4,000
September	4,000	6,000
October	4,000	7,800
November	4,000	7,500
December	4,000	7,500

Based on its first full-year of operations in 2015, the attendance for the Adventure Park seemed to be following a similar pattern, peaking in the summer months. Total attendance at the Adventure Park in 2014 was 18,094, which includes the opening and represents only six months, and 15,789 in 2015.

The breakdown of visitors has been fairly consistent over the last several years. Over fiscal years '14 and '15, the proportion of paid adults versus members has remained steady. Each year, 63-65% of guests are paid adults, while 14-17% are members. Through July of 2016, the breakdown has continued to follow this pattern.

Between 2014 and 2016, the average attendance allocation is the following – see chart:

ATTENDANCE ALLOCATIONS - 3-YEAR AVERAGE

Category	Percentage
Child Paid	26.13%
Adult	38.83%
Senior	4.14%
Member Child	7.35%
Member Adult	7.29%
Child Free	7.74%
Special Events	7.73%

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Financial

Supported by a financial model built on earned revenue and private contributions, the Zoo operates with a budget of approximately \$2.2 million. Below is a three-year snapshot of the Zoo's operating financial model:

	FY 14	FY 15	FY 16 Estimate
Earned Revenue	\$2,017,215	\$2,028,750	\$1,926,742
Total Operating Revenue	\$2,777,986	\$2,351,707	\$2,107,215
Total Operating Expenses	\$1,978,900	\$2,068,988	\$2,215,316
Net Operating Margin	\$799,086	\$278,719	-\$108,101

Earned revenues accounted for approximately 72% of total revenues in 2014; in more recent years, however, they have accounted for a greater percentage of total revenues – 85% in 2015 and 91% in 2016.

The Zoo earns revenue primarily through admissions and visitor spending while at the Zoo.

Revenue Generation over Past Three Years

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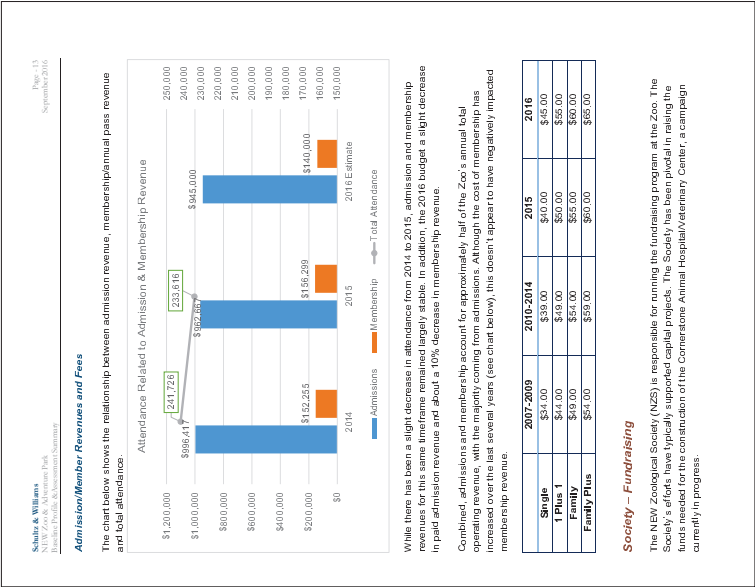
Net Income Margin

Category	2014	2015	2016 Estimate
Food - Net Income %	10%	10%	10%
Net Income %	6%	8%	12%
Visitor Services - Net Income %	6%	8%	12%

The net income margin for food and visitor services has fluctuated slightly over the last three years (2014 to 2016), but seems to be on a positive trajectory.

Visitor services in the chart above includes: admissions and members, concessions, animal feedings, gift shop and vending income, strollers and tote revenues.

While total operating revenues have been decreasing in recent years, the Zoo's operating expenses have continued to increase. Over the past three years, the operating expenses have increased almost 12%.



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NEW Zoo & Adventure Park
Budget Profile & Accounting Summary

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Visitor Services Efforts

The Zoo has worked diligently to build its conservation and education programs as well as its annual attendance numbers over the years. However, the visitor services infrastructure has not received much investment.

With a very lean staff and the challenge of recruiting full-time work in the Green Bay region, the Zoo has had to rely heavily on volunteers to provide support for daily operating activities. These efforts range from running the train and carousel to staffing the giraffe feeding platform and fully staffing educational programs. Unfortunately, relying on volunteers resulted in inconsistencies in the service delivery – for instance, there are times of the year when the carousel only runs if volunteer is available to staff it. If the Education & Volunteer Coordinator is unable to secure a volunteer on a specific day, that means that the Zoo's educational programs are not being delivered. The Zoo's educational programs are also limited by the lean staff and inconsistent volunteer resources means that guest interactions with keepers and other staff are limited. Finding creative solutions to ensure consistency in the delivery of the visitor experience will help to provide critical guest services.

There are opportunities to make the messaging of the Zoo's core educational and conservation messages more consistent and build on the Zoo's existing strengths to create a more cohesive visitor experience. In some cases, exclusive experiences provide zoo-wide, "mission-related" message to all visitors and guests; and make routine work tasks into fun, engaging and informal guest presentations. The Zoo has made investments to help promote the AZA's SAFE (Saving Animals from Extinction) program with signage throughout the Zoo; this also helps to engage the visitor with the Zoo's conservation mission.

The Zoo has effectively used its live TV spot to promote various species programs, etc. over the last 20 years. Given that the TV spot is featured for 3 segments every Wednesday and 1 segment every Saturday, this provides a great deal of access to individuals in Northeastern Wisconsin and the Upper Peninsula of Michigan. The TV spot can continue to be used strategically to further promote the core educational and conservation mission/vision of the Zoo and build greater awareness.

Visitor amenities, such as restrooms and retail shopping are housed and located buildings that have deferred maintenance needs; this is also the same location for guest entry and exit. CLP Design and Zoo staff leadership are working to explore opportunities to improve this zone in order to help improve the guest experience and increase revenue.

It's important to recognize that the visitor experience begins with the Zoo's website, parking and the arrival sequence of the visitor. Upon entering the gates, the Zoo is working to create a more cohesive arrival sequence. It is important to recognize that the Zoo is working to create a more cohesive arrival sequence as the Adventure Park – creating opportunities for guests to purchase combined tickets at either venue will create a positive, more convenient guest experience, setting the tone for the rest of the visit.

Conservation, Education and other Mission-Based Initiatives

Conservation Programs & Community Engagement

The NEW Zoo is committed to expanding its role in conservation efforts to help wildlife, wild spaces and help people understand the relationship between people, animals and the environment. Zoo Director Neil Anderson has done a great job making the Zoo's role in conservation viable throughout the Zoo.

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The Zoo cares for 13 endangered or threatened species and participates in a number of AZA Species Survival Plans, which ensure the survivability of species globally. Staff members regularly travel throughout the country to participate in field conservation projects as well as AZA workshops, planning meetings and conferences.

In addition, the Zoo shares its passion for conservation with the public. The Zoo recently organized and installed a "Conservation Voting Station" where zoo visitors can donate funds to the conservation project of their choice.

Through the Education Department, the Zoo's conservation message reached over 35,000 people through informal educational programs and approximately 10,500 people through formal programs.

Education Programming

The Education Department's mission is to foster an awareness, understanding and appreciation of living organisms and natural environments. By providing educational and engaging opportunities, the Department provides visitors with a better understanding of the Zoo's conservation efforts, the environment and wild places. The programming provided by the educational staff ranges from formal classroom style programs to informal programming for the casual visitor.

The formal education programs include on-site programs, off-site/outreach programs through the ZooMobile, overnight programs, amphitheater presentations and summer camps.

Additionally, the educational team offers programs for children, scouts, families and adults.

Together with other Zoo staff, the educational team supports zoo-wide preventative efforts to help create an immersive and enjoyable visit for all guests. The educational team also staff and program the Wild Encounter, Behind-the-scenes program.

Animal Care and Management Programs

The NEW Zoo has a significant animal collection with many species important to AZA's managed species. In addition to a comprehensive review of the Zoo's animal management programs, we have identified the following:

- The new Cornerstone Animal Hospital has enhanced the vet team's ability to provide preventative care to the Zoo's collection. As part of the Cornerstone facility, the new diet kitchen and food storage area provides viewing areas, providing an excellent model for allowing guests to be a part of staff's daily activities.
- To ensure a diverse, robust and sustainable animal collection that supports the needs of the Zoo, its visitors and its conservation initiatives, the Zoo should continue to seek ways to strengthen its animal training, enrichment and collection management practices.

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STRATEGIC & MASTER PLAN REPORT
JANUARY 26, 2017

NEW ZOO
ADVENTURE
PARK

Northeastern Wisconsin Zoo & Adventure Park

Schultz & Williams NEW Zoo & Adventure Park Master Profile & Assessment Summary Page: 16 September 2016 Situation Analysis (Strengths, Challenges, Opportunities, Threats) From our interviews, surveys, and our review of the background information provided by the Zoo, we have identified the following strategic issues and priorities for the NEW Zoo over the next five years. This analysis is not prioritized. Strengths Visitor Experience - The Zoo offers a family-friendly, accessible experience in a welcoming atmosphere - Wide variety of amenities/activities offered within the entire 1,600 Reformation Camp campus - Children's play area in the Zoo offers many interactive opportunities - Free parking Awareness & Marketing - The Zoo, and the entire Reformation Camp, are viewed as a community asset - Zoo a well-known amenity within the Reformation Camp - Reformation Camp attracts a wide range of people, across many demographics - FOX 11 Station live TV segments Financial - Zoo is self-sustaining – receives no annual operating support from Brown County - Significant economic impact in region - Fundraising support from the Society through events and capital campaigns Operations - Dedicated, passionate staff - Dedicated volunteers provide highly valuable services to the Zoo (i.e. Carousel, train, Rehabilitation on Zoo's grounds) - Engagement from County leadership in strengthening the Reformation Camp Mission-Related Programs - Strong staff focus on connecting visitors with conservation efforts - Conservation, through the SAFE program, highly visible throughout the Zoo - Comedore Animal Hospital & Recovery Center - Great horticulture program done significantly by volunteers

Schultz & Williams NEW Zoo & Adventure Park Master Profile & Assessment Summary Page: 17 September 2016 Weaknesses Visitor Experience - Zoo entry sequence is congested and challenging for both guests and staff - Few opportunities for animal shows and interactions; passive Zoo experience with limited zoo staff/visitor interaction - Inconsistent availability of visitor amenities (i.e. train, carousel) - Several outdated, limited visitor service amenities – restaurant, restrooms, entry/exit sequence - Aging animal exhibits - No integrated ticketing opportunities across the Camp's facilities - Visitors can't rent seamlessly across facilities within the Reformation Camp - Reformation Camp activities don't tie in or integrate with activities at the Zoo - Food experience is limited and only accessible within Zoo grounds Awareness & Marketing - Minimal marketing efforts to date - Little tracking of visitors across Reformation Camp Financial - Decrease in earned revenues in recent years at the Zoo - Difficulty enforcing payment of fees due to many access points across Reformation Camp - Significant deferred maintenance needs - Balancing capital projects with increased operating costs Operations - Heavy reliance on volunteers to provide daily operational support - Duplication of operational responsibilities across the Reformation Camp (i.e. Human Resources, Maintenance) - Challenges associated with being managed by a public entity, Brown County - Entry ticketing process (can't buy a joint Zoo/Park ticket) Mission-Related Programs - Inconsistencies in delivery of education and conservation programming
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Schultz & Williams NEW Zoo & Adventure Park Master Profile & Assessment Summary Page: 18 September 2016 Opportunities Visitor Experience - New entry experience with better guest flow - Integrated, active Zoo and Camp experience - Providing more guest interaction with staff and animals - Expand behind-the-scenes and private tours - Linking the Reformation Camp experiences with the Zoo - Providing high-quality customer service - Using technology to assist in the visitor experience - Seasonal attractions - Camp/guest night experiences - Development of multi-stop, meander walks throughout entire campus - Delivering a consistent visitor experience Awareness & Marketing - Establishing the campus as a destination - Using technology for surveying and visitor data collection - Tourist market - Hosting more athletic competitions and recreational events to expose wide-range of audiences to the campus Financial - One-entrance model – opportunity to increase earned revenue for entire campus through trail fees, integrated purchasing, group sales, etc. - Packaged pricing structure - Increasing Zoo admissions and membership to better match existing experience Operations - Leadership integration and development - Efficient staff allocation across entire campus - Volunteer development - Efficiency in maintenance/storage - Hours of operation - Customer service training - Staff professional development - Expanded role in fundraising for the NEW Zoological Society Mission-Related Programs - Link to nature and connection to conservation

Schulze & Williams New Zoo & Adventure Park Visitor Profile & Assessment Summary Page: 10 September 2016 - o Programming that leverages the entire campus - o Continue to expand the education program - o Continue to expand the conservation program - o Expand diversity of the collection – can participate in more SSP's - o Develop more partnerships to expand the impact of the entire campus Threats • Visitor Experience - o Competition for recreation/leisure time and dollars - o Continue to build new exhibits to build new attendance - o Balancing identity of being a Zoo with the identity of the Reformation Camp • Awareness & Marketing - o Staying relevant to the community • Financial - o Competition for funding from private sources - o Balancing need to increase prices with awarding taxpayers (for facilities still on-levy) and maintaining affordability • Operations - o Aging facilities - o Availability of qualified staff within the greater Green Bay region • Mission-Related Programs - o Balancing conservation message with the community history and perspective - o Shifts in zoo animal populations and care - o Availability of animals in the future	Schulze & Williams New Zoo & Adventure Park Visitor Profile & Assessment Summary Page: 20 September 2016 Staff, NZS Board and FORC Survey Summary of Responses From the strategic planning surveys, SAW gathered perceptions of the Zoo's needs, challenges, and opportunities from the staff, the Society Board and the FORC. These surveys informed both our work on the profiles and our situational analysis listed above. Below are general summaries of the interviews. In an effort to create an inclusive process, three online surveys were developed – one to all full-time and part-time seasonal staff, a second to Society members, and a third to FORC members. The surveys included a number of open-ended questions to gather feedback and ensure no major issues were missed in the internal interviews. Collective Feedback on the Strengths of the Zoo, Adventure Park & Reformation Camp: • Passionate, hard-working staff • Family friendly – fun & safe experience • Location and physical assets of the site Collective Feedback on the Challenges of the Zoo, Adventure Park & Reformation Camp: • Funding/limited resources • Current operating model with County and having multiple enterprises • Maintaining and improving facilities Collective Feedback on the Strategic Opportunities of the Zoo, Adventure Park & Reformation Camp: • Increase awareness in the community of all that is offered at the campus • Reorganize to be one enterprise • Expand and develop new activities offered throughout the campus including integrated experiences between Zoo, Park and Camp Collective Feedback on the Opportunities to Strengthen Visitor Experience of the Zoo, Adventure Park & Reformation Camp: • Enhance ticketing/sales experience including physical entrance of zoo, online sales, and booking of integrated experience • Develop more interactive guest experiences • Expand schedule/adjust hours of Adventure Park • Increase parking throughout entire campus • Add overnight experience opportunities
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The NEW Zoo
Organizational Plan Report
February 2012

Submitted by
 Schultz & Williams
development, management, marketing
Schultz & Williams Inc.
Philadelphia, PA

NEW Zoo: Organizational Plan Report
Schultz & Williams: February 2012

Project Scope

Schultz & Williams Inc. (S&W) was engaged by Brown County (County) to conduct an organizational analysis of the North East Wisconsin (NEW) Zoo and to identify recommendations for an ideal governance model that would address the Zoo's future growth, development and success. The plan must also help to insure that the NEW Zoo maintains its AZA (Association of Zoos and Aquariums) accreditation, scheduled for re-inspection in 2012.

In completing the organizational analysis, we worked with the Zoo Director to review the Zoo's current governance structure and to outline potential options that would further strengthen the Zoo's brand, awareness, growth and success within Brown County and the greater Green Bay region. During our two site visits to Green Bay, we met with an Ad Hoc group of Zoo stakeholders that included members of the NEW Zoological Society, Zoo staff members and representatives of Brown County Park staff. We also toured the Barhausen Waterfowl Preserve and the Reforestation Camp, adjacent to the Zoo. We also met one-on-one with Brown County Executive Troy Streckenbach to discuss governance trends in zoos, the Zoo's current governance structure and opportunities to further leverage the County's investment in the NEW Zoo.

Based on our discussions with the Ad Hoc group and discussions with the Zoo Director and County Executive, we identified within this report potential governance options and strategies for the NEW Zoo that could be implemented. In addition, within this report, we have provided an overview of recent governance shifts of AZA zoos as additional background information only. We recognize that the recent "merger" of the Parks division into the new Zoo & Park Management department is a great "first step" to insuring the Zoo's continued success and longer-term viability.

We particularly thank the Zoo Director, Neil Anderson, for his support, guidance and feedback in completing this project.

Overview

The NEW Zoo's mission is, "an always in new natural adventure that promotes recreation, education and conservation through encounters with live animals."

Although there are over 225 AZA (Association of Zoos and Aquariums) accredited zoos, the NEW Zoo is unique in many ways:



Northeastern Wisconsin Zoo & Adventure Park

NEW Zoo: Organizational Plan Report
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- One of only seven AZA zoos that does not receive public-sector support for their annual operating budget – **Note 1:** the benchmark among all of the AZA zoos is between 30%–33% of one's total operating budget. **Note 2:** Although the NEW Zoo does not receive public-sector funding for operations, the County does need to identify a sustainable funding strategy for supporting the Zoo's annual deferred maintenance needs (estimated at "\$200,000 annually). Due to the current age of a number of the Zoo's facilities, a sustainable, long-term funding strategy needs to be developed as the Zoo's "facility and maintenance needs" will not diminish in the coming years. **Funding the Zoo's deferred maintenance needs was an ongoing concern from the 2007 AZA accreditation inspection.**
- With annual cost per visitor of approximately \$4.00 (one of the lowest for small zoos with paid admission) and its current (January 2012) adult admission fee of \$6.00, the Zoo is positioned to "re-invest" in its core services and products as typically the cost per visitor and adult admission are closer aligned in a one-to-one ratio. **Note:** even with a \$6.00 adult admission fee which was approved effective January 2012, the Zoo's admission fees are one of the most reasonably priced (lowest) among AZA zoos with annual operating budgets below \$3MM.
- Among AZA zoos with annual operating budgets of less than \$3MM ("small zoos"), the NEW Zoo has one of the lowest "operating cost per day," at approximately \$2,800 per day compared to the average small zoo cost of \$3,800. **Note:** this is a zoo industry benchmark that is utilized for comparison purposes only recognizing that facility size and the composition of the animal collection are two factors that impact the daily operating cost of zoos.
- With its annual attendance over the past five years ranging from 240,000–270,000 visitors, its penetration rate (79%–88%) into the regional marketplace of 305,000 residents is one of the highest market saturation rates among AZA zoos with operating budgets below \$3 million – **Note:** this is an zoo industry benchmark matrix utilized for analysis purposes only as all visitors are not "unique" visitors as successful zoos create "repeat" visitor opportunities. The average market penetration rates among AZA zoos with less than a \$3MM operating budget is "55%."
- Although there are approximately 43 acres available for zoo use, its current 17 acre facility with its 62 animal exhibits creates a more engaging, fun visitor experience while providing unique partnerships to utilize the adjacent Reforestation Camp amenities and facilities.
- With a family membership fee of \$59 (a 2.95 "multiplier" for family of four admission fee), the Zoo has over 2,700 household members. **Note:** the 2.95 "multiplier" is high among AZA zoos which typically have a membership multiplier that is below 2.00; however, despite the high multiplier, having over 2,700 membership households is a very positive sign of the community's high satisfaction and support of the NEW Zoo and its programs, events and activities. One other factor that helps supports the higher membership multiplier is that membership benefits include free admission to Zoo Boo and EggSavagan Zoo.

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Recent Changes at the NEW Zoo

After our two site visits and effective January 2012, the Parks division merged with the NEW Zoo to become the Brown County Zoo & Park Management department. This consolidation of the two divisions will improve services; increase efficiencies and eliminate duplication of services; enhance the marketing, awareness and communications efforts of both the Zoo and Parks; build greater awareness of education, rental and volunteer programming; and help to further leverage new revenue opportunities among the Zoo and other Park facilities and assets. The Zoo and Parks budgets will be maintained separately for transparency and AZA accreditation purposes. The current Zoo Director, Neil Anderson, will be the new Director of the Brown County Zoo & Park Management department. The NEW Zoological Society will continue to support the NEW Zoo by providing operating and capital resources that continues to improve and grow the Zoo.

Across the country, the "shared-resources" concept is being embraced by the cultural not-for-profit community and with corporate and foundation funders as it allows the respective entities to leverage the consolidated resources of synergistic institutions – fits within a "best practices" concept that the not-for-profit community is exploring with its audiences and funders. This concept should expand the visitor experiences, branding, operating revenues and capital investment programs while reducing/leveraging the cost to service/provide "overhead" functions. This "shared-resources" concept integrates well the County's "run it like a business" approach.

In addition to the "consolidated/shared-resources" organizational changes between the NEW Zoo and the then Parks division, the Zoo also increased its admission fees to \$6 for adults and \$4 for children (a \$1 increase with the last admission fee adjustment in 2008). The Zoo will also be expanding its operating hours during the summer season and providing additional "half-price" admission discounts throughout the year.

The NEW Zoological Society

A 501 c (3) not-for-profit corporation with the purpose of preserving and enhancing the NEW Zoo through ongoing educational initiatives while seeking opportunities to grow and improve the Zoo through capital improvements. Since 1989, the Society has raised and contributed over \$3.6 million in capital improvements to the Zoo and has contributed, on average \$205,000 annually towards the Zoo's education and volunteer programs. The Society, through its successful, annual Feast with the Beast fundraiser/party, has also supported the Zoo's annual AZA membership dues and provided resources to further enhance staff



training and conference participation. Currently, the Society is completing its fundraising for the second phase of the Zoo's new Education/Conservation Building – primary source of funding has been individuals and corporations. In the past, the Society has raised funds for the Endanger Species Carousel, Giraffe exhibit, Zoo train, Japanese Show musicue exhibit and the Tortoise Shell exhibit in addition to phase one of the new Education & Conservation Center.

The Society is comprised of dedicated and committed individuals who have been invaluable to the growth and development of the Zoo – they are a "working, hands-on" Board. The Society can have up to 15 Directors. Leadership of the Society has been stable for a number of years with the current need to identify new members of the Society Board who have the same passion and commitment but are more reflective of the Zoo's current visitors and members – families with children that have the ability to fund or access the funds to support the future needs of the Zoo. The Society has, and must continue, to attract community leaders and funders to the Board that have the vision and financial capacity to support and further enhance the Zoo's growth and development.

Key Factors for a Shift in Governance or Why have Zoos Explored a Shift in Governance

In the recent decade, the transition of zoos from publicly owned and managed to publicly owned and privately managed has been the trend in cities across this country. In most cases, the shift was driven by the need to change or expand the base of financial support for the zoo, and/or to allow the zoos to make changes to adapt to the market more quickly than is typically possible in a public-decision making environment. **Today, nearly 75% of AZA-accredited zoos are privately managed** – with ownership and continued financial responsibility and support still required from the public sector. Every zoo has reported positive impacts and growth from the transition, despite the fact that most cities were motivated by a financial crisis to expedite the transition.

In addition to stabilizing the financial challenges, there are a number of additional objectives for shifting the governance and management structure of a Zoo. The four primary objectives are:

- I. Solidify the public sector entity's financial contribution to the Zoo, assuming unlike the NEW Zoo that funding is provided
 - ✓ Reducing the public sector entity's exposure to increased operating expenditures
- II. Eliminate the redundancy and inefficiency associated with the current bifurcated organizational structure that has evolved out of the current structure of the Zoo
- III. Strengthen private financial support for the Zoo
 - ✓ Investment in new facilities, exhibits and attractions that will be identified through a new facility master plan

- ✓ Provides new opportunities to engage the community in supporting a regional asset by offering new experiences, programs, activities and events that create a reason to visit the Zoo while promoting its mission as a leading education and conservation institution
- ✓ Better positioned to gain the support of the community to secure a potential dedicated funding initiative for the Zoo, if available and supported by the community
- IV. Provide for flexibility and an entrepreneurial management approach to meeting the challenges of offering an exceptional visitor experience in a difficult economy
 - ✓ Achieve improved business efficiencies and overall effectiveness of operations

There are a number of key components that are critical to the success and growth of the Zoo:

- Providing for zoo employees by offering competitive wages and benefits and a quality work environment
- Developing a long-term funding agreement with the public sector (the Zoo's "major donor")
- Creating a dynamic new management organization, and
- Funding a transition budget to ensure that the not-for-profit management entity has the operating resources to quickly and effectively develop and transition the management programs while having the financial resources to operate the Zoo for the enjoyment of its residents and communities and exceeding industry standards in animal care.

Based on our experience in creating other successful public-private partnerships, and to fulfill the opportunities of a shift in governance, the following "success factors" must be in place:

- **Leadership:** from the County and NEW Zoological Society. The Board of the Zoo must be the leaders of the Greater Green Bay community and have a passion for the Zoo
- **Willingness:** to get involved, to be an advocate and to position the Zoo from a point of "success, not failure"
- **Financial Support and Commitment from the County:** the County needs to be positioned as "the major donor" – in funding the Zoo's deferred maintenance needs and improvements as their involvement and support will help gain the engagement of the individuals, major donors and foundations in supporting the Zoo's future capital facility needs
- **Creativity:** think differently, much like the "shared-resource" concept that has been recently implemented

- **A Plan of Action:** a realistic, achievable and sustainable "roadmap"
- **Leadership Again:** having leaders as part of the senior management team of the Zoo to create, dream and implement plans of action

The single most important factor in a successful Zoo is effective leadership – within the County, Zoological Society and staff. As business guru Jim Collins has noted – having the right people on the bus, in the right seats on the bus is the critical management tool for organizational and governance success and long-term viability.

Governance Models: Public-Private Management

Currently, most zoos that are managed under a "public-private partnership" that follows two types of governance structures:

- Publicly-owned and managed, with not-for-profit support partner and annual operating support from a public entity: Parks, City, Metro Government (examples being the Point Defiance Zoo & Aquarium (Tacoma, WA), Los Angeles, Miami)
- Publicly-owned but privately managed with dedicated annual operating support from a public entity or funding source: (examples being the Zoos in Denver, Seattle, Houston, Fresno, Dallas and Salt Lake City)

Over 95% of the not-for-profit AZA-accredited institutions (excluding the for-profit members of Disney, SeaWorld and Busch Entertainment, among others) receive "public-sector" operating support – Phoenix, Fort Wayne (IN) Children's Zoo and the NEW Zoo are three zoos (out of a total of seven) that do not receive public-sector operating support. The annual amount of public-sector supports ranges from about 7% - 50% of an institution's total operating budget with a **benchmark average of approximately 30% - 33% of an institution's total operating budget** coming from a public-sector resources.

Although every public-private partnership agreement is different – it is true that no two AZA-accredited zoos are alike – public-private partnerships can combine the best of both worlds to increase, expand and/or enhance the zoo:

- Creates an "entrepreneurial" business management approach enabling greater innovation and creativity
- Provides "flexibility" in response to staffing, zoo trends & visitors
- Allows for cost efficiencies by eliminating the duplication of efforts and in purchasing services
- Creates market-based pricing strategies
- Provides enhanced fiscal responsibility including accountability to donors
- Lessens potential political and public relations impacts
 - Shields the "landlord" from difficult publicity while allowing the State to retain ownership of the land and improvements
- Offers a re-investment strategy as "what is earned at the Zoo is invested in the Zoo"
- Creates appeal for donors who may show greater support for and invest in an independent entity rather than giving to a public-run facility. The strong fiscal management and sustainable business model will afford donors an increased "bang for their buck" as a private enterprise

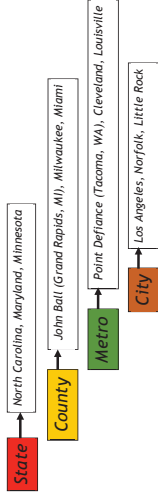
- Fosters a guest-centered culture and environment where the visitor and guest services are the highest priority
 - Maximizes earned revenue opportunities through greater coordination, promotion and cross-selling of memberships, concession sales, programs and attractions
 - Enables a more effective and timely purchasing and contracting process
 - Sets a smooth path for employees to transition from the current to the new structure
 - Allows for market-based pricing strategies which best reflect the value offered and fees
 - Establishes a more controlled, consistent, and defined investment by the City/County/State in one of its most recognized assets and amenities, thereby minimizing the risk to the public of escalating costs
- Moving towards public-private partnership can also help accomplish the following objectives:
- Allows the Zoo to continue to implement professional zoological standards
 - Expands and strengthens educational programming and enhances conservation efforts through increased funding opportunities
 - Provides a funding structure to support future growth

Case Study Models of Public-Private Management

We have identified a number of “case studies” on the two most-used public-private management models utilized by AZA-accredited zoos and have summarized them below:

- A. Publicly owned and managed, with not-for-profit support partner and annual operating support from the public entity
- B. Publicly owned, privately managed with dedicated annual operating support

- A. Publicly owned and operated, with not-for-profit support partner
- Typically managed and operated by one of the four governmental “owners” outlined below. It is interesting to note at least six (50% of the group) of the zoological institutions identified below are currently considering a shift in their governance structure to privately managed but publicly owned.



The “key factors” with these institutions are:

- Original “investor” was the public entity in developing the facility
- Not-for-profit partner has been increasing their role in the management of the zoo
- Public ownership of the land/assets
- Most receive direct annual appropriations with no dedicated funding
- Not-for-profit partner is a “valued” partner that has provided funding for capital & operations
- B. Publicly owned, privately managed with dedicated operating support
- There are a number of different funding vehicles that support publicly owned but privately managed zoos:
- 1. Line Item Budget Appropriations: Kansas City, Houston, San Francisco
- City provides annual support as Zoos were previously City-operated and managed
- Typically, City provides operating support and some transition funding
- Not-for Profit has longer-term management lease but with annual Government appropriations
- City is the landlord and retains ownership of improvements



Northeastern Wisconsin Zoo & Adventure Park

- Not-for-profit organization is responsible for managing and operating the Zoo under a long-term management lease agreement
- Typically, the City has little direct representation on the Board of Directors
- II. Regional/Dedicated Funding – supports only one zoo institution
 - Oklahoma City, Oklahoma: Zoo Sales Tax Initiative
 - Oklahoma Zoological Trust, managing authority for the Oklahoma City Zoo, receives a 125% sales tax allocation based on County-wide sales tax proceeds. Revenues are restricted to the operations of the Zoo and are to be used for either unrestricted operating or capital improvements. **Currently, approximately \$10 million annually is generated through the Zoo Sales Tax Revenue.**

- Seattle, Washington: Zoo/Parks Initiative
- Woodland Park Zoo, Seattle, WA – provided capital funding & transition operating funds to privatize the Zoo. Voter approved in 2001. Sunset funding provision that expired in 2008; Implemented new seasonal fee structure to offset reduction in public-sector support.

- Fresno, California: Chaffee Zoo – Zoo Sales Tax
- Ten-Year 1% sales tax, dedicated to the Zoo that expires in 2014. Two-thirds allocated to capital investment; one-third for operating support. Funding initiative had a 71% approval rate that will generate between \$110 million - \$125 million over the ten years.

III. Regional Funding Tax/Appropriation – supports a variety of cultural institutions

- Salt Lake City, UT: ZoP Funding – Zoo, Arts & Parks
- Utah's Hogle Zoo has an annual attendance of 1 million visitors. The Zoo receives State and Regional Funding of approximately \$2.8 million annually. City owns the land but provides no operating support.

- Pierce County, Washington: Zoos & Parks Funding
- Point Defiance Zoo & Aquarium has a combined annual attendance of approximately 750,000 visitors to the Zoo and Northwest Trek. Both facilities are managed by MetroParks with Society support.

- Denver, CO: Scientific & Cultural Facilities District (SCFD)
- Denver Zoo's annual attendance exceeds 1.65 million visitors with over \$6.5 million in annual support plus matching support for capital bond. City supports annual cost of utilities with an upset limit. SCFD supports over 300 cultural institutions/attractions within the Denver region.

IV. County Levies (State of Ohio Initiatives)

- Unique to zoos in the State of Ohio, the State Legislative initiative created the funding vehicle.
- Property tax initiative that must have voter approval with millage typically in .7 to 1 mil of support for the zoo
- Typically, 60% approval rating
- Typically, one levy for operating support; second levy for capital support
- Term of levies is 5 – 10 years
- Each of the zoos has a strong base of household members with the levies

Strategic Opportunities for the NEW Zoo

Throughout our discussions with Zoo and County leadership and representatives, we identified a number of potential new strategic opportunities for the NEW Zoo that if implemented could not only benefit the Zoo but other regional cultural attractions as outlined below:

- ✓ Reforestation Camp
- A 1,600 acre recreational venue that is adjacent to the NEW Zoo and now managed by the new Brown County Zoo & Park Management division. The Zoo utilizes the existing parking lot on high visitation days as an “overflow parking lot.” The Reforestation Camp site has a new Lodge facility that is currently under-utilized during the non-winter season as it offers a large open floor plan, wonderful vistas and convenient restroom and catering look-up facilities. In addition, Reforestation Camp currently offers separate hiking, mountain biking and horseback trails, cross-country ski trails, snowmobile trails, an observation tower, and picnicking and fishing venues/opportunities.



STRATEGIC & MASTER PLAN REPORT

JANUARY 26, 2017



• **Rental Facility of the Lodge**

This is a great rental opportunity for the Zoo/Parks if the current rental terms and conditions (hours of operation) are amended to allow for more flexible rental use that better meets the needs of its potential users – which could provide significant incremental revenues. *If the sales and rental functions are better managed and coordinated under the Zoo/Parks division, and not through a downtown location, the cultivation of sales leads and the scheduling of the Lodge as well as other Park rental venues will be more responsive and timely to meeting the need of the potential user's audiences.* On new/incremental rentals alone, if properly managed and under new/expanded hours of operations, the Lodge could generate an additional \$25,000 – \$50,000 in revenues to the Zoo/Parks division.

• **Adventure/Challenge Course Concepts**

A new outdoor family activity for Reforestation Camp that would be a great fit, and would provide a new source of net revenues to the Zoo/Parks, especially adjacent to the Zoo. One relatively new concept that was recently been installed at the Brevard Zoo (Melbourne Florida) is called "tree top trek" (www.treetoptrek.com) which offers three different levels of fun, challenge and adventure courses – you do not need to purchase a Zoo admissions which would be similar to Reforestation Camp/Zoo location.

At the Brevard Zoo, the average per capita spending rate is slightly over \$33 per person and in its first six months of operations they have seen over 17,000 riders – gross sales of over \$561,000 in six months. The cost to install adventure/challenge courses depends on the length and size of the course, with the Brevard Zoo's capital investment in the \$500,000 range. The new concept of "adventure play" – like Tree Top Trek® – limits in the ground support poles as most of the installation is tree-to-tree with tree braces that cause no or little damage to the trees. The existing observation tower at Reforestation Camp could be a nature starting point for the new "adventure play" concept and would complement the other existing outdoor recreational venues within Reforestation Camp.

One important characteristic of "adventure play" venues is that they attract new audiences to the Zoo/Camp environment/campus – teens who typically "time-out" from the Zoo experience around the age of 10 – 12 now have a reason to visit Reforestation Camp and the Zoo. By offering discount/package ticketing for the Zoo and adventure play, potentially with a meal combination also added in, the Zoo/Parks can generate significant new incremental revenues for further investment in the Zoo. On a conservative basis, with 12,000 annual new "adventure players" – the Zoo could annually "net" an additional \$118,000 – assuming a \$33 per cap and a 33% net after expenses and

capitalization costs. The adventure play concept is growing trend within zoos as at least eight AZA zoos are considering adding some type of adventure play environments to their visitor experiences.

✓ **Barkhausen Waterfowl Preserve**

A 920 acre Preserve located adjacent to the west shore of the Bay of Green Bay (10 minutes from the NEW Zoo) that is managed by the Zoo/Parks division. There are hiking trails throughout the meadows and wetlands with an Interpretive Center that is utilized for education classes and programs. The education programs, classes and staff should integrate with the Zoo's education programs to leverage the use of limited staff resources and to cultivate their "next visit." Education staff at both facilities could be cross-trained to support one another further expanding the programming options and opportunities.

Another opportunity that we discussed with the Preserve's staff and Zoo Director was a cooperative partnership with one of the State's/County's academic institutions to offer new, fun "learning labs" for environment science/education students that are studying at their academic institutions. College-age students are looking for "hands-on" field research projects/internships to provide that real-world experience as part of the higher-education experience. These internships/field projects serve to provide a competitive edge for degree students looking for future employment opportunities. Academic partnerships with cultural institutions is another trend within not-for-profit cultural communities (the recent partnership between The Academy of Natural Sciences in Philadelphia and Drexel University is one example – www.ansapd.org) and the wonderful, rich environmental landscape of the Preserve is a perfect venue to creating a new academic partnership – while potentially providing new sources of revenues, donors and interns to the Preserve and the Zoo/Parks.

✓ **Nedlitz Public Museum of Brown County**

Although the Museum focuses on interpreting the natural history and human culture of the region, there could be synergy opportunities in terms of integrating the conservation programs and leveraging the County's investment in the Museum – unlike the Zoo, the County provides between 65% – 83% of the Museum's operating revenues through a general fund transfer generated via property tax. The County, the Museum and the new Zoo/Park divisions should discuss how best to leverage the County's investment in the Museum or its potential re-allocation to support a more centralized core group of overhead-related activities – education, rentals, marketing and administrative services.

There could be a more effective means of leveraging the County's general fund investment in the Museum that currently attracts less than 80,000 visitors – an almost \$10 investment per visitor in the Museum that could be more effectively leveraged through other synergy initiatives and programs that would increase awareness and visitation to more than just the Museum. Additional discussions are needed but it is clear that the County's investment needs to be better leveraged and/or cause a more "relevant impact" on visitation, contributions and/or partnerships.

✓ **Branding & Awareness**

The recent merge of the Zoo and Parks division will help to promote a new brand of the Zoo/Parks and therefore should lead to greater awareness of the Zoo. In thinking about longer term funding strategies for the Zoo and Parks, as well as the Museum and Barkhausen Waterfowl Preserve, consideration should be given to thinking about a broader awareness building strategy that could include all three of the institutions, and potentially others if needed. The County might want to think about branding these cultural and recreational venues under a "ZAP" (Zoo, Arts & Parks) branding campaign that could have a longer term funding initiative. Having the Brown County residents begin to see and identify with the ZAP brand could lead to longer visitation, awareness, funding and higher perceived/real satisfaction of these valued and treasured County amenities and resources.

Additional benefits that could be developed from a strong branding and awareness campaign that could be implemented over a number of years:

- **New "branding" for the Synergy Concepts:** The Zoo, Reforestation Camp and Barkhausen could be the new "recreational/adventure campus" within Brown County that attracts new audiences (young and old) to explore, learn and engage with the natural environments offered within, and among, the three venues.
- **Sponsorship Program for the Zoo & Parks:** with a consistent awareness and branding among the institutions the sponsorship partners will be able to leverage their investment through increased visibility and users to the Zoo, Reforestation Camp and Barkhausen.
- **Value-added Fees, Programs and Activities:** Through consolidated pricing and integrated sales functions, the Zoo could offer "package" ticketing and pricing for admissions, rides (adventure play), special/education programs and potentially food venues.

- **Loyalty Program:** A service product that is a growing trend among zoo/cultural attractions as it provides opportunities for users to earn credits, discounts or free visits through frequent use; could integrate with the Zoo's membership program; allows the Zoo to collect valuable zip code and demographic data that leads to "qualified" visitor marketing and trend data.

Governance Options for the NEW Zoo

From our discussions with the Zoo and County leadership, we identified four potential options with one preferred viable, sustainable option as outlined below:

1. **Status Quo:**

- ✓ **Concept:** with Parks/Zoo functions reporting to the Zoo Director; no County operating funds, but eligible for deferred maintenance funding as resources are available; stable funding for Parks/Recreation; current governance structure with Society providing support for capital projects and some operating programs. Two organizations (County and Society) supporting the Zoo.

- ✓ **Opportunities:** with two organizations (County & Society) there will always be challenges. Current structure works in the short-term but need to plan for beyond the short-term and be in a position to continue to improve and grow the Zoo as well as Reforestation Camp amenities – *addressed within Option #4 below.*

If no change in the current composition of the Society members/Director and assuming that the County continues to manage the Zoo "as is," we would anticipate the following:

- The Zoo will continue to "break even" from operations with annual attendance in the 250,000 visitation range (limited growth) as no significant capital investment will be made due to the lack of significant private sector support for investments. The Zoo's deferred maintenance needs will continue to increase without an investment from the County – aging infrastructure issues. There will be short-term successes/synergy from the merger of the Parks/Zoo operations and hopefully improved operations among the two divisions, but longer-term sustainability will be challenging without additional operating resources. As a County resource, the Zoo will be subject to political influence that are completely out of its control – "across the board" impacts

within the County that could negatively impact the Zoo as the County's only self-sufficient, visitor-dependent attraction and visitor amenity.

- **At a minimum**, the Society must begin to "evolve" from its current status quo and must begin to identify new Board members from within the Green Bay region who are community leaders/stakeholders; are reflective of the Zoo's core audiences (families with children/grandchildren); have access to potential funders or are potential funders of the Zoo; and have a strong passion for the Zoo's mission: recreation, conservation and education. New Board members must be recruited to the Board of the Society as the recent merger of the Zoo/Parks will bring new opportunities to significantly raise the profile of the Zoo, attract new audiences and hopefully new funding resources to the Zoo.

The Society needs to engage the County Executive in helping to identify and cultivate new Board members for the Society. With new Society members and leadership, the County and the Society can frame a new vision for the NEW Zoo (as part of Reforestation Camp) that excites the funding community of Green Bay and significantly raises the awareness and brand of the NEW Zoo, Reforestation Camp and the County.

2. **Bold Idea with Funding Strategy for NEW Zoo and its partners:**

- ✓ **Concept:** This strategy assumes that funding from the current "Packer Sales Tax" which will expire in 2012/2013 could be renewed for new investments in cultural attractions within Brown County and the greater Green Bay region – we recognize that there may be other competing funding initiatives for the Packer Sales Tax (PST). Under this option, the PST could be renewed at lower tax rate (providing savings to the community) with greater investment in the greater Green Bay community. "Renewal funding" could be NEW Zoo only or could be like ZAP (Zoo Arts & Parks) programs found in other cities throughout the country – Salt Lake City and Denver among others. Clearly there would be more community benefits for the "ZAP-like" funding initiative if implemented. The new ZAP-like funding could provide operating, deferred maintenance and capital investment resources/funding for the NEW Zoo, Reforestation Camp, Barkhausen Waterfowl Preserve and the Neville Public Museum, among others.

The ZAP-like funding initiative would leverage private-sector support/contributions and allow for the development of additional "partnerships." This "bold idea" would allow for the long-term sustainability and the continued development of exhibits and visitor amenities/improvements to the NEW Zoo, Reforestation Camp and other Parks and cultural attractions within the greater Green Bay region and Brown County.

- ✓ **Opportunities:** This funding concept provides stable and sustainable capital, operating and deferred maintenance funding for a variety of treasured and valued community cultural assets not supported by the County's general fund. This new funding source would make available to the County new/replacement revenues that could be utilized to support core County services and functions. This concept has been successfully implemented in a number of cities and counties throughout the country and has provided the necessary "leveraging" of private-sector funding to further maximize the allocated resources – a true public/private funding initiative.

3. **Really Bold Idea with Funding Strategy and new Downtown Aquarium:**

- ✓ **Concept:** This strategy also assumes that funding from the current "Packer Sales Tax" which will expire in 2012/2013 could be renewed for new investments in cultural attractions within Brown County and the greater Green Bay region – we recognize that there may be other competing funding initiatives for the Packer Sales Tax (PST). This option builds on Option #2 above as a true public-private partnership (PPP) but with "really bold" thinking, funding could include a downtown Green Bay Aquarium as well as funding for the NEW Zoo, Reforestation Camp and other cultural attractions. However, this concept may need "replacement" funding at current tax values to support improvements at the NEW Zoo, Reforestation Camp and a downtown Green Bay Aquarium. A downtown Green Bay Aquarium could serve as a magnet/anchor for further economic development in downtown Green Bay while serving to support/enhance the existing Public Museum and future Children's Museum. This concept would also serve to leverage recent City and private investments in downtown Green Bay.

- ✓ **Opportunities:** There are numerous benefits from this concept if the County and City leadership can embrace the "bold" concept:
 - Creates a reason to visit the Green Bay region through new and repeat visitation; therefore economic impact is significant.
 - Brands and creates new awareness of Green Bay and Brown County through seamless experiences, integrated planning and new compelling visitor experiences
 - Leverages private-sector support and contributions; helps to validate the Mayor of Green Bay's hotel tax as downtown Aquarium will increase overnight stays as Aquarium visitors will come and stay from beyond the local/regional marketplace.

4. **Leveraging the Partnership through Synergy with Partners – a viable option:**

- ✓ **Concept:** This concept positions the Zoo for longer-term success, growth and development – and builds on the strategic direction outlined in Option #1 above. This concept assumes that the Society must and will continue to evolve as a dynamic organization with new leadership and vision and assumes a shift in the Zoo's current governance structure to a true "public/private partnership" model (PPP) managed as one organization – a not-for-profit 501 C (3) entity, similar to most of the recent shifts in zoo governance over the past decade. It is anticipated that no County operating dollars would be required; however, there would be a commitment from the County to fund the Zoo's deferred maintenance needs – projected at \$200,000 annually. The County would continue to own the land and assets with the not-for-profit organization (Society) managing and operating the NEW Zoo, Reforestation Camp and Barkhausen Waterfowl Preserve. This concept aligns the core competencies and responsibilities of the County and the Society in managing and operating a cultural resource – the County as "stewards" of the land and its assets; the Society with its management expertise; business approach; and leveraging of private-sector contributions/gifts. Existing Zoo employees would transfer to the not-for-profit. **Again, this option can only be achieved if the current Society begins to move forward now with its evolution to become a strong, top-tiered Board that has broad representation from key community leaders and stakeholders who have a compelling passion for the mission and vision of the NEW Zoo.**

- ✓ **Opportunities:** There are a number of direct and indirect benefits of shifting the management and operations of the NEW Zoo, and potentially Reforestation Camp and Barkhausen Waterfowl Preserve, to a new public/private partnership governance structure as outlined below with the understanding that this shift can only be achieved and implemented if the Society moves forward with becoming a stronger, top-tiered Board:

- Opportunity to engage new stakeholders and community/business leaders with an expanded Board of Directors and greater involvement of the local and regional community
- Position the Zoo to move from "Good to Great" as a regional destination
- Synergy of resources, branding, awareness of the Zoo, Parks and its respective audiences within an integrated and consolidated operating and management model
- With new leadership from community and business stakeholders, could consider a dedicated funding source for cultural attractions that is supported in part by ZAP-like (Zoo Arts & Parks) funding initiative
- Lower political involvement and influence

- Increased opportunities to generate new operating and capital resources under a new PPP governance structure, therefore higher return on the dollars raised, generated and allocated
- Greater sense of community "ownership" and involvement
- Clear understanding of roles and responsibilities under the PPP governance structure
- A longer-term sustainable and viable funding and governance model that is consistent with the current, successful trend among zoos and other cultural institutions
- Positioned to become attractive to other cultural and academic partnerships that will further enhance the Zoo and Park's awareness and brand

Next Steps/Recommendations

We have identified the following next steps for moving forward with the organizational plan for the NEW Zoo – **Option #4 above:**

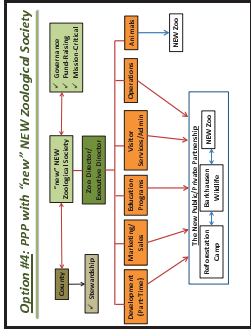
- **NEW Zoological Society:** Need to evolve the Board by identifying and cultivating new Board members who have the passion and commitment to raise the profile of the Society and the Zoo within the community. *The County Executive needs to help identify these individuals and actively participate in cultivating their participation in the Zoo.* With new leadership within the Society, the Board can work with the Zoo Director to "get ready for change."
 - Create/update the Zoo's vision and its strategic priorities for the next five years, including facility, visitor and programmatic improvements
 - Strategic goals and timelines with the merger of the Zoo/Parks
 - Identify and cultivate new donors/funders who buy-in and support the Zoo's new vision and strategic priorities
 - Create a strategic action plan to further test the governance and strategic impacts of shifting to a new public/private partnership (PPP) model with the County remaining the valued public partner. **Note:** Existing Zoo staff would shift to the new private not-for-profit partner
 - Further test a potential regional funding model, like the Packer Sales Tax or a ZAP (Zoo Arts & Parks) initiative, that could support the Zoo and other regional cultural institutions

We have provided an organizational chart for the NEW Zoo under a new Public/Private Partnership model – **Option #4.** It is important to note that the transition in the "new" NEW Zoological Society can only occur with leadership in place within the

Society, which is aligned with the Society's new role and the timing is right within the leadership of the County. To be successful and viable, "willingness and leadership" must be in place.

Under the new organizational structure for the Public/Private partnership model – taking advantage of the synergies of the NEW Zoo, Reforestation Camp and Barkhausen Wildlife Preserve, we have identified the key roles & responsibilities of the County and the "new" NEW Zoological Society:

- **Brown County**, stewards of the land and facility assets as all assets, current and future, will remain with the County and therefore, the County must provide funding support to address the deferred maintenance needs of all three venues.
- **"new" NEW Zoological Society**, responsible for managing and operating the three venues under a long-term management agreement with the County; responsible for raising operating and capital funds to support the annual operating needs and facility improvements of the three venues – all revenues earned at the three venues would remain with the Society to operate and manage the facilities and visitor experiences – (the County could partner with the Society, as needed, on facility, visitor and animal improvements); implement the PPP's core mission-related programs involving education, conservation and recreation.



- Invest in "Adventure Play" at Reforestation Camp: A challenge, zip or adventure course concept is a natural fit for Reforestation Camp and the Zoo as the site composition, facilities, amenities and proximity to the Zoo are a perfect combination for success. The Zoo Director should investigate similar venues within/adjacent to Zos and invite potential vendors to the site to identify the potential options for developing this concept. The Zoo Director could also work with the Society to identify potential donors, sponsors and/or partners who could provide additional programmatic and financial funding for this excited new visitor attraction that will increase stay time to the Zoo/Reforestation Camp as well introduce new visitors/audiences to the Zoo and Camp experiences. All sales, marketing and service functions of the "adventure play" concept could be managed within the Zoo's current admission functions.
- Integration of Core Services and Functions at the Zoo, Reforestation Camp and Barkhausen Waterfowl Preserve: The consolidation and merger of core service functions such as facility rentals, site and group sales, marketing and event promotions, and education programs will leverage funding resources, build greater awareness and offer new operational efficiencies that will further enhance "best practices" and promoting these visitor-dependent services "like a real business." In addition, having these functions managed by a staff person who is located at the Zoo or Reforestation Camp will provide for a more timely response to inquiries and allow for the timely response to additional on-site needs and opportunities.

The merger and integration of the education functions of the Zoo and Barkhausen appear to be a natural next step as the current staffs could be cross-trained to support the seasonal increases in programmatic needs and group visits to their respective facilities. Existing full and part-time staffs could shift between the two facilities to meet the needs and expectation of the seasonal shifts in visitation.

- Academic Partnership for Barkhausen Wildlife Preserve: Indirectly impacting the Zoo, but we would encourage the Zoo Director and the leadership of Barkhausen to explore potential academic partnership with universities that have core curriculums that focuses on environmental sciences, wildlife management and/or conservative sciences or education as they could utilize the Wildlife Preserve as a "learning lab" as part of their internship or outreach studies. Given the size, scope and location of the Wildlife Preserve, there are numerous opportunities to utilize this changing environment campus to "engage the senses" of students and interns.

New tuition-based programs could be developed as part of this partnership that would provide Barkhausen with new sources of operating revenues and a new source of labor to maintain, preserve, interpret and explore the rich natural resources found within the Preserve. In addition, new programmatic and interpretive funding resources could be identified if linked with other environment programs and initiatives that support a broader State-wide conservation or education initiatives.



- Fund the Zoo's Deferred Maintenance Needs: The County and the Zoo Director need to work together to identify an annual and long-term funding strategy for the Zoo's ongoing deferred maintenance costs as the Zoo's future success in attracting annual visitation greater than 250,000 is based on providing a safe, secure, valued and enjoyable visitation experience.

In addition, given that the Society has raised contributions from the private sector (individuals, major donors and corporations), the County must maintain its public trust relation with the Zoo's donors by maintaining and leveraging the private-sector resources designated for the Zoo. If this "trust" is ever broken or diminished because of the lack of investment, the Zoo will be severely challenged to raise new funding resources and therefore its successful business model may be jeopardized. **Note:** Although the Society has a small endowment fund today, a longer-term strategy to supporting the Zoo's ongoing deferred maintenance needs is to fund/expand the Society's endowment fund initiatives through a planned giving program. Such programs need time to develop as the cultivation, solicitation and funding of a planned giving program must mature over time.

As noted in the 2007 AZA inspection report, the County must develop a sustainable long-term funding strategy that addresses the Zoo's deferred maintenance needs – estimated at ~\$200,000 annually. One potential (and sustainable) funding strategy is to utilize the existing "allocations" for "Indirect, County chargebacks and Depreciation – Buildings" (or some combination of all three line item expenses that are supported by the Zoo's operating revenues) to invest in actual/real facility improvements – instead of "allocations." A similar recommendation was made by the 2007 AZA inspection team.

Having a realistic and sustainable funding strategy for the Zoo's deferred maintenance needs developed and implemented – such as utilizing the "allocated indirect and County chargeback line-item expenses" – would be critical and important to maintaining the Zoo's AZA accreditation (re-inspection due 2012) as the AZA is concerned that its institutional members have viable, sustainable funding strategies for their operating and deferred maintenance needs.

- Cultivation of Individuals and Major Donors: The Society with the Zoo Director must continue to cultivate and engage individuals, major donors, corporations and foundations as long-term "investors" in the Zoo, its mission and vision. As leadership of the Zoo and Society know, "people (funders) give to people" who are supportive and engaged in an institution or cause – they will not support a cause without people! It is these "people" that will continue to keep the "new" in the NEW Zoo.

As noted above, to be successful and viable in the future, the Society must continue to evolve and engage its Board with community and business leaders to insure that through the "people" that Zoo will continue to gain the support and trust of the greater Green Bay/Brown County communities in securing its long-term financial sustainability and viability.

- Testing of a Regional Funding Initiative: Although the timing of the expiration of the current Packer Sales Tax Initiative might not be right for securing the Zoo's longer-term financial future, the County and Zoo should continue to explore, talk about and test potential funding initiatives as they have been successful funding models for zoos and other cultural institutions and attractions across the country. With any regional funding initiative, you need leadership and the vision and desire to "think boldly" in creating a viable and sustainable funding vehicle for some of the County's and community's rich, treasured and valued cultural assets.

- Facility Site Planning: During the next year, with the opportunities to create new visitor and recreational activities or "adventure play" experiences at the Zoo and Reforestation Camp, there will be a need to engage the services of a site planner to help organize these experiences and related amenities – parking, food/retail venues, ticketing, program support and facility maintenance support services.

- Financial Impact of Implementing Our Recommendations & Opportunities: We have developed a summary matrix below of the potential financial impacts of investing and implementing in the recommendations and opportunities outlined in this organizational plan. The pro forma projections contained in the summary matrix reflect conservative financial projections based on the information available today. The Fund-raising and Major Donor programs could be increased significantly if the Society Board moves quickly to evolve and engage new Board members and Board leadership.

We have not identified the financial impact of the Barkhausen Partnerships or the Regional Funding Initiative (TBD: to-be-determined) although if implemented could provide significant, sustainable financial resources to the Public/Private Partnership model.

All financial projections are annual "gross" revenues except for the "Adventure Play" opportunity which is noted as "net" revenues – net after operating and capital investment allocations.



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Reflects "conservative projections"

Opportunity: Conservative Projections	2013	2014	2015
Rental Facility: Lodge	\$25,000	\$27,500	\$32,000
Adventure Play (net)	\$118,000	\$123,900	\$130,095
Barkhausen Partnerships	TBD	TBD	TBD
Sponsorships	\$7,000	\$10,000	\$15,000
Fund-Raising: Operating Programs	\$20,000	\$30,000	\$40,000
Major Donor Programs	\$10,000	\$25,000	\$35,000
Regional Funding Initiative	TBD	TBD	TBD
Total Potential New Revenues	\$180,000	\$216,400	\$252,095