

Northeastern Wisconsin Zoo & Adventure Park

MASTER PLAN

JANUARY 26, 2017



AND



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.

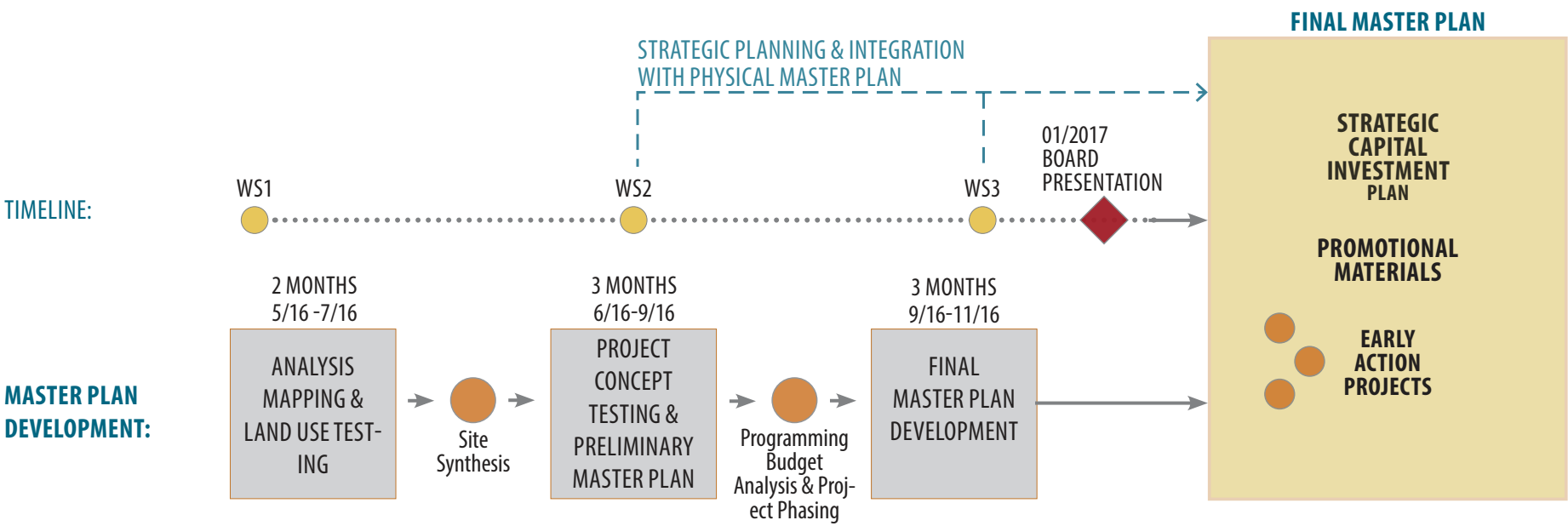


Figure 3: Strategic and Master Planning Process

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:

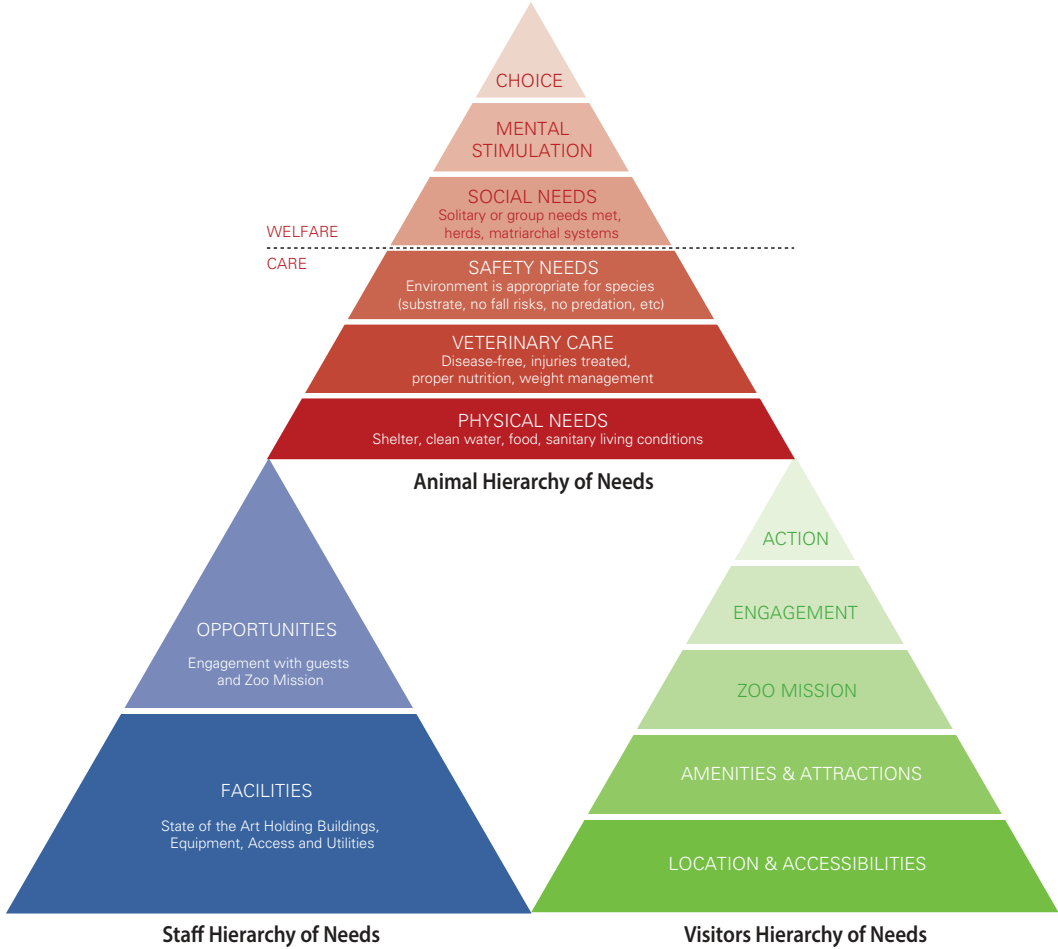
- **CONSERVATION**
We are dedicated to excellence in animal care and the protection of our natural resource assets.
- **ACTIVE & FUN EXPERIENCES**
We provide active and fun animal, adventure and nature experiences for all ages that combine learning, excitement, challenge and enjoyment.
- **EDUCATION & 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

- 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.

Figure 4: Outline of Strategic Goals

MASTER PLAN DRIVERS



KEY PHASING DRIVERS

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

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

Create THE Regional Destination for Wildlife Conservation Education & Adventure

- 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

Diversify Recreation for an Incredible Guest Experience

- 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

Exemplify the Highest Standards of Animal Care

- 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

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

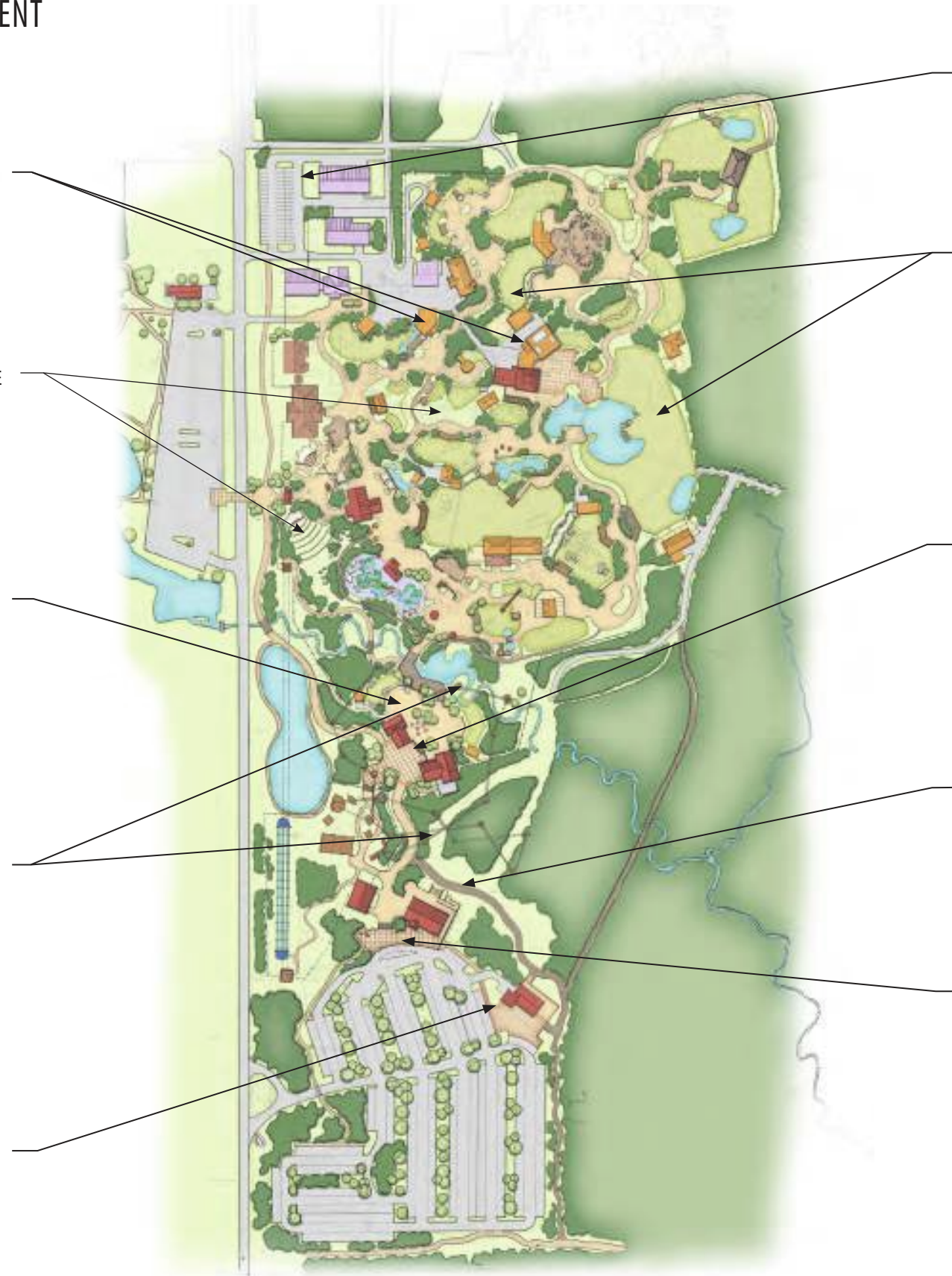
NEW OVERLAPPING ZOO EXPERIENCES WITH OUTDOOR RECREATIONAL EXPERIENCES :

- 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.

LEGEND

Ski & Snowshoeing Trail

Mountain Bike Trail

Hiking Trail

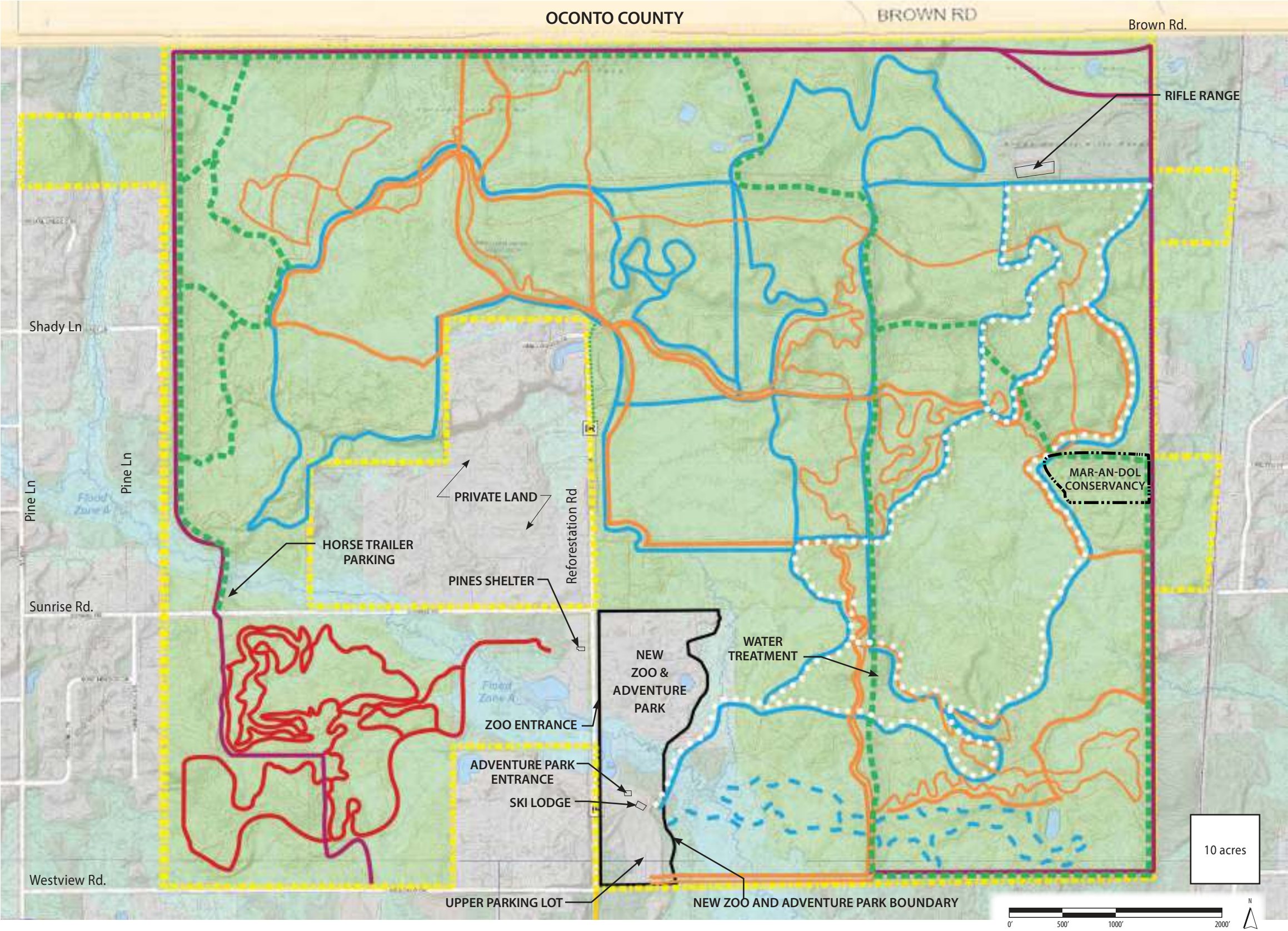
Equestrian Trail

Winter Fat Tire Trail

Snowmobile

Boundary

Zoo / Park Boundary



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

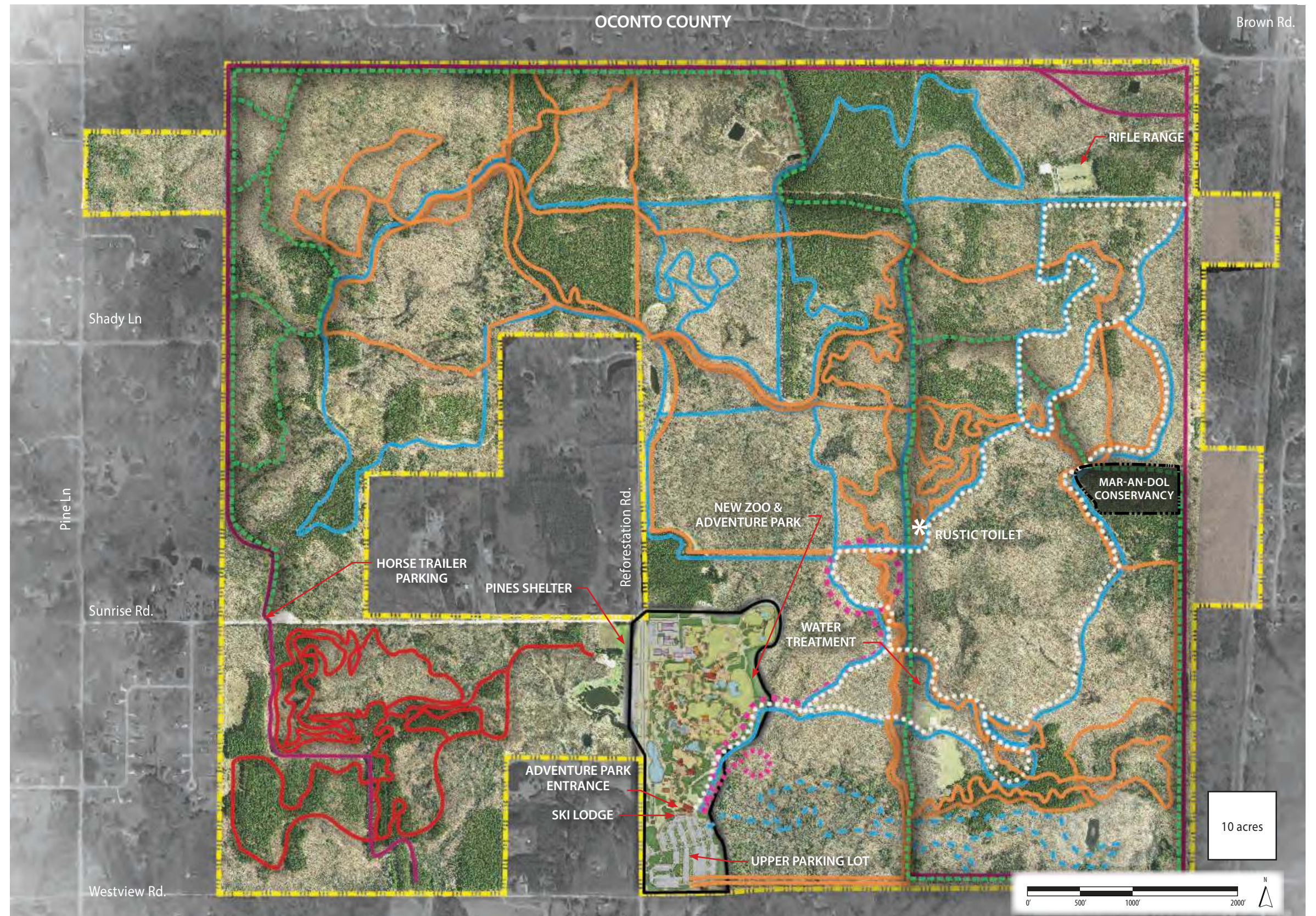
Improvements to the equestrian trailhead and parking

Winter Fat Tire Biking & Snowmobile Trails

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

LEGEND

- Camping
- Ski Trail
- Mountain Bike Trail
- Snowmobile Trail
- Snowshoeing Trail
- Hiking Trail
- Equestrian Trail
- Winter Fat Tire Trail
- Boundary
- Zoo / Park Boundary



EXISTING SITE USE : NEW ZOO & ADVENTURE PARK

LEGEND

Visitor Path

Visitor Amenity Building

Exhibit Building

Holding Building

Off-Exhibit Yard

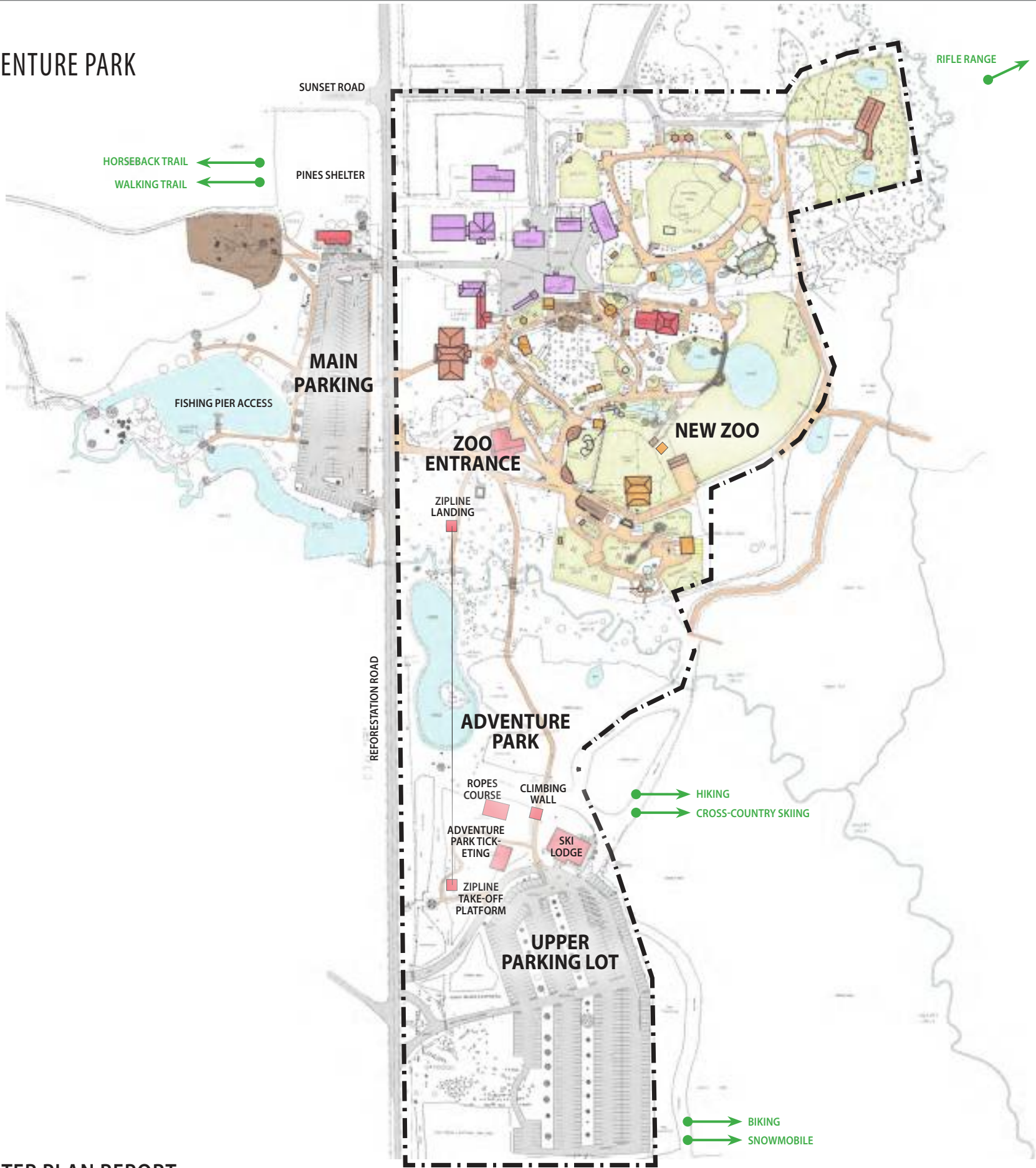
Animal Exhibit

Service

Admin / Support Building

Pools 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

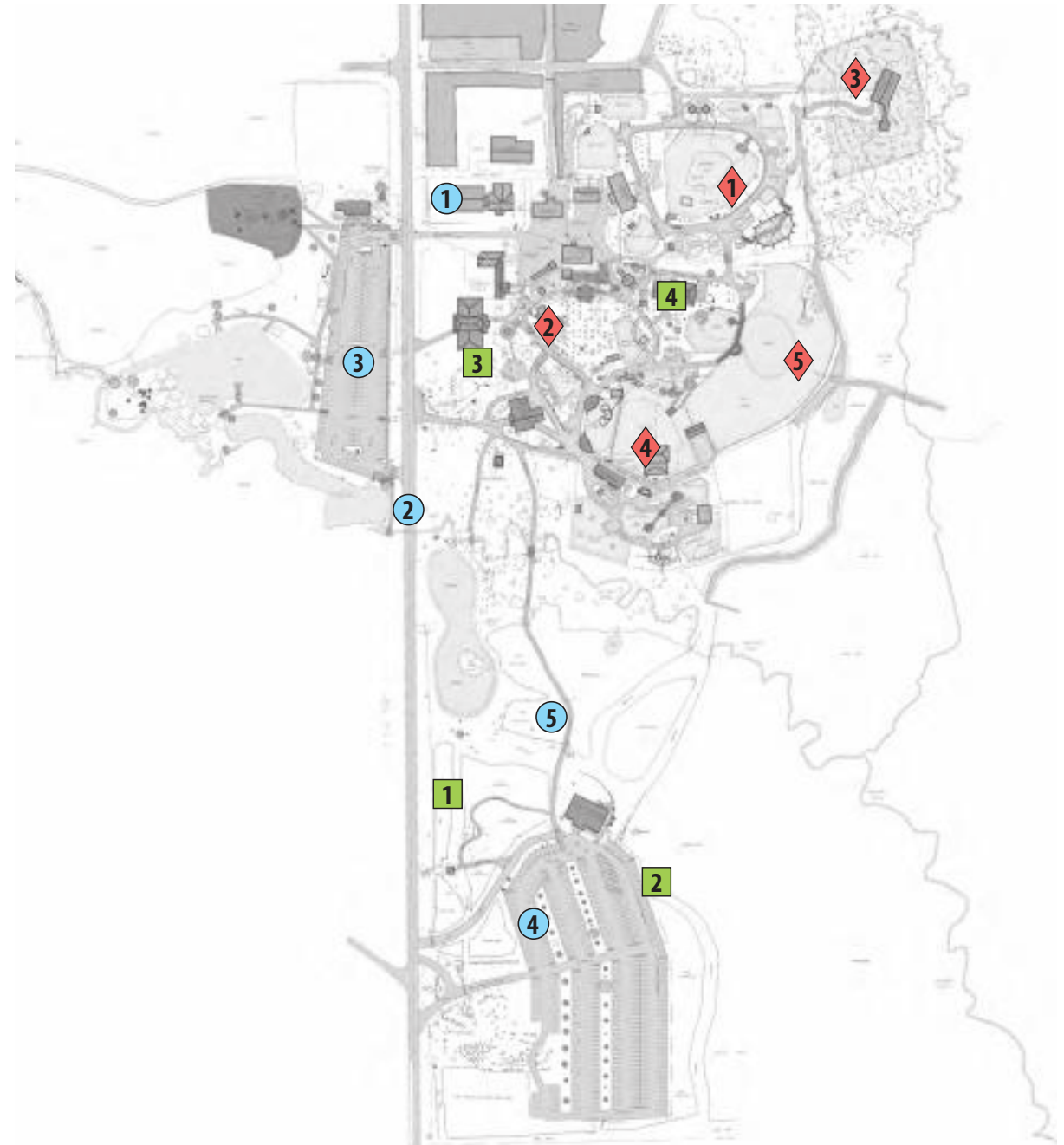
- 1 Adventure Park Expansion**
Continue momentum of Adventure Park use and growth with new and exciting installations including slip 'n slide, treetops aerial course, and expanded amenities. Improve visibility of adventure park to zoo guests by overlapping entry & ticketing with adventure park activities.
- 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

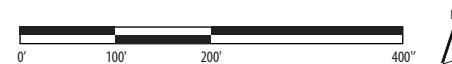
Buffer Vegetation



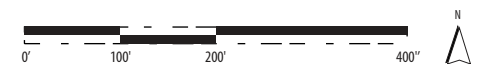
NEW ZOO & ADVENTURE PARK ILLUSTRATIVE SITE PLAN ENLARGEMENTS



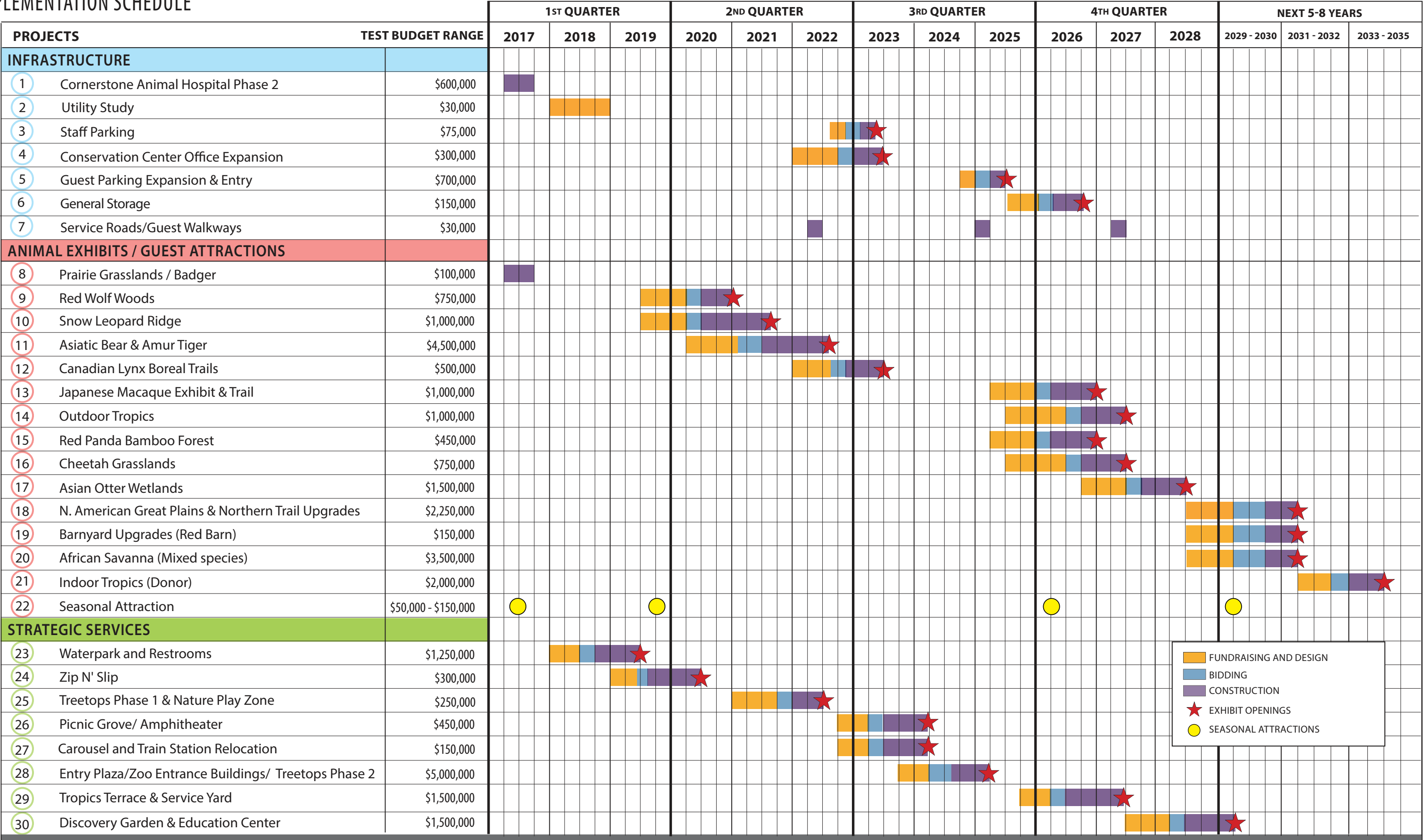
MASTER PLAN NORTH



MASTER PLAN SOUTH



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



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