

CITY OF EL PASO, TEXAS
AGENDA ITEM DEPARTMENT HEAD'S SUMMARY FORM

DEPARTMENT: Zoo

AGENDA DATE: March 26, 2013

CONTACT PERSON/PHONE: Steve Marshall, Director (521-1850)

DISTRICT(S) AFFECTED: All

SUBJECT:

Acceptance of the new Zoo Master Plan as prepared by the City's consultants, WDM Architects, for the City of El Paso.

BACKGROUND / DISCUSSION:

The 2012 Zoo Master Plan includes recommendations by the City's consultant which are a result of an 11-month process. The Master Plan represents development goals for the next 15 years. The findings and proposals will be detailed by the City's consultant WDM Architects and City staff at the meeting.

WDM Architects met with the entire Zoo staff, City Council Representative and top City Management, Zoo Society Board members and potential donors.

WDM Architects made three site visits conducted a complete facility analysis covering buildings, exhibits, service areas, etc.

The Master Plan is broken into seven plan areas that identify the major components of work to be undertaken as part of this plan:

- Entry & Events
 - Wildlife Theater
 - Event Tent
- Africa
 - Red River Hog
 - Crop garden exhibit
- Chihuahuan Desert
 - Ranch House
 - Flash flood arroyo
- The Americas
 - Flamingo exhibit
 - Penguin exhibit
- Americas Plaza
 - Touch Tank
- Asia
 - Larger carousel
 - Forest Complex expansion
- Service Area
 - Off exhibit holding & breeding

The process to the Master Plan included a variety of community leaders, staff and elected official input.

- El Paso Zoo Society Board members.
- Stakeholder meetings held in March 2012.
- Meetings with Council Representatives, City Manager, Deputy City Manager, community leaders and key staff at the Zoo.

CITY CLERK DEPT.
2013 MAR 19 PM 12:07

PRIOR COUNCIL ACTION:

Has the Council previously considered this item or a closely related one?

No

AMOUNT AND SOURCE OF FUNDING:

Funding for Zoo Master Plan has already been appropriated.

BOARD / COMMISSION ACTION:

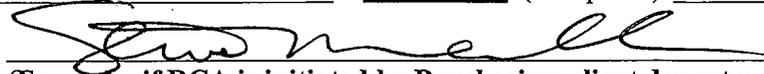
N/A

*****REQUIRED AUTHORIZATION*****

LEGAL: (if required) _____

FINANCE: (if required) _____

DEPARTMENT HEAD: _____



(Example: if RCA is initiated by Purchasing, client department should sign also)

Information copy to appropriate Deputy City Manager

APPROVED FOR AGENDA:

CITY MANAGER: _____

DATE: _____

RESOLUTION

WHEREAS, under the provisions of Section 213.004 of the Texas Local Government Code, the City of El Paso may prepare plans, policies or strategies as required; and

WHEREAS, the City Council of the City of El Paso recognizes the need for a 2012-2027 El Paso Zoo Master Plan to provide goals, assessments, standards, recommendations and strategies for implementation over a fifteen year period in an effort to provide for and create new and exciting experiences and bring a new cohesiveness and freshness to the overall experience of the Zoo; and

WHEREAS, the primary objective of the Master Plan is to enable the City to determine, prioritize and provide zoo related educational and recreational services and environmental stewardship desired by the citizens of El Paso; and

WHEREAS, in order to address zoo related educational and recreational needs and conservation messaging in the future, the City of El Paso has sought input from City leaders and key stakeholders, the El Paso Zoological Society Board, and the El Paso Zoo staff; and that input has been incorporated into the Master Plan; and

WHEREAS, the Master Plan complies with the Association of Zoos and Aquariums (AZA) standards; and

WHEREAS, the City Council, having taken into consideration the in-depth interviews conducted with City leaders and key stakeholders, the El Paso Zoological Society Board, and the El Paso Zoo staff, determines that the Master Plan is reasonable and appropriately adopted under Section 213.004 of the Texas Local Government Code.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EL PASO:

1. That the 2012-2027 El Paso Zoo Master Plan for the City of El Paso, Texas, attached hereto, be and is hereby officially adopted.
2. That the Master Plan and its incorporated 15 year action plan be used to, among other things, prioritize and guide the provision for exhibits, guest services, provide guidance in the application of funding, and suggest alternative funding mechanisms.

3. That adoption of the Master Plan shall not commit the City of El Paso to specific funding levels or implantation strategies, but shall provide guidance for the City's vision for availability and growth of the El Paso Zoo.

ADOPTED this the 26th day of March, 2013.

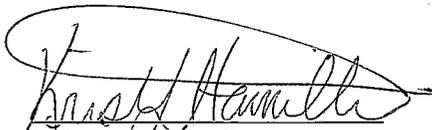
THE CITY OF EL PASO

John F. Cook, Mayor

ATTEST:

Richarda Duffy Momsen
City Clerk

APPROVED AS TO FORM:


Kristen L. Hamilton
Assistant City Attorney

APPROVED AS TO CONTENT:

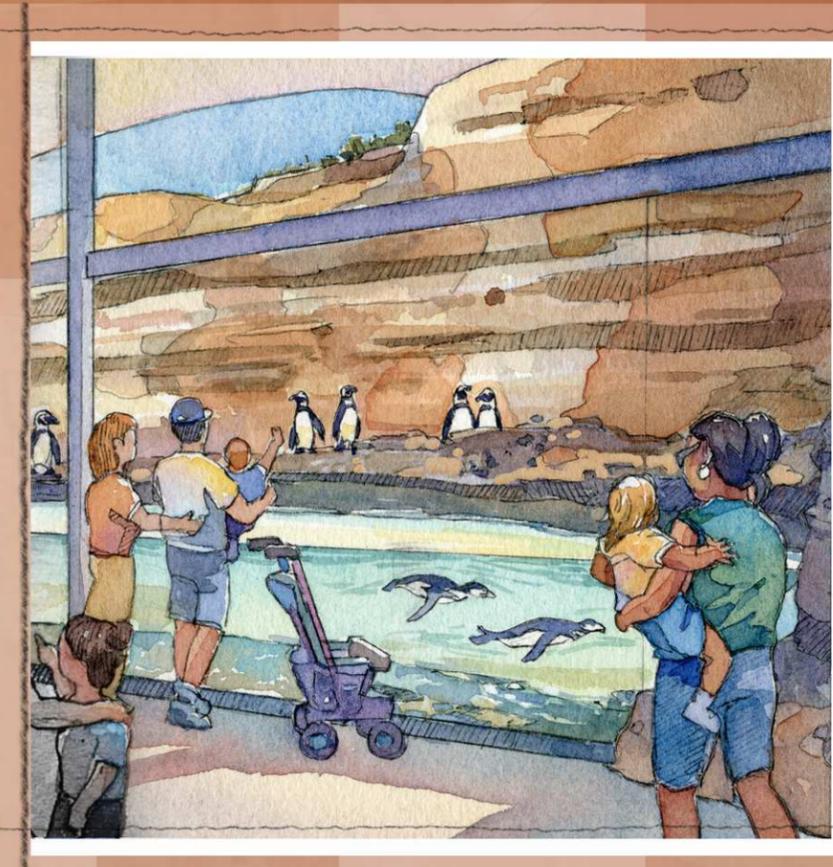
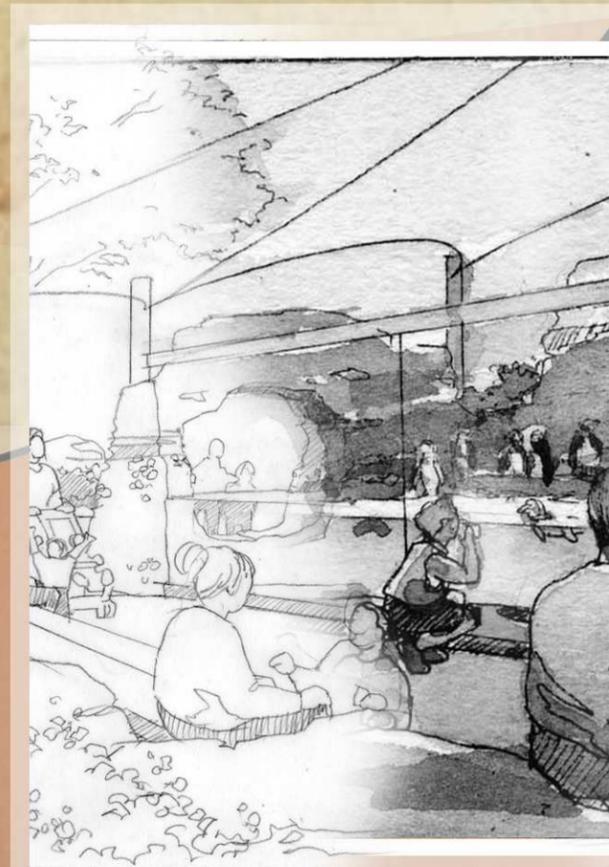
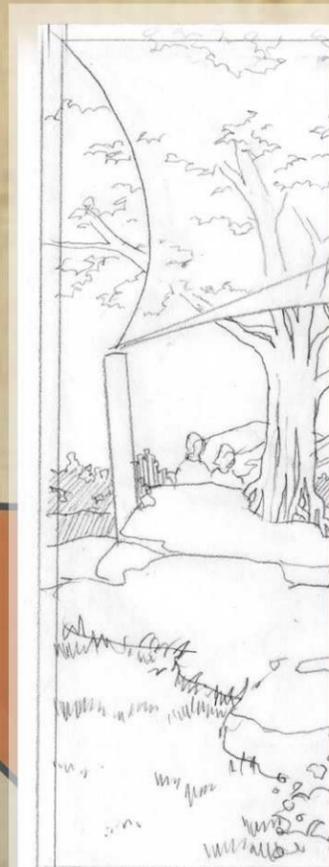

R. Steve Marshall, Director
El Paso Zoo

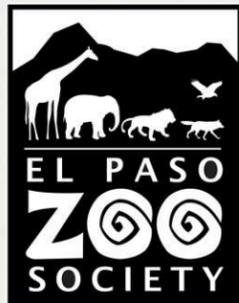
CITY CLERK DEPT.
2013 MAR 19 PM 12:07

EL PASO ZOO

A NEW MASTER PLAN FOR THE EL PASO ZOO

PREPARED BY:
WDM ARCHITECTS





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**EL PASO
 El Paso Zoo Mission Statement....**

“Our mission is to celebrate the value of animals and natural resources and to create opportunities for people to rediscover their connection to nature.”

INTRO

In March of 2012, the El Paso Zoo, City of El Paso, and WDM Architects, along with Zoo Advisors, began work on developing a new master plan that would provide a framework for moving the Zoo forward in a positive and exciting direction. Over the course of several months, input was received from the entire Zoo staff, City Council Representatives and top City Management, Zoo Society Board members, and potential donors as to the direction the Zoo should proceed. This information was compiled, studied, and integrated into this master plan. We offer special thanks to each group and individual that shared their insight and vision, and worked together with us to make this plan possible.



PROCESS

The master plan team of WDM Architects and Zoo Advisors made three site visits and conducted numerous conference calls in the course of the project, presenting progress reports and designs and incorporating feedback in an iterative process, ensuring that all voices were heard and respected. The team performed a complete facility analysis which covered buildings, exhibits, service areas, etc.; met with the senior Zoo management team and Society Executive Director multiple times; conducted meetings that included the entire staff, as part of the Zoo's culture of inclusion and transparency; conducted benchmarking of like organizations; interviewed 11 city officials and key staff members; and participated in two meetings with the Society Board of Directors. Additionally, reports, financials, strategic plan, mystery shopper reports, SWOT analysis, market data, and other materials provided by the Zoo were reviewed by Zoo Advisors, all in an effort to gather ideas and priorities for the future direction of the Zoo. (2)



(2) Reference Interview Summary on page 47 for more information

(3) Reference Market Scan on page 48 for more information

(4) Reference Benchmarks on page 48 for more information

MARKET SCAN & BENCHMARKING

The market scan from the local El Paso area, and benchmarks from peer Zoological institutions support the interview findings that the Zoo could potentially gain additional attendance from Ft. Bliss, Ciudad Juarez, as well as El Paso residents. The perceived value of the Zoo will continue to be an important factor in attendance, since wages in the city are low and unemployment is high. These markets share a key characteristic that makes a Zoo visit an attractive proposition: they are family-oriented and value family experiences and new Zoo exhibits should prove to be a draw. (3)(4)



EXISTING CONDITIONS



AFRICA

THE AMERICAS

SERVICE AREA

ENTRY & EVENTS

FRANKLIN CANAL

THE AMERICAS

ASIA

SHELTER PL.

E. PAISANO DR.

GATEWAY BLVD.

An Overview of the Existing Campus

The 36 Acre El Paso Zoo can be generally viewed as divided into several primary zones: Entry, Africa, Americas, Asia and Service Area.

An up to date entry seems to serve the Zoo well. It is sized and arranged to handle the Zoo's high traffic days with room for growth. Guest amenities such as guest services, restrooms, lockers, gift shop and concessions are all available upon entering the Zoo.

The recently opened African area, increased the Zoo's area by seven acres and increased attendance by 18%. Naturalistic habitats feature a variety of species that were not previously found at the Zoo including Lion, Giraffe, Meerkat, Grant's Zebra, Kudu and Thompson's Gazelle. As landscaping matures, this area should continue to increase in popularity with guests. There are a few noticeable omissions due to lack of funds from the previous bond, which should be addressed; three exhibit areas were not completed (wetlands, wild dogs, and crop garden), there are no restrooms for guests or keepers, and no African bird holding building.

The Franklin Canal divides the entry and African areas from the original Zoo. The canal disrupts several important functions of the Zoo. First, it is an eye-sore. As it currently stands it cannot be landscaped, a substantial amount of the year it is dry, and it creates an awkward separation in the guest experience. Second; it is an obstacle for zoo staff to maneuver creating the need for redundant service drives and gates that inhibit efficient travel around the Zoo. Finally; the canal represents real estate in the heart of the Zoo that could otherwise be developed into new attractions; very important for a Zoo that is otherwise currently landlocked.

The oldest exhibits in the Zoo are found in the Americas area. A few exceptions of newer attractions include California Sea Lion, reptile house and a new splash pad play area. Many of the other exhibits in the area are old-style "walk by" exhibits with very little immersive atmosphere surrounding them, and not much joining them together as a continuous experience. Some of the exhibits have marginal holding facilities (most notably the "tunnel" - Mexican Wolf and Andean Bear). This area of the Zoo displays the greatest need for redevelopment. Many mature trees do offer pleasant relief from the intense sun of the region.

The Asia area features some of the most popular animals at the Zoo; Elephant, Sumatran Orangutan, Leopard and Malayan Tiger among others. Water features, mature trees, and rock themework help to create a believable immersive experience. Developed about twenty years ago it is showing signs of aging and wear. Some updating and infill exhibits could go a long way in bringing new life and interest to this area of the Zoo.

The Service and Support areas of the Zoo have good facilities for maintenance, warehouse, commissary, hospital and quarantine. Some unused or under-utilized areas provide possibilities for other "back of house" functions. There is some limited land that could be used for development of additional exhibit and/or public space, primarily adjacent to the Americas area.



THE MASTER PLAN

The Big Picture

This Master Plan represents development goals for the next 15 years, coinciding with funding which will be made available in increments through a tax levy approved by the citizens of El Paso. Additional support is expected to be raised through private sources by the El Paso Zoological Society to provide the “margin of excellence”.

The planning process has included interactive sessions over several months with Zoo administration, management team and staff and the Zoological Society as well as interviews with City Council Representatives. Ideas have been evaluated against a backdrop of goals for conservation, animal welfare, guest experience and operational sustainability.

The overarching goals of the master plan are to; create new and exciting experiences that continue the momentum in visitorship created with the opening of Africa, incorporate new revenue generating features, finish the projects from previous plans that lacked sufficient funding to be completed, catch up on maintenance needs that cannot be adequately supported by current operating budgets, and bring a new cohesiveness and freshness to the overall experience of the Zoo, in making the..

El Paso Zoo “Bigger and Better Than Ever”



AFRICA

CHIHUAHUAN
DESERT

SERVICE
AREA

ENTRY
&
EVENTS

AMERICAS
PLAZA

ASIA

THE
AMERICAS

DESCRIPTION

This plan shows the location of important public amenities located throughout the Zoo. Amenities included are seating areas, drinking fountains, restrooms, and concessions. The public path is shown in a light pink color. Both existing and proposed amenities are shown.

LEGEND



SEATING AREA



RESTROOMS



DRINKING FOUNTAIN



DRINKING FOUNTAIN

A deliberate approach must be taken when considering locations of seating areas, restrooms, drinking fountains, and concessions. The presence or lack of these guest amenities can have a decisive impact on the guest experience.

The addition of 5 additional restrooms, including family restrooms for those who need assistance, ensure that guests are never more than 650 feet (a couple minute walk) from a facility. New chilled water fountains are included at all new restroom locations.

Benches, usually in shady locations with views of an animal habitat, provide a necessary respite that is always within 200 feet.

The two existing concession areas (Passport and Grasslands Café) are good facilities that will accommodate significant attendance growth. Additional portable and seasonal concession sales could be considered around the Kalahari Research Station and the Americas Plaza areas.

AMENITIES PLAN

CIRCULATION PLAN

SERVICE ENTRANCE



SERVICE ENTRANCE

LEGEND



COMBINED SERVICE/
PUBLIC PATH



SERVICE PATH



PUBLIC PATH

SERVICE ENTRANCE



DESCRIPTION

This plan shows the public path circulation route (red), service circulation route (green), and where the public path and service circulation routes cross (blue). Good back of house service routes exist around the perimeter to access most buildings. Every attempt should continue to be made to minimize "cross traffic".

SERVICE ENTRANCE



PROPOSED PROJECTS

DESCRIPTION

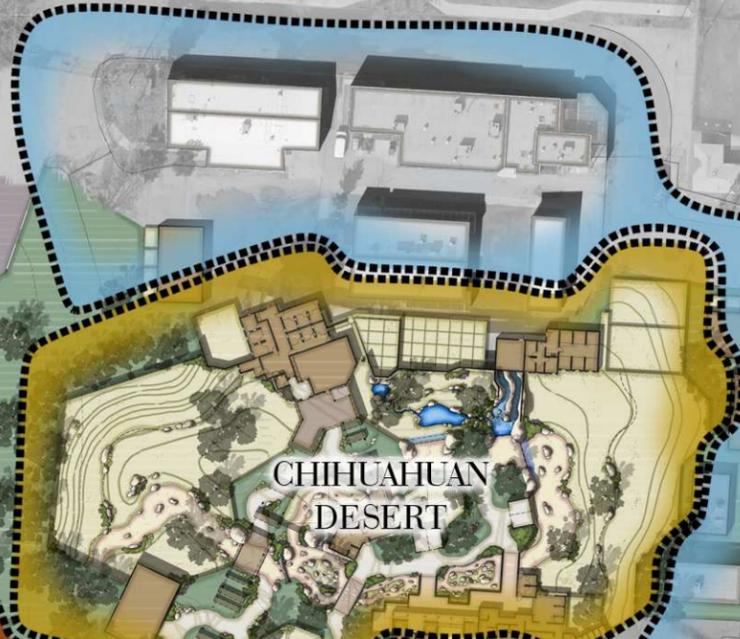
On the following pages the Zoo is broken up into seven plan areas that identify the major components of work to be undertaken as part of this plan.

Then general layout of the Zoo is maintained in a zoogeographic organization, helping to provide a subtle passive learning experience for guests. The exhibit areas of the Zoo are Africa, the Americas (including the Chihuahuan Desert and the Americas Plaza) and Asia. In addition the Entry area and Service area are broken out. Each facility shown is identified as new, updated or existing.

A complete Animal Collection Summary is provided in this section for each area.



AFRICA



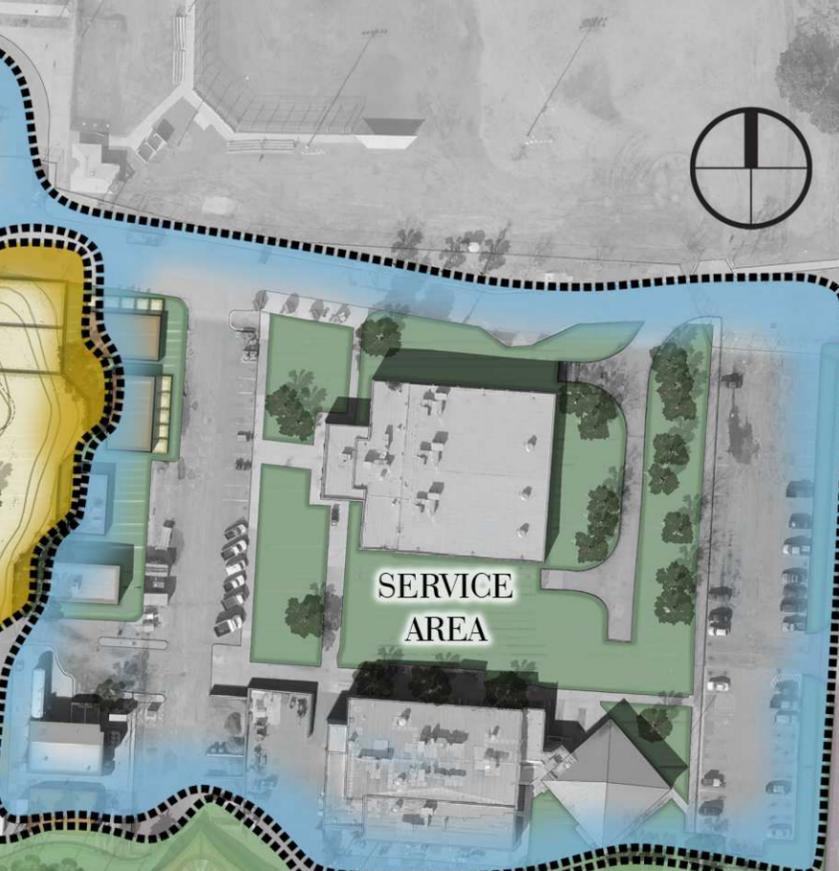
CHIHUAHUAN
DESERT



ENTRY
&
EVENTS



AMERICAS
PLAZA



SERVICE
AREA



THE
AMERICAS

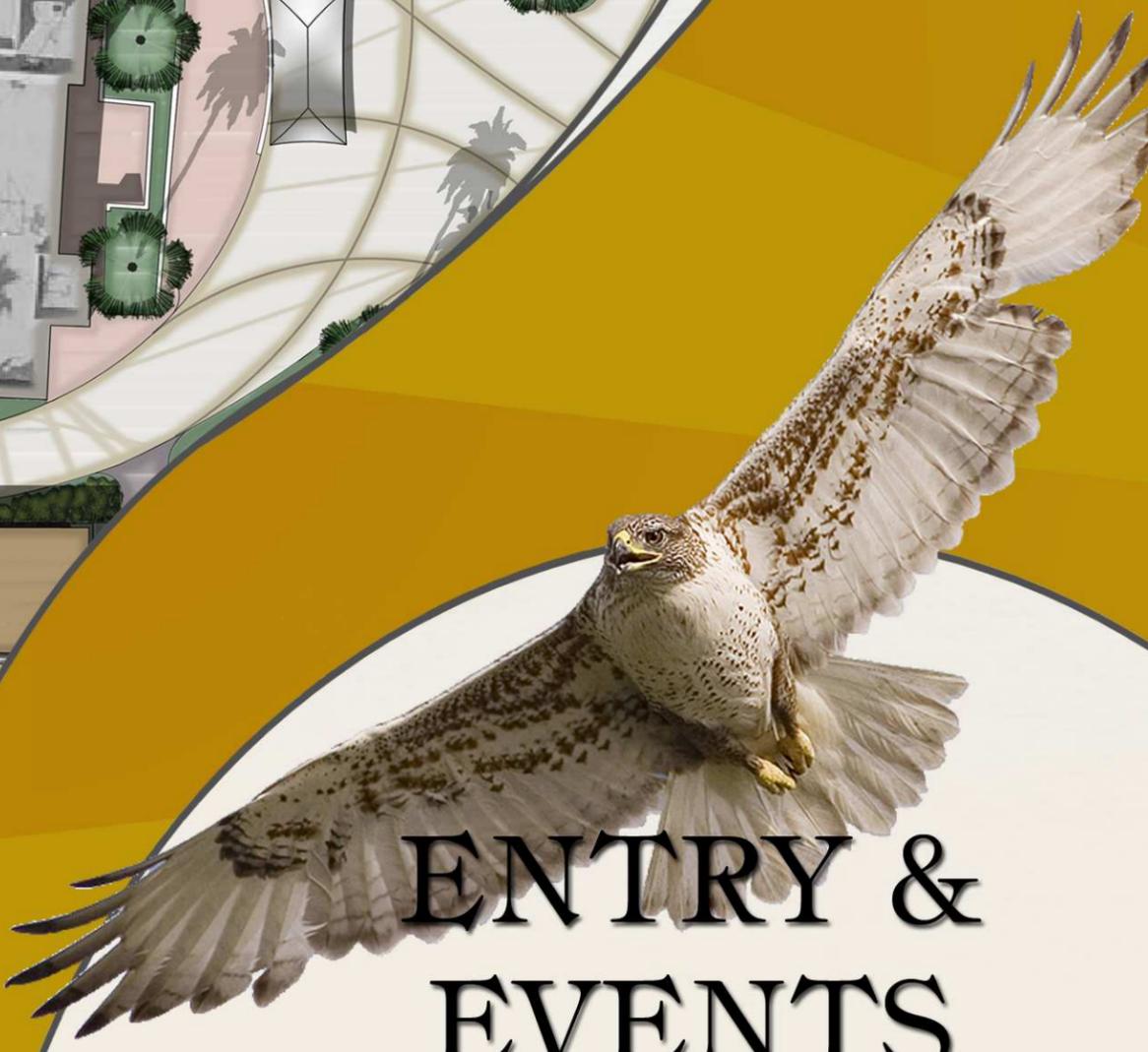


ASIA





-  new
-  updated
-  existing



ENTRY & EVENTS



DESCRIPTION

The main entry to the Zoo will remain largely untouched. The noticeable changes begin as you head towards the Passport Cafe. On your right, will be a new 300+ seat amphitheater, with shaded seating. This will be the new Wildlife Theater where educational animal shows will occur throughout the day supported by an expanded holding area for show and education animals. As you continue on towards the Americas, you will notice a new tent style event building complete with heating and cooling for the guests comfort. This events building will seat up to 300 people. There will be an associated patio, restrooms, and storage.

LEGEND

- 1) Entry
- 2) Guest Services/ Zoo Society
- 3) Education Building
- 4) Wildlife Theater (amphitheater)-new 2016
- 5) Events Tent -new 2016
- 6) Events Plaza -new 2016
- 7) Service Drive -new 2016
- 8) Restrooms -new 2016
- 9) Storage Building -new 2016
- 10) Restrooms -new 2016
- 11) Education Animal Holding- Indoor -new 2016
- 12) Education Animal Holding- Outdoor -new 2016
- 13) New Shade Structure at Passport Cafe -new 2018

-dates estimated pending bond rollout-

ANIMAL COLLECTION SUMMARY

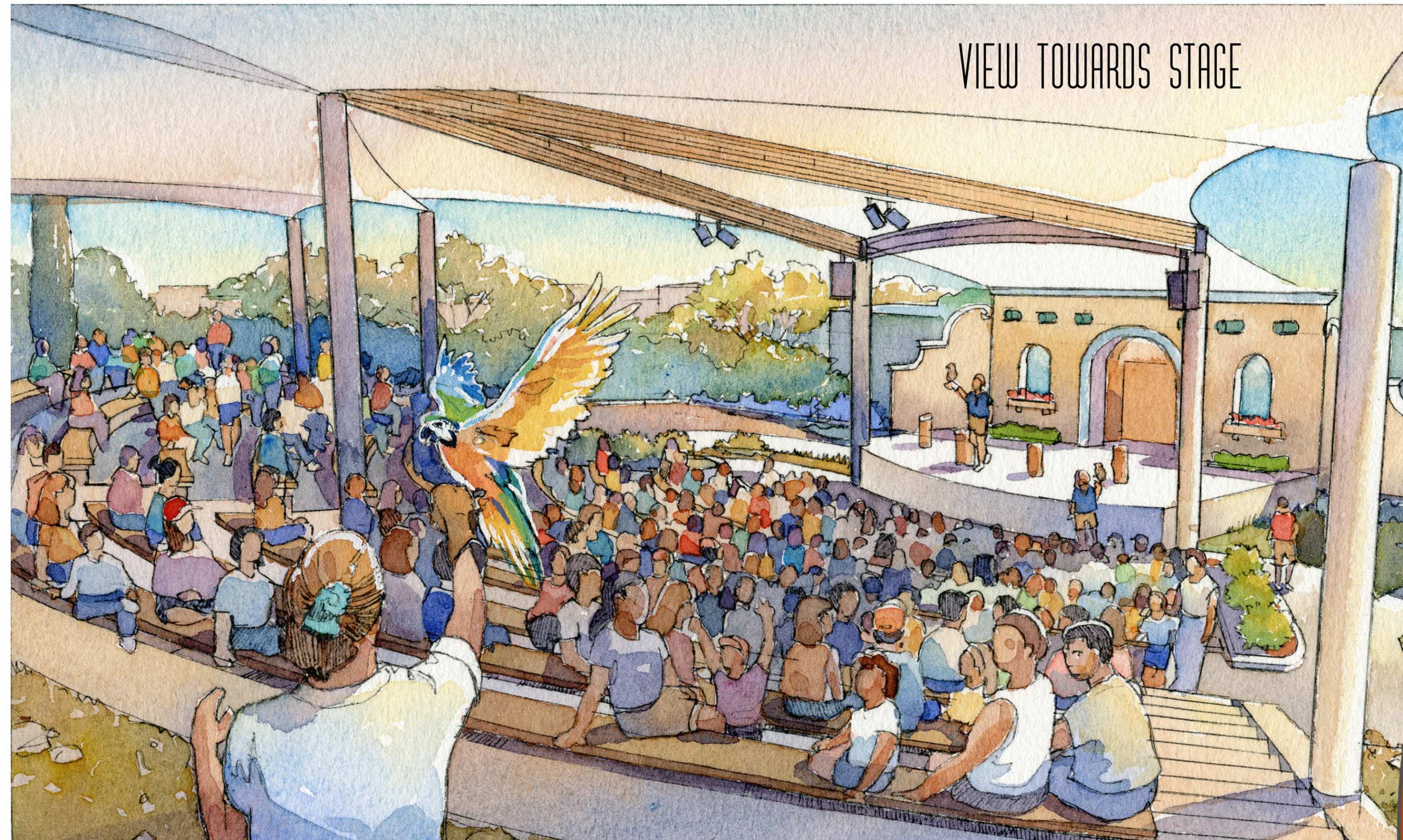
EL PASO WATER UTILITIES BUILDING

- Blue & Yellow Macaw
- Evening Grosbeak
- Lilac-crowned Amazon
- Mosquitofish
- Ramsey Canyon Leopard Frog
- Southern Dusky Salamander

OUTDOOR HOLDING

- Black-tailed Prairie Dog
- Burrowing Owl
- Eastern Screech Owl
- Western Screech Owl

VIEW TOWARDS STAGE





RESTROOMS

HIGHLIGHTS

- +/- 300 Seat Wildlife Theater
- Shaded Seating with support structure
- Situated to provide unobstructed views of stage for guest enjoyment.
- Terraced style seating to help with views to stage from rear.

view



AMPHITHEATER

ACCESS AISLE

TENSILE
FABRIC
SHADE
STRUCTURE

STAGE

EDUCATION
BUILDING

EVENT
TENT

WILDLIFE THEATER



- new
- updated
- existing

AFRICA

ANIMAL COLLECTION SUMMARY

LOWER SAVANNA

Cape Teal
Common Ostrich
East African Grey Crowned Crane
Grant's Zebra
Spur-winged Goose

RED RIVER HOG

Red River Hog*

UPPER SAVANNA

Egyptian Goose
Giraffe
Giraffe- Reticulated
Greater Kudu
Thomson's Gazelle

KALAHARI EXHIBIT

Madagascar Giant Hognose Snake
Radiated Tortoise

KALAHARI EXHIBIT- MEERKAT

Slender-Tailed Meerkat
Emperor Scorpion

WILD DOG

African Wild Dog*

LION EXHIBIT

African Lion

* denote species new to zoo

LEGEND

- 1) Train Station
- 2) Lower Savanna
- 3) Red River Hog -new 2015
- 4) Red River Hog Holding -new 2015
- 5) Detention Pond
- 6) Giraffe Holding
- 7) Upper Savanna
- 8) Giraffe Feeding/ Viewing
- 9) Hoofstock Holding
- 10) Kalahari Education Building -updated 2024
- 11) Meerkat Yard
- 12) Additional Hoofstock Holding/-new 2016
Keeper Office/ Restroom
- 13) Wild Dog Holding -new 2015
- 14) Wild Dog Yard -new 2015
- 15) Restrooms -new 2016
- 16) African Bird Holding -new 2015
- 17) Lion Holding
- 18) Lion Yard
- 19) Lion Viewing
- 20) Crop Garden Exhibit -new 2015

-dates estimated pending bond rollout-

DESCRIPTION

As you enter Africa and go past the African Lion viewing on your right, and the lower savanna yard with animals such as Zebras and Ostriches, you will notice a new exhibit on your left- Red River Hog. This exhibit has been placed to take advantage of the existing filtered pool to display the Red River Hog's unique swimming ability. Red River Hogs are an active animal and enjoyable to watch. Continuing on, you walk around the path up to the newly remodeled Kalahari Education Building. Outside of the Kalahari Building will be a new crop garden exhibit, which could include African Crested Porcupine and Radiated Tortoise. As you move on down the path you will notice new restrooms, and the addition of Wild Dogs on your left.

Additional items include a new African Bird holding building, and additional off-exhibit hoof stock holding. A new staff office and staff restrooms are also planned for this area.

DID YOU KNOW...

Just like humans, Meerkats get up later on cold or rainy days. They also have ears that can open and close in order for them to keep sand out when they are burrowing.





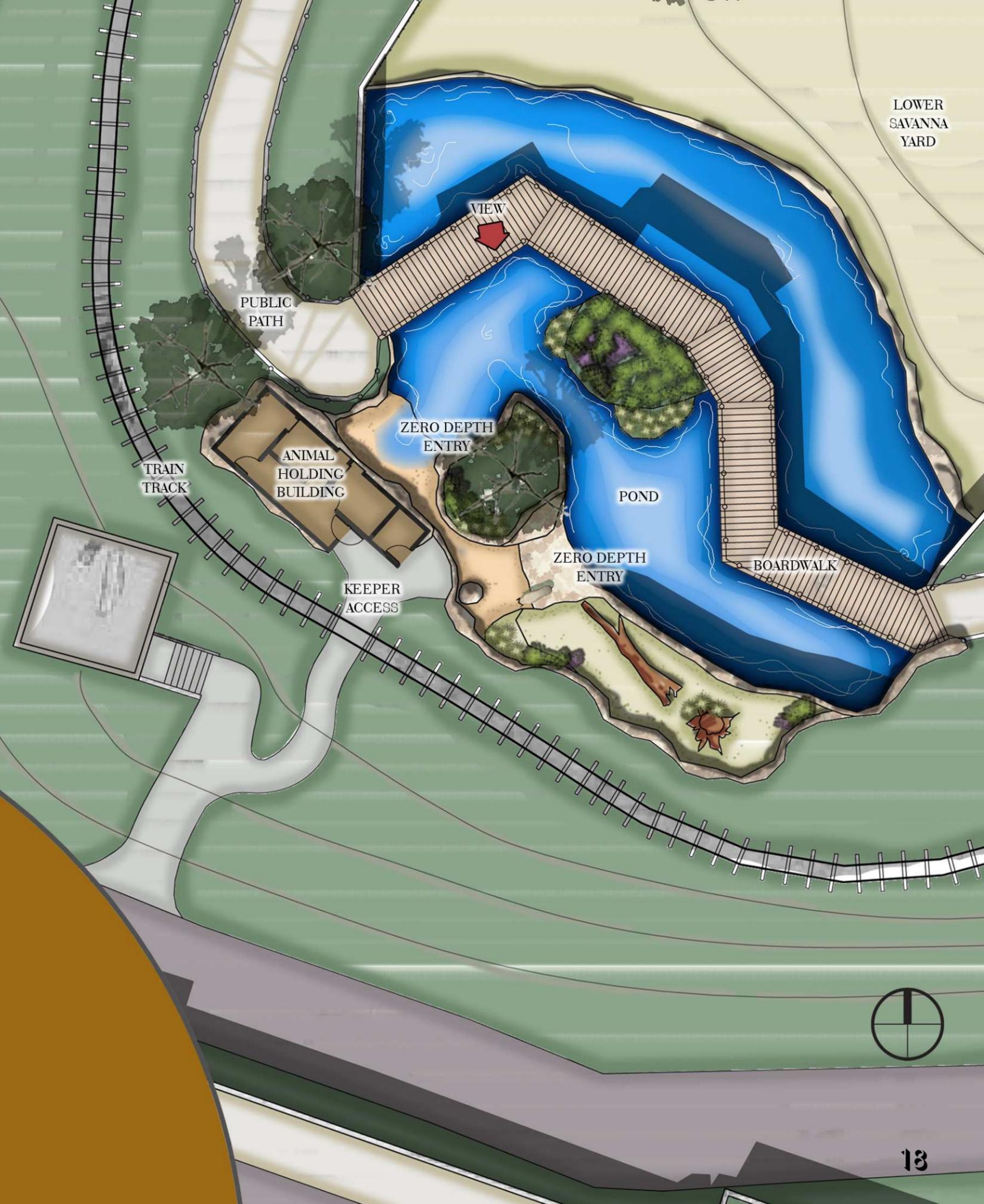
VIEW TOWARDS RED RIVER HOG

HIGHLIGHTS

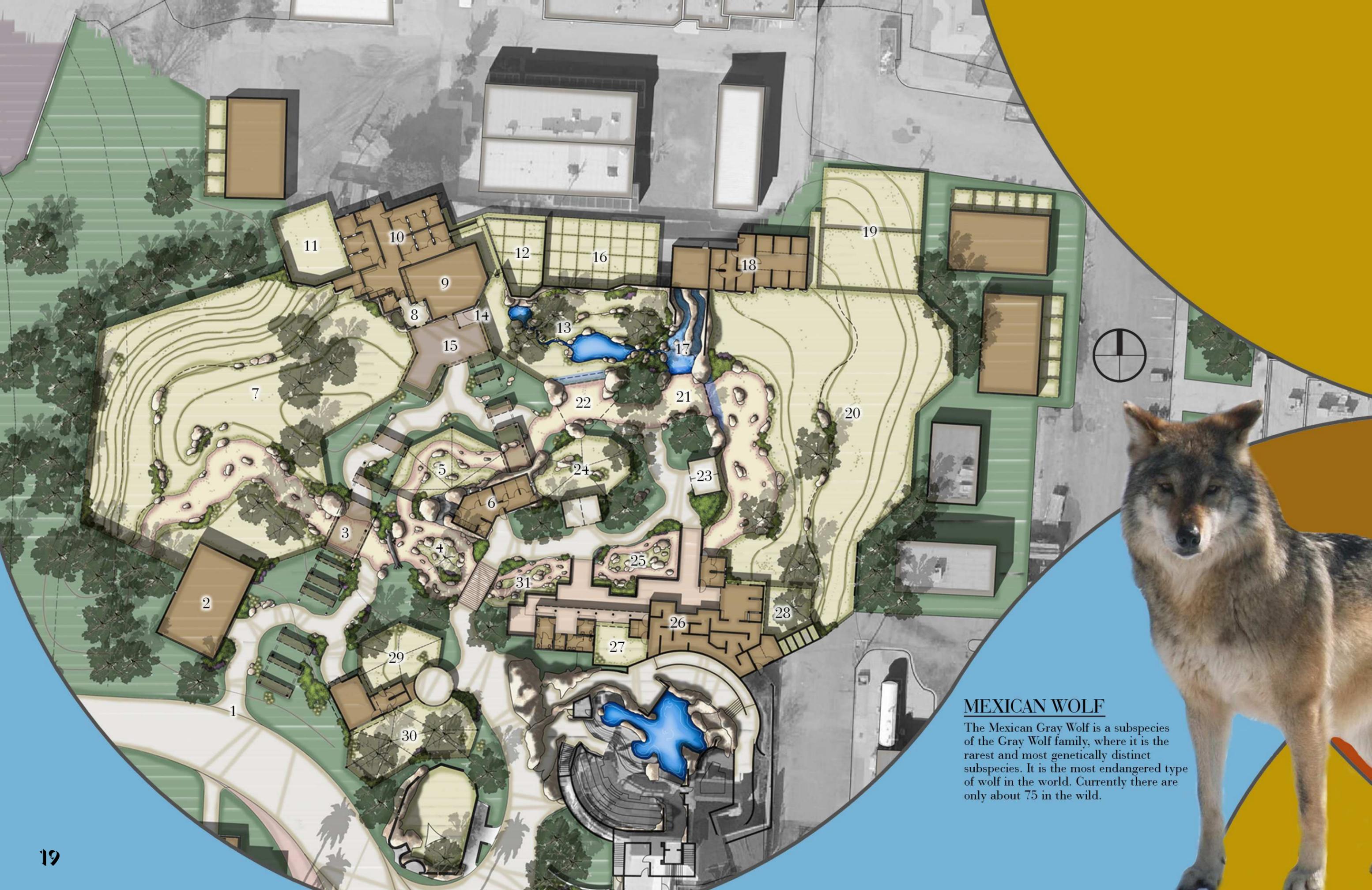
- 4,300 sf Animal yard
- 490 sf Holding Building
- Zero depth entry into pool
- View of animals while they are both on land and in water
- New view from train ride for guests.



RED
RIVER
HOG

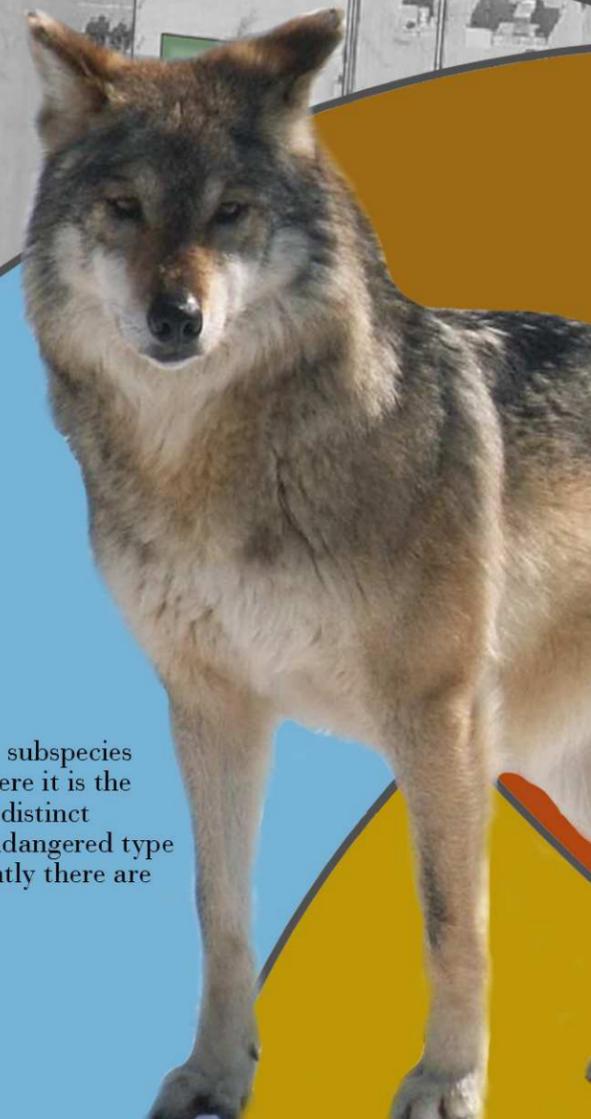


LOWER SAVANNA YARD



MEXICAN WOLF

The Mexican Gray Wolf is a subspecies of the Gray Wolf family, where it is the rarest and most genetically distinct subspecies. It is the most endangered type of wolf in the world. Currently there are only about 75 in the wild.



HIGHLIGHTS...

This entire portion of the Zoo will be replaced with a new Chihuahuan Desert experience highlighting the flora and fauna of the region surrounding El Paso and interpreting the effects of an arroyo. These vastly important naturally occurring environmental features are often overlooked and unseen by a majority of the El Paso population. As you enter the Chihuahuan Desert you will have an opportunity to go inside the Ranch House, with its amazing array of insects and small animals. Here you will have your first look at the Mexican Gray Wolf. Continuing on down the trail, you will wind under and around a dilapidated bridge, which provides shade at many viewing opportunities to other animals such as the Harris Hawk and Thick-billed Parrot, Ocelot, and Coati. Further into the experience, you will see a new Jaguar/ Mountain Lion exhibit. Next to that is a flash flood (arroyo) interpretive experience with water rushing down a slot canyon and crashing into the glass viewing window in front of you. Other animals you might find in this area include a mixed species exhibit with Javelina, Pronghorn, Turkey, and Sandhill Crane. Before leaving this area you will have the opportunity to see some ruins reminiscent of the ancient Casas Grandes site, and see animals such as Macaws, reptiles, Tortoises, Burrowing Owls, & Roadrunners.

LEGEND

- | | |
|--------------------------------|-------------------------------------|
| 1) Entry | 16) Off-Exhibit Holding |
| 2) Ranch House | 17) Flash Flood Interpretive |
| 3) Wolf Viewing | 18) Hoofstock Holding |
| 4) Mixed Species Yard | 19) Off-Exhibit Holding |
| 5) Coati Yard | 20) Large Mixed Species Yard |
| 6) Holding Building | 21) Arroyo Viewing |
| 7) Mexican Gray Wolf Yard | 22) Viewing |
| 8) Den Viewing | 23) Viewing |
| 9) Classroom | 24) Ocelot Exhibit |
| 10) Jaguar/ Wolf Holding | 25) Reptile Exhibit |
| 11) Off-Exhibit Holding | 26) Casas Grandes Interpretive Area |
| 12) Off-Exhibit Holding | 27) Small Mixed Species Yard |
| 13) Jaguar/ Mountain Lion Yard | 28) Macaw Holding |
| 14) Training Wall | 29) Thick-Billed Parrot Exhibit |
| 15) Wolf/ Jaguar Viewing | 30) Harris Hawk Exhibit |
| | 31) Badger Yard |

-Chihuahuan Desert- new 2018-
estimated pending bond rollout-

ANIMAL COLLECTION SUMMARY

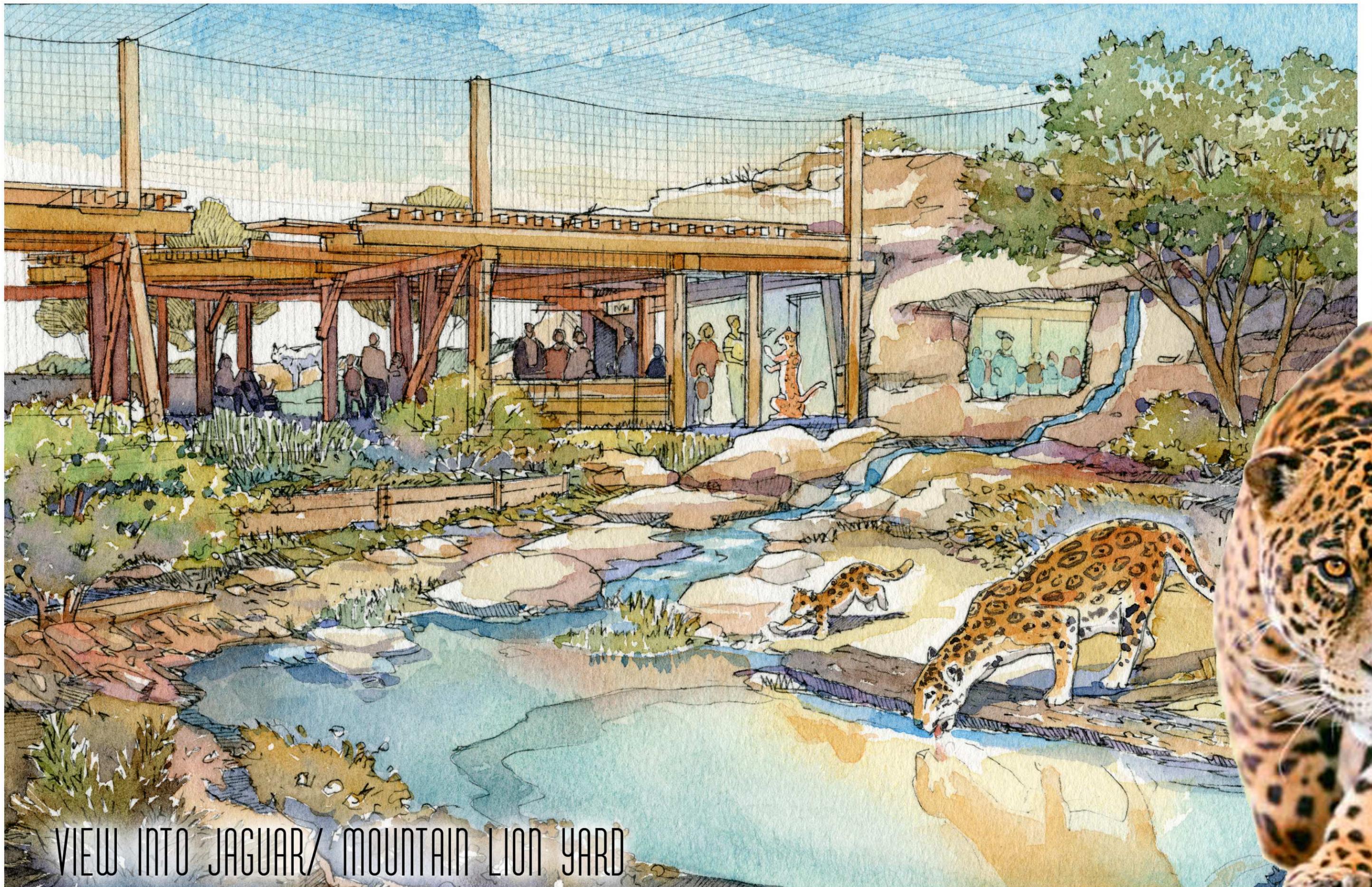
CHIHUAHUAN DESERT

Invertebrates
Mexican Gray Wolf
White-nosed Coati
Jaguar*
Mountain Lion*
Collared Peccary
Peninsular Pronghorn
Wild Turkey
Bolson Tortoise
Ocelot
Chuckwalla
Burrowing Owl
Greater Roadrunner
Quail
Screech Owl
Cottontail Rabbit
Desert Cottontail
Tortoise
Macaw
Thick-billed Parrot
Harris's Hawk

*Denotes species new to Zoo



CHIHUAHUAN DESERT



VIEW INTO JAGUAR/ MOUNTAIN LION YARD

HIGHLIGHTS

This exhibit will feature a 3,600 sf Jaguar and Mountain Lion yard, and will alternate between animals in the exhibit throughout the year.

Grade changes, different types of substrate, as well as a water feature provide complexity and a naturalistic habitat. Guests will have multiple different viewing opportunities including a training/ demonstration wall.



JAGUAR/ MOUNTAIN LION



GIANT ANTEATER

Giant Anteaters are the largest of the Anteater species, and may weigh between 40 and 100 lbs, and are between five to seven feet long. They have poor vision but have a great sense of smell. After the mom gives birth, its young will ride on its mother's back for up to a year.



THE AMERICAS

DESCRIPTION

There are many new and upgrades planned for the Americas area. By renovating this area it will create a more distinct approach to North and South America, and help to solidify the differences between both. Upon entering the Americas, you will be greeted by the sounds and color of Flamingo, with the Spider Monkey playing in the background. As you continue further, you will enjoy a new immersive series of exhibits. This will include Giant Anteater, a completely new Andean Bear exhibit, and a new Penguin exhibit. Other areas of note include a new Squirrel Monkey exhibit, new and improved Alligator exhibit with a wetlands walking area, a new Galapagos Tortoise exhibit, and a new restroom to service this area of the zoo.

LEGEND

- 1) Gateway to the Americas
- 2) Flamingo -new 2022
- 3) Aviary -updated 2016
- 4) Spider Monkey
- 5) Spider Monkey Holding
- 6) Flamingo Holding & Filtration -new 2022
- 7) Anteater Yard -new 2022
- 8) Anteater Holding -new 2022
- 9) Andean Bear Holding -new 2022
- 10) Andean Bear Yard -new 2022
- 11) Restrooms -new 2016
- 12) Storage for Events Tent -new 2016
- 13) Service Drive
- 14) Penguins -new 2021
- 15) Penguin Holding & Filtration -new 2021
- 16) Squirrel Monkey -new 2022
- 17) Reptile House -updated 2015
- 18) Boardwalk through Marsh -new 2017
- 19) American Alligator -new 2017
- 20) Holding -new 2017
- 21) Galapagos Tortoise -new 2017
- 22) Restrooms -new 2018
- 23) South American Pavilion -updated 2018

-dates estimated pending bond rollout-

ANIMAL COLLECTION SUMMARY

FLAMINGO

Chilean Flamingo*

AVIARY

Black-bellied Tree Duck
 Blue-winged Teal
 Common Moorhen
 Hooded Merganser
 Inca Tern
 Mourning Dove
 Northern Mockingbird
 Greater Roadrunner
 Scarlet Ibis
 W. Indian Black-billed Whistling Duck
 Western Cattle Egret

American Avocet

White-throated Magpie Jay

SPIDER MONKEY ISLAND

Spider Monkey

ANTEATER

Giant Anteater*

ANDEAN BEAR

Andean Bear

PENGUINS

Humboldt Penguin*

SQUIRREL MONKEY

Squirrel Monkey*

ALLIGATOR

American Alligator

TORTOISE

Galapagos Tortoise

REPTILE HOUSE- OFF EXHIBIT

Amazon Tree Boa
 Aruba Island Rattlesnake
 Banded Gila Monster
 Barred Tiger Salamander
 Black-tailed Rattlesnake
 Blue Poison Dart Frog
 Cascabel Rattlesnake
 Desert Rosy Boa
 Emerald Tree Boa
 Green and Black Poison Dart Frog
 Grey-banded Kingsnake
 Matamata
 Mexican Beaded Lizard
 Panamint Rattlesnake
 Pgymy Faded Rattlesnake
 Texas Tortoise
 Western Chuckwalla
 Western Diamondback Rattlesnake
 Hopi Rattlesnake

REPTILE HOUSE- ON EXHIBIT

Amazon Tree Boa
 Axolotl
 Black-spotted Newt
 Blue Poison Dart Frog
 Cascabel Rattlesnake
 Desert Massasauga Rattlesnake
 Eyelash Palm Viper
 Green and Black Poison Dart Frog
 Grey-banded Kingsnake
 Lemur Tree Frog
 Mexican Moccasin
 Mojave Desert Sidewinder
 Red-eyed Tree Frog
 San Esteban Chuckwalla
 Southern Puerto Rican Crested Toad
 Southern Ridgenose Rattlesnake
 Uracoan Rattlesnake
 Virgin Islands Boa
 Western Diamondback Rattlesnake
 Woodhouse's Toad

SOUTH AMERICAN PAVILION

Elegant Crested Tinamou
 Hoffman's Sloth
 Saffron Finch
 Emerald Tree Boa
 Red Piranha
 Yellow Anaconda
 Banded Cichlid
 Blue-crowned Motmot
 Geoffroy's Marmoset
 Golden Lion Tamarin
 Plush-crested Jay
 Rhinoceros Iguana
 Banded Cichlid
 Black Sawtooth Catfish
 Orangespot Freshwater Stingray
 Silver Arawana
 Cotton-top Tamarin
 Red-crested Cardinal
 Prehensile-tailed Porcupine

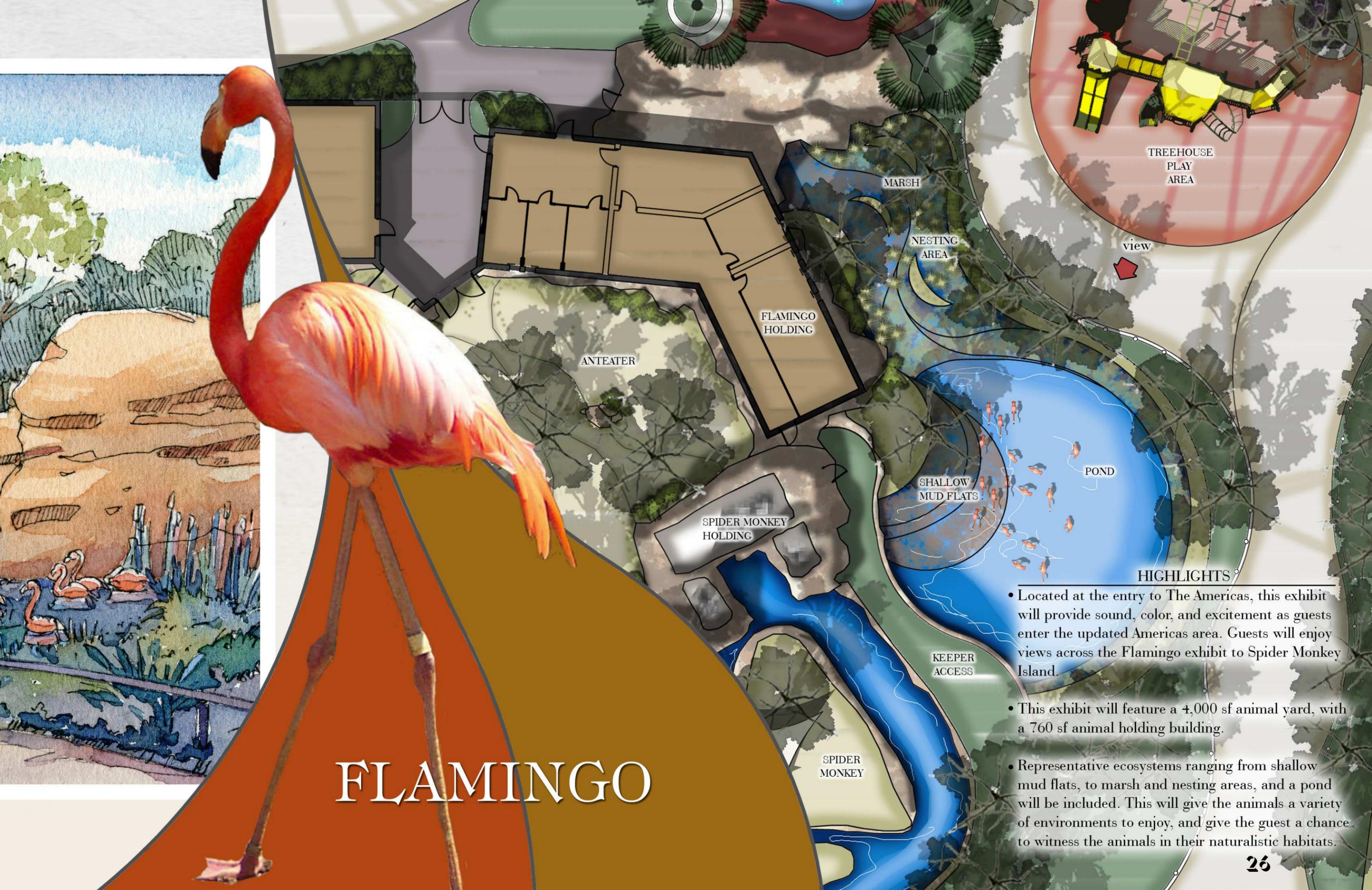
SOUTH AMERICAN PAVILION- HOLDING

Carbonera Springs Pupfish
 Degu
 Green and Black Poison Dart Frog

* denote species new to zoo



VIEW TOWARDS FLAMINGO



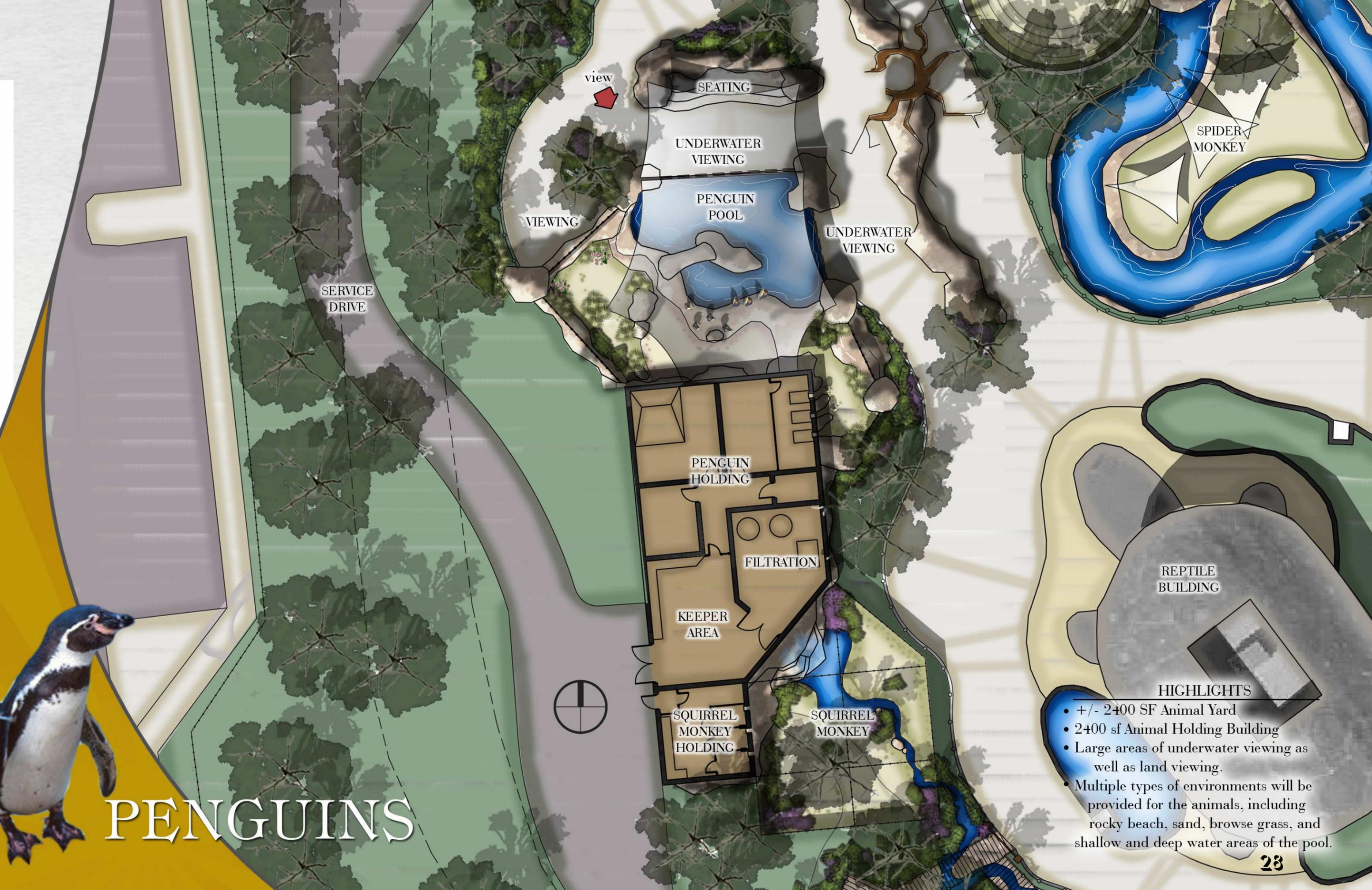
FLAMINGO

HIGHLIGHTS

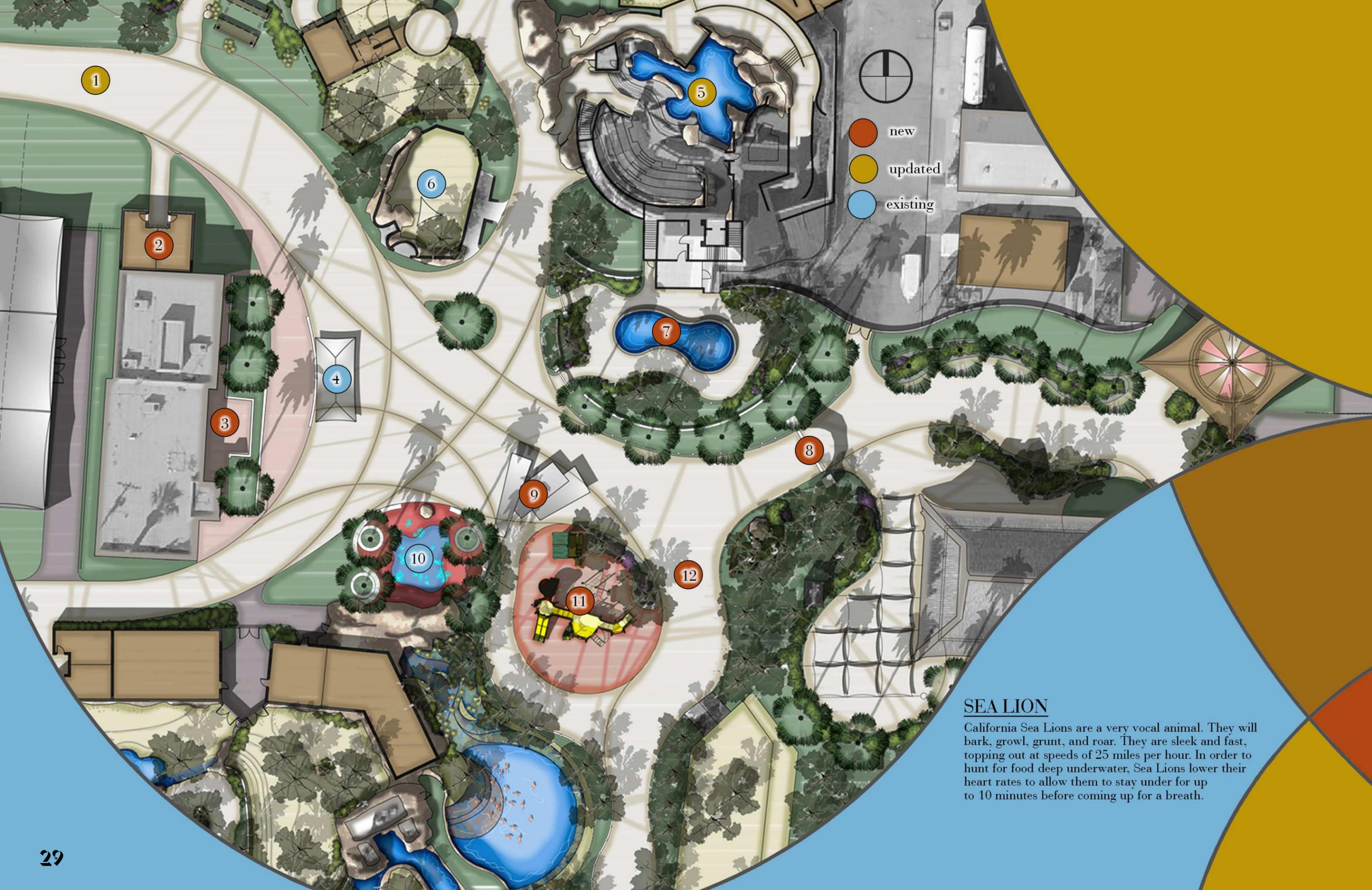
- Located at the entry to The Americas, this exhibit will provide sound, color, and excitement as guests enter the updated Americas area. Guests will enjoy views across the Flamingo exhibit to Spider Monkey Island.
- This exhibit will feature a 4,000 sf animal yard, with a 760 sf animal holding building.
- Representative ecosystems ranging from shallow mud flats, to marsh and nesting areas, and a pond will be included. This will give the animals a variety of environments to enjoy, and give the guest a chance to witness the animals in their naturalistic habitats.



PENGUINS



- HIGHLIGHTS**
- +/- 2400 SF Animal Yard
 - 2400 sf Animal Holding Building
 - Large areas of underwater viewing as well as land viewing.
 - Multiple types of environments will be provided for the animals, including rocky beach, sand, browse grass, and shallow and deep water areas of the pool.



- new
- updated
- existing

SEA LION

California Sea Lions are a very vocal animal. They will bark, growl, grunt, and roar. They are sleek and fast, topping out at speeds of 25 miles per hour. In order to hunt for food deep underwater, Sea Lions lower their heart rates to allow them to stay under for up to 10 minutes before coming up for a breath.

DESCRIPTION

The Americas Plaza will continue to serve as the Zoo's central core open space. Various improvements will be made to enhance the usefulness and attractiveness of this space. This will include additional shaded seating and picnic areas, removing the solar panel and concession stand from the center of the plaza to open it up, and updating graphics and gateways to improve wayfinding and the overall guest experience. This plaza will be seen as a hub between Africa, Chihuahuan Desert, the Americas, and Asia.

The Sea Lion guest experience will be improved at the show seating area by removing elements that block views. A touch tank will be added just south of the Sea Lion area, which will feature Rays, as well as providing a unique guest experience. This will also be a revenue generator.

LEGEND

- 1) Path from Entry/ Africa -updated 2017
- 2) Restrooms -new 2016
- 3) Administration -updated 2021
- 4) Existing Shade Structure
- 5) Sea Lion -updated 2016
- 6) Prairie Dog
- 7) Touch Tank -new 2020
- 8) Gateway to Asia -new 2017
- 9) Shade Structure/ Seating Area -new 2017
- 10) Splash Pad
- 11) Play Area -new 2015
- 12) Gateway to South America -new 2017

-dates estimated pending bond rollout-

ANIMAL COLLECTION SUMMARY

TOUCH TANK

Cownose Rays*

SEA LION

California Sea Lion

King Angelfish

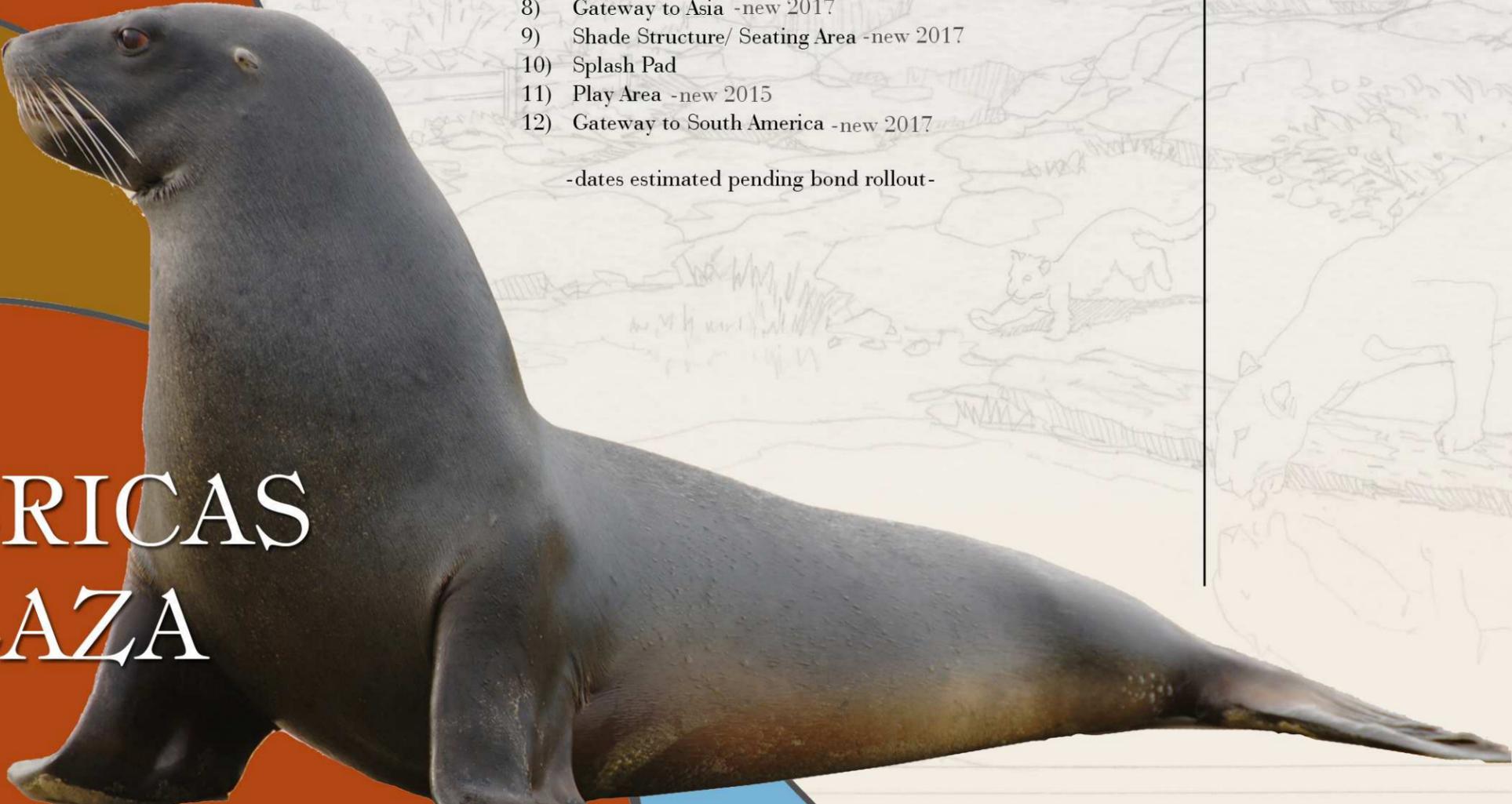
Longnose Butterfly Fish

Zebra Moray

PRARIE DOG

Black-tailed Prairie Dog

*Denotes species new to Zoo

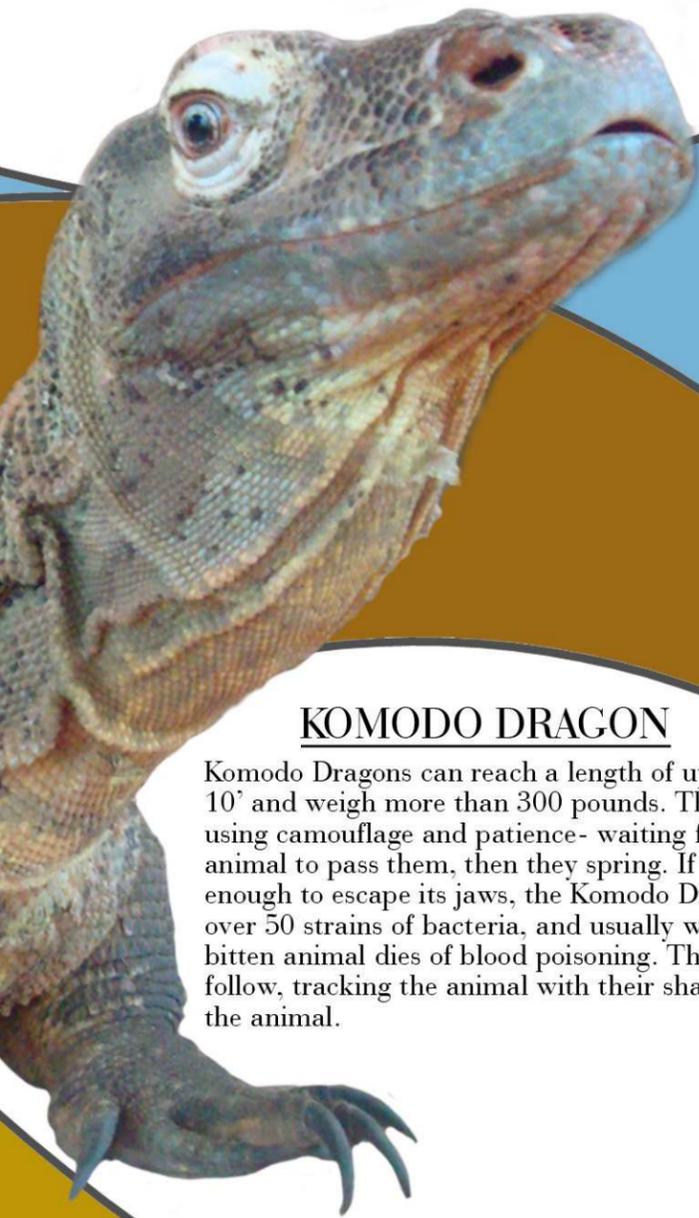


AMERICAS PLAZA

ASIA



-  new
-  updated
-  existing



DESCRIPTION

Improvements to Asia include, an updated circulation route, which brings people past the new larger carousel. This area will have a large covered seating area. Moving through the Asian education area/ Grasslands Cafe, the existing Elephant yard will be updated and improved to accommodate evolving recommendations for Elephant or Rhino/ Warty Pig. See pages 35-36 for additional explanation. Moving towards the Orangutans, notice the new climbing structures for them to play on. Continuing on walking past Tapir yards, you see Leopard yard which includes new mesh to improve visibility, and come upon the biggest addition to Asia- the new Asian Complex.

A new addition will more than double the size of the Forest Complex. At the entry will be an outdoor Komodo Dragon yard and shaded viewing. As you enter the building immediately on your right will be Langur and Asian Otter. Continuing on, you pass the indoor Komodo Dragon yard. Other animals that will be found in this area will include Rhinoceros Hornbill and Red Panda.

LEGEND

- | | |
|------------------------------------|---|
| 1) Asia Gateway-new 2017 | 14) New Asian Complex-new 2023 |
| 2) Carousel -new 2017 | 15) Forest Complex- Nocturnal |
| 3) Seating Area -new 2017 | 16) Forest Complex |
| 4) Asia Plaza -new 2017 | 17) Amur Leopard-updated 2020 |
| 5) Elephants or Rhinos & Warty Pig | 18) Tiger -updated 2025 |
| 6) Elephants or Rhinos & Warty Pig | 19) Sun Bear |
| 7) Rhino Yard -updated 2020 | 20) Przewalski's Horse Holding |
| 8) Rhino/ Warty Pig holding | 21) Przewalski's Horse Yard |
| 9) Tapir Yard | 22) Grasslands Cafe |
| 10) Tapir Yard | 23) Orangutan |
| 11) Tapir holding | 24) Forest Complex Amphitheater & Pool |
| 12) Tapir holding | 25) Asian Discovery Center-updated 2022 |
| 13) Siamang Island | 26) Tapir holding expansion -updated 2018 |

-dates estimated pending bond rollout-

KOMODO DRAGON

Komodo Dragons can reach a length of up to 10' and weigh more than 300 pounds. They hunt by using camouflage and patience- waiting for an unsuspecting animal to pass them, then they spring. If the animal is lucky enough to escape its jaws, the Komodo Dragon's saliva contains over 50 strains of bacteria, and usually within 24 hours the bitten animal dies of blood poisoning. The Komodo Dragon will follow, tracking the animal with their sharp sense of smell, and eat the animal.

ANIMAL COLLECTION SUMMARY

RHINO

Greater One Horned Asian Rhino*
Warty Pig*

TAPIR

Common White-eye Duck
Malayan Tapir
Moluccan Radjah Shelduck
Western Cattle Egret

TURTLE POOL

Alligator Snapping Turtle
Red-eared Slider
River Cooter

FOREST COMPLEX

Sumatran Orangutan
Malayan Sun Bear
Malayan Tiger
Amur Leopard

FOREST COMPLEX AMPHITHEATER POOL

Common Carp
Koi

FOREST COMPLEX ATRIUM

Azure-winged Magpie
Bali/Rothschild's Mynah
Bartlett's Dove
Indian Pygmy Goose
Marbled Teal
Maritius Pink Pigeon
Masked Lapwing
Nicobar Pigeon
Palawan Peacock Pheasant
Victoria Crowned Pigeon
White-breasted Kingfisher
White-crested Laughing Thrush
Yellow-vented Bulbul

Burmese Python
Sand Cat

* denote species new to zoo

FOREST COMPLEX- NOCTURNAL

Prevost's Squirrel
Pygmy Slow Loris
Common Tree Shrew
Small Flying Fox
Northern Tree Shrew
Tawny Frogmouth

NEW ASIAN COMPLEX

Komodo Dragon*
Silvered Leaf Langur or
Francois' Langur*
Asian Small Clawed Otter*
Rhinoceros Hornbill
Red Panda*

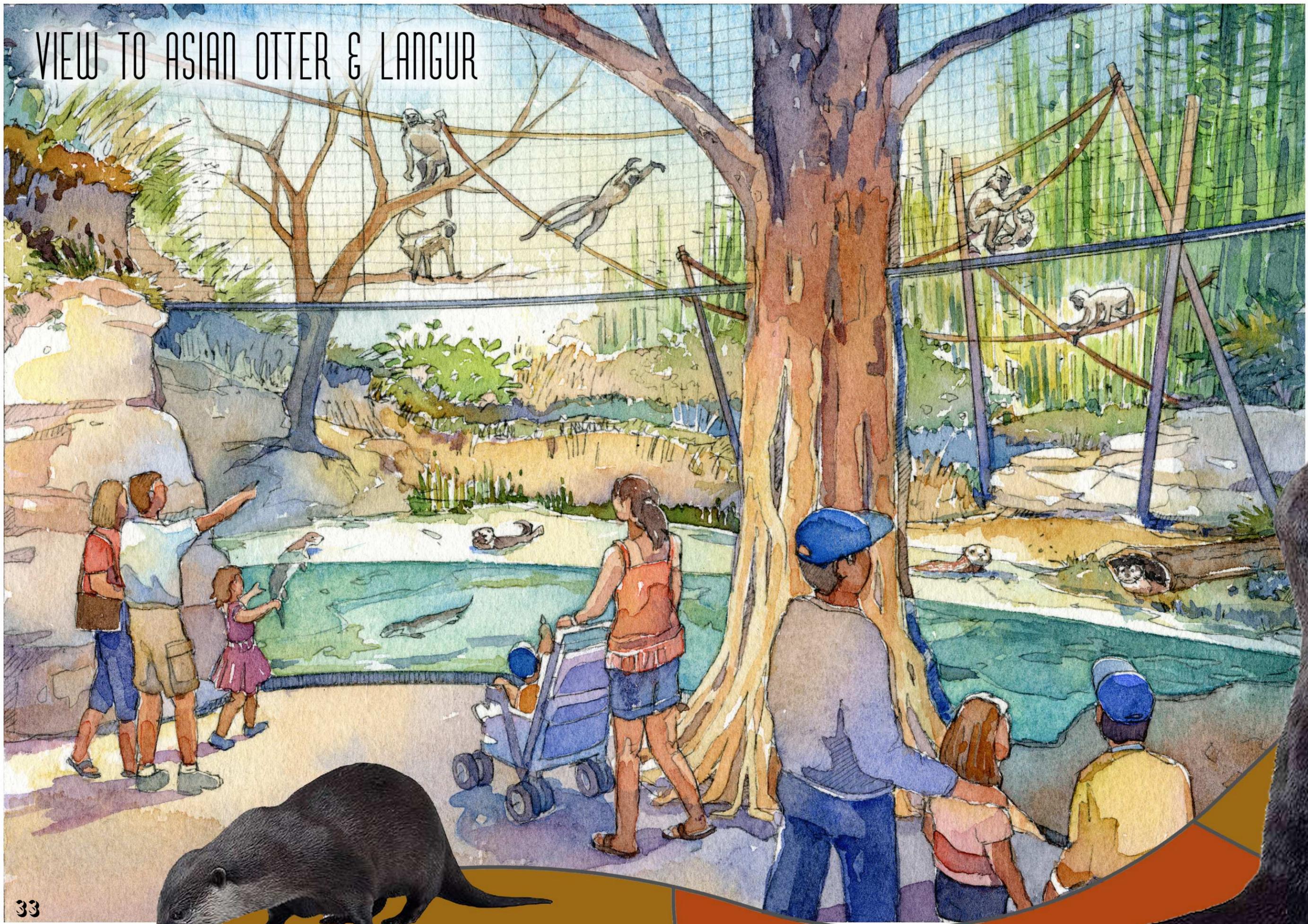
ASIAN GRASSLANDS

Hooded Crane
Mandarin Duck
Przewalski's Wild Horse
White-winged Wood Duck

PRIMATE

Siamang

VIEW TO ASIAN OTTER & LANGUR



HIGHLIGHTS

This exhibit will feature a 1200 sf indoor exhibit yard, a 460 sf holding building, and 325 sf off-exhibit yard.

Langur will also be featured in this exhibit.

A variety of waterfalls, pools, rockwork, climbing structures, and vegetation will create an intriguing guest experience.

LEGEND

- 1) Bench
- 2) Komodo Viewing
- 3) Outdoor Komodo Yard
- 4) Komodo Shack
- 5) Indoor Komodo Yard
- 6) Asian Otter/ Langur
- 7) Asian Otter Holding
- 8) Outdoor Otter Off-Exhibit Yard
- 9) Rhinoceros Hornbill
- 10) Red Panda/ Hornbill Holding/
Komodo Holding Below
- 11) Red Panda
- 12) Komodo Transfer Below Public Path
- 13) Otter Life Support
- 14) Langur Holding

ASIAN FOREST EXPANSION 34



ELEPHANTS



The first tenet of our Association of Zoos and Aquariums (AZA) accreditation is the adherence to higher animal welfare standards. Our requirements are intended to meet or exceed the physical, mental, and social needs of the animals in our care.

The just over 200 AZA accredited zoos and aquariums in the U.S. operate differently from the approximately 2000 zoos and aquariums that only meet USDA permit standards. One major difference is that together we manage endangered species. Breeding populations are made up of our collective inventories to insure genetic viability and stable numbers. Sustainable populations within zoos are imperative as wild populations plummet in the face of expanding human pressures and environmental changes. We do our part at the El Paso Zoo by following management recommendations when given. We also provide space for non-breeding animals and bachelor groups when it contributes collectively to sustainable zoo populations. As a testament to our constant desire to always improve, these welfare standards and population management strategies continue to evolve.

Asian Elephants have been residents of the El Paso Zoo since Mona made her arrival in 1956. For years Mona was housed alone in an outdoor yard measuring 3,000 sf. Currently the El Paso Zoo is home to two Asian female elephants in facilities built in 1993 with an outdoor yard of just over a half acre (1 acre = 43,560 sf). In 2013 Savannah will turn 61 and Juno will be 46. Average life expectancy for female Asian elephants is 41 years old.

Elephants present a particularly difficult set of challenges. Their numbers in the wild for both Asian and African species continue to rapidly decline from a million Asian elephants in 1900 to an estimated 50,000 wild Asian elephants in isolated pockets throughout Asia. In North American zoos we have other challenges. Standards are changing to provide these highly social animals more socially relevant herd sizes. Safety regulations for elephant keepers are also changing. Elephants mature slowly, have an extended gestation period, experience infant mortality (as do all animals), require a high animal to keeper ratio, are not easy to move, and artificial insemination is a relatively new tool. Add all this to an aging population of just 146 individuals in North America of which only 74 (29 males and 45 females) represent animals that may have the capacity to breed and one can see the need for accredited zoos to work together.

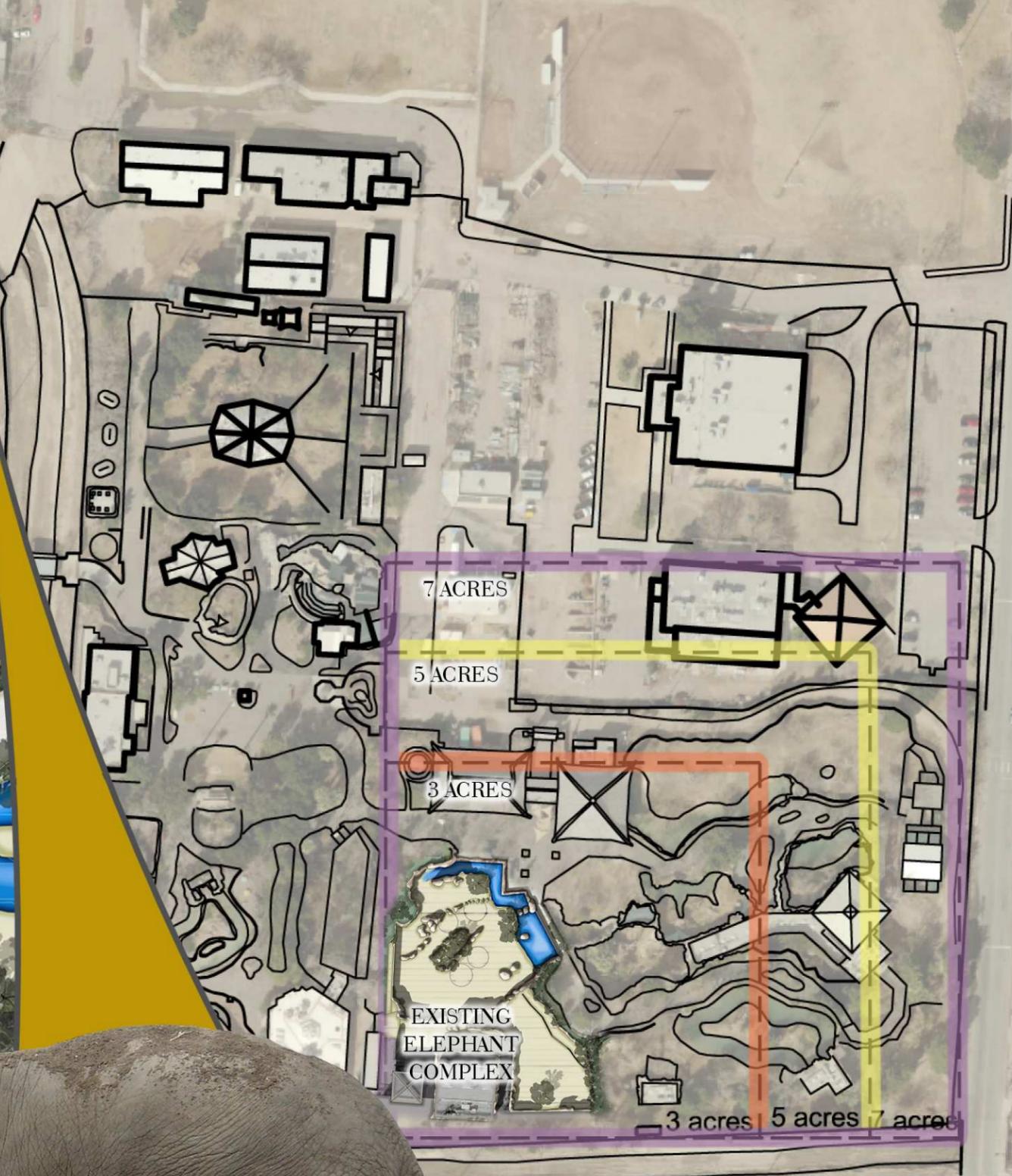
Current demographic projections indicate that the Asian elephant population in North America will not grow beyond the existing size for the next few decades. Projections predict a continual shortage of animals for exhibits and that there may not be elephants available to replace older individuals or fill new or expanded exhibits.

The Zoo is presently evaluating the complex issues involved to determine what is best for their resident elephants, best for conservation of the species, and best for the community of El Paso. The AZA recommendations are to provide facilities that can accommodate a minimum sized family group, defined as “three females, or two males, or three elephants of mixed gender.” Yard space is recommended to be not less than 5400sf per elephant. The existing facility meets these minimum recommendations; three indoor stalls and two exterior exhibit yards totaling 22,000sf, as well as an exterior off exhibit yard. While the yard space meets the new written recommendation, the trend is certainly to provide significantly more outdoor area (many zoos are trying to provide one acre per elephant or even more). Without eliminating other surrounding animal exhibits, an education building, and a restaurant there is little possibility for expansion of our outdoor space. The diagram to the right demonstrates the impact of making such an investment within the confines of the existing El Paso Zoo footprint. At this time the Master Plan team does not suggest making this trade-off of eliminating the majority of the Asian area of the zoo for a three acre elephant exhibit, eliminating all of Asia for a five acre elephant exhibit, or all of Asia and the entire maintenance facility for a seven acre elephant exhibit.

Another major consideration and likely the most important is the availability of elephants. There are many zoos that currently house only two elephants. As the AZA seeks to create social groups of three elephants or more at any given institution, the concern arises that there are not enough elephants for every zoo that has a facility and desires to continue an elephant program. According to the AZA population managers, zoos will not be supported in planning to only keep two elephants. At the same time many factors could affect the elephant population in this management program that cannot be forecasted right now such as: breeding success, import of new animals from the wild, acquisition of elephants not currently in AZA intuitions, etc. There is also the potential of elephants that are socially incompatible with other animals and will need to have homes outside of the new group size requirement.

There are currently too many unknowns to make an informed decision right now regarding the future of elephants at the El Paso Zoo. The Zoo will continue to actively explore and pursue options as they arise, realizing that several different factors including the age of our existing elephants, the availability of additional or replacement elephants, and the sex and age of these new animals will trigger a decision point within the next two to five years.

The current Master Plan includes a half million dollars to make elephant facility upgrades with no increase in yard size. Or the allocated funds could be available for retrofits to the existing elephant facilities to provide exhibit and breeding facilities for the rare and highly endangered Asian rhinoceros.



IMPACT OF LARGER FACILITY
(NOT RECOMMENDED AT THIS TIME)



- new
- updated
- existing

SERVICE & SUPPORT

LEGEND

- 1) Animal Breeding -new 2017
 - 2) Commissary
 - 3) Animal Quarantine
 - 4) Animal Hospital
 - 5) Hay Barn
 - 6) Off-Exhibit Holding -new 2017
 - 7) Off-Exhibit Holding -new 2017
 - 8) Warehouse
 - 9) Shop
 - 10) Employee Parking
 - 11) Outdoor Storage
 - 12) Off-Exhibit Animal Holding Building
 - 13) Canal- Covered -new 2015
- dates estimated pending bond rollout-

While much of the focus of the master plan is rightly centered specifically around animal exhibits and guest attractions there are many other areas that require careful consideration and planning to support the mission and goals of the Zoo.

Maintenance

The current funding level has not allowed the Zoo to keep up with all the ongoing expenses of general maintenance. They have recognized the importance of setting aside such resources on an annual basis to ensure that all corners of the campus are safe, functional, and attractive for guests, staff and animals. These can be defined in three groups; catching up on deferred maintenance items, making repairs and upgrades that can be scheduled, and allowing for unforeseen maintenance issues as they arise. Types of work include but are not limited to: paving, fencing, guardrails, handrails, painting, roofing, doors, hardware, HVAC, plumbing, and electrical.

Utility infrastructure

There are several utility projects that will need to be developed to accommodate plans outlined in other parts of this document.

The largest project is to build an underground culvert for the Franklin canal from the service bridge at the NE corner of Africa south and turning east to the service bridge south of the elephant barn. This will create developable land for the Chihuahuan Desert exhibit, the event tent, as well as the penguin exhibit and surrounding work.

It would be desirable to change existing overhead power lines that cross through the west side of the service area to an underground utility corridor. This change would again create some developable space and clean up exhibit sight lines.

Back up power generators should be considered for at least two locations; the veterinary hospital and the South American Pavilion, as well as any other areas where back-up power is important to maintain systems critical for animal care.

Off exhibit holding & breeding

New facilities are vital to meet the requirements and goals of the animal conservation programs. There are ongoing needs for animal management that sometimes cannot be accommodated in exhibit holding buildings including: introductions, breeding, incompatibility of animals, exhibits or buildings closed for renovations, etc. Three new buildings are anticipated to house a wide variety of species.

Graphics

An overall graphic design effort for the Zoo including way finding, interpretives and general information should be undertaken to create consistency from one region of the Zoo to the next. This can be very beneficial in improving the overall guest experience, advancing educational effectiveness, raising conservation awareness, and reinforcing the El Paso Zoo brand.

Parking

It is recognized that public parking is at a premium. On the busiest days off-site overflow parking is found at the Coliseum across Paisano to the south. This and other off-site options should continue to be explored as there is no room for on-site expansion of public parking.

Implementation...

Throughout the course of implementation the Zoo must keep operating effectively and be careful to not overburden staff with design and construction. To accomplish this, unrelated projects are separated and spaced out appropriately to minimize competing for staff time and involvement. Accordingly, related work is grouped and planned together to coordinate overlapping requirements and avoid unnecessary rehashing of similar issues.

A few different categories of projects are planned to initiate the execution of this plan as quickly as bond dollars are available.

First are those that are almost “shovel ready”. They fall into one of the following categories; portions of previous projects that were not built due to budget restraints at the time, have had some significant planning already done, or that otherwise will require a modest amount of design time. These projects include completing the reptile house, African Wild Dog holding and other small projects in Africa.

Next are projects such as the wildlife theater, the event tent, and the carousel site. They have been identified as those that can have a significant impact on guest stay time or create opportunities for revenue generation. These areas are less time intensive on the design end than the major animal exhibits, and can be initiated relatively quickly.

Also included in the first few years are two off-exhibit animal holding buildings that can be used for a variety of different species throughout the course of construction the next 12 years and beyond for temporary housing and animal management needs as required.

Another major factor in determination of the order of development was consideration of what sites can be built on today without having to relocate an existing animal or program (ie- the wildlife theater and event tent will be built on currently undeveloped sites) then looking at sequencing to determine what the domino effect will be in areas as they undergo redevelopment.

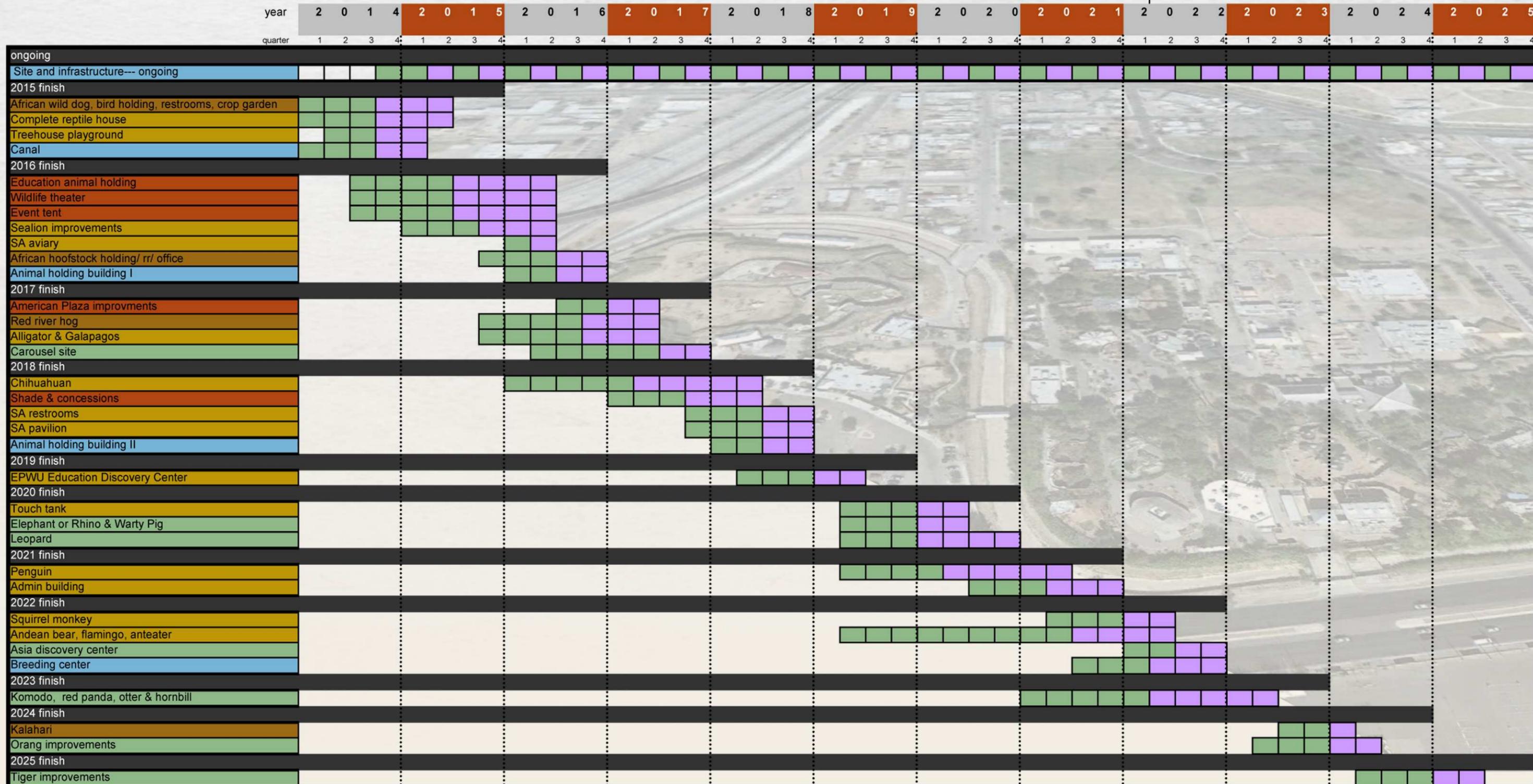
Finally, there are several signature attractions that are expected to generate the most interest in the community. These are planned to open at two to three year intervals to maintain a constantly renewing excitement among Zoo patrons and the corresponding rise in attendance with each. These are identified as the Wildlife Theater, Chihuahuan Desert, Penguin and the Asian Forest Expansion for Komodo Dragon- Asian Otter, Red Panda and Hornbill.

The Design and Construction Schedule is divided into project specific timelines and shows how each phase will overlap with concurrent projects going on. The following Budget Timeline has project specific budgets (adjusted for inflation), with annual totals and totals for each area of the Zoo (entry, Africa, Americas, Asia and support), separated by the anticipated funding source.



DESIGN & CONSTRUCTION SCHEDULE

DESIGN SCHEDULE
 CONSTRUCTION SCHEDULE



ENTRY & EVENTS

AFRICA

AMERICAS

ASIA

SERVICE & SUPPORT

Projects anticipated to be funded by city bond

bond funding	Year One			Year Two			Year Three			Year Four		
	project	2015 cost	+ 2.5% annually	project	2015 cost	+ 2.5% annually	project	2015 cost	+ 2.5% annually	project	2015 cost	+ 2.5% annually
			1			1.025			1.05			1.076
			0	Education animal holding	600,000	615,000	Plaza improvements	550,000	577,500	Shade & concession	300,000	322,800
			0	Event tent/ restrooms	1,700,000	1,742,500		0	0		0	0
			0	Wildlife theater	1,200,000	1,230,000		0	0		0	0
			0		0	0		0	0		0	0
	African wild dog	500,000	500,000		0	0	Red river hog/ dik dik	725,000	761,250		0	0
	African bird holding	300,000	300,000		0	0		0	0		0	0
	African rest rooms	250,000	250,000		0	0		0	0		0	0
			0		0	0		0	0		0	0
	Complete reptile house	550,000	550,000	Sea lion improvements	700,000	717,500	Alligator	650,000	699,400	Chihuahuan	12,900,000	13,880,400
			0	SA aviary	450,000	461,250	Galapagos	550,000	577,500	SA restrooms	250,000	269,000
			0		0	0		0	0	SA pavilion	200,000	220,600
			0		0	0		0	0		0	0
			0		0	0	Carousel site	1,000,000	1,050,000	Tapir Yard & Holding	150,000	161,400
			0		0	0		0	0		0	0
			0		0	0		0	0		0	0
			0		0	0		0	0		0	0
	Site and infrastructure	596,000	596,000	Site and infrastructure	596,000	610,900	Site and infrastructure	596,000	625,800	Site and infrastructure	596,000	641,296
	Canal & drives	3,000,000	3,000,000	Animal management	50,000	51,250	Animal management	50,000	52,500	Animal management	50,000	53,800
			0	Animal holding I	300,000	307,500		0	0	Animal holding II	300,000	322,800
			0		0	0		0	0		0	0
			5,196,000			5,735,900			4,343,950			15,872,096

*Budgeted in Entry & Events, but graphically shown in America's Plaza

Projects supported by private funding sources

private funding	Year One			Year Two			Year Three			Year Four		
	project	2015 cost	+ 2.5% annually	project	2015 cost	+ 2.5% annually	project	2015 cost	+ 2.5% annually	project	2015 cost	+ 2.5% annually
			1			1.025			1.05			1.076
			0			0			0			0
			0			0			0			0
	Crop garden exhibit	50,000	50,000	Hoofstock hold/ rr/ office	150,000	153,750		0	0		0	0
			0	Giraffe Shade Structure	150,000	153,750		0	0		0	0
	Tree house playground	500,000	500,000		0	0		0	0		0	0
			0		0	0		0	0		0	0
			0		0	0	Carousel	600,000	630,000		0	0
			0		0	0		0	0		0	0
			0		0	0		0	0		0	0
			0		0	0		0	0		0	0
			550,000			307,500			630,000			0

FUNDING PLAN

-  Project Funded by Bond Money
- Projects Funded by Private Funding Sources
-  Crop Garden
-  Tree House Playground
-  Hoofstock Holding/ Restrooms/ Office
-  Warty Pig
-  Flamingo
-  Anteater
-  Asian Otter
-  Hornbill
-  Orangutan Improvements
-  Tiger- Training Wall, Glass Viewing, Deck
-  Carousel



BUSINESS PLAN

INTRODUCTION

Zoo Advisors worked closely with WDM Architects, the Zoo, and Zoo Society to conduct an in-depth assessment of current organizational structure and capacity, financial resources, and fundraising experience, along with market potential and new revenue and attraction opportunities. WDM Architects were the project lead, with Principal David Walsh and Senior Advisor Kathy Wagner from Zoo Advisors conducting the business planning initiative. Project activities occurred between March and August 2012.

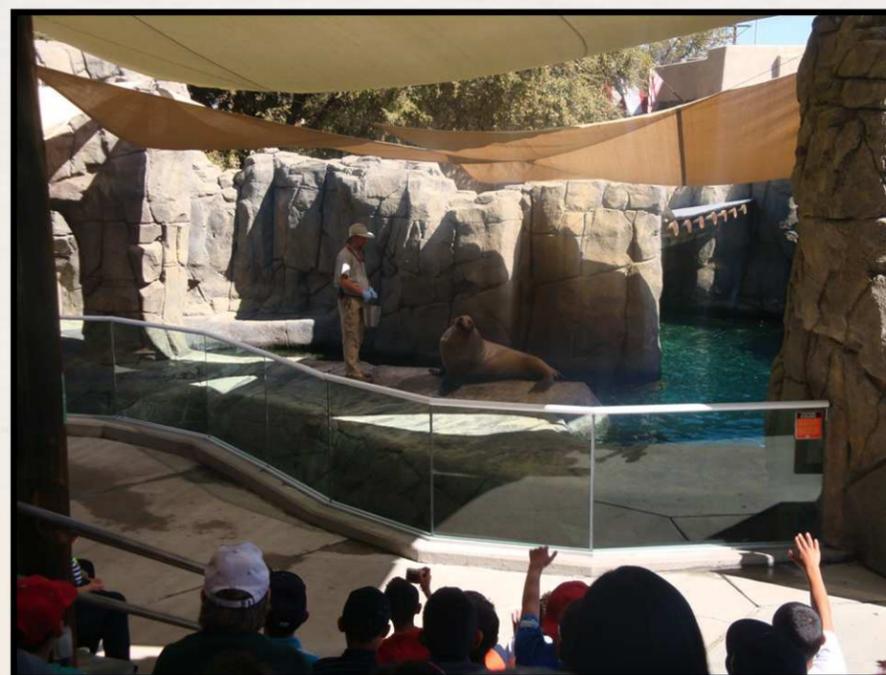
CURRENT GOVERNANCE

The Zoo is owned, governed, and operated by the City of El Paso through the office of the City Manager, and partially supported by the El Paso Zoological Society, a nonprofit 501(c)3 organization led by a paid Executive Director and volunteer Board of Directors. Capital improvements are funded through City bond initiatives, with supplemental support from private funds raised by the Zoo Society. The Zoo has 144 City employees and is responsible for all animal care, guest experiences, finances, concessions oversight, marketing and facilities; the Society employs a small staff of about seven, led by the Executive Director, who is also the chief fundraiser. The Society is responsible for all fundraising activities including events, membership, volunteers, some education programming, and also provides support for some marketing initiatives. The Society also supports the salary of the Zoo's Marketing Manager, although she reports to the Zoo Director. All concessions are outsourced to SSA.

The Executive Director of the Society participates in all leadership team meetings and planning initiatives. The Zoo Director and Society Director work together to promote the Zoo in public meetings, social events, and speaking engagements and there is a climate of mutual respect.

The Society Board has a potential membership of 30; however, at present there are just 21 members, providing an opportunity to build a more philanthropic board which will be critical in a capital campaign. The board is active, with many donating considerable time and energy to Zoo projects, and several making significant financial gifts. The Society's fundraising faces some challenges, primarily from the public's perception that the Zoo is "the City" and that their taxes already support the Zoo fully, making it more difficult to make the case for contributed support.

The City of El Paso City Council is supportive of the Zoo and recognizes its value to the community; they do not envision ceasing operating support in the near future, but caution that significant increases are unlikely, given the demands on the city's resources.



MARKETING STRATEGIES

Public satisfaction with the Zoo is high and has risen from 50.2 on the satisfaction index in 2008 to 70.7 in 2011, a testament to new leadership, new and exciting exhibits, and increased public awareness (2011 City of El Paso Citizen Survey, City of El Paso, TX; www.elpasotexas.gov). The new Master Plan featuring compelling destination attractions, exciting show opportunities, and increased conservation and education emphasis will position the Zoo squarely in the forefront of the City's recreational, educational, and cultural landscape.

The Zoo has an unparalleled opportunity to strengthen its brand as "a great place for El Paso area families." There appear to be few opportunities for family recreation and education in the area, and the Zoo presents an accessible venue for a fun day's outing for families from all backgrounds. The Zoo is already recognized as a community asset and a unique venue (stakeholder interviews and SWOT analysis) as well as a destination for school field trips and community engagement. Language and cultural differences are no barrier to enjoyment and learning; everyone "speaks zoo."

Opportunities also exist to develop new audiences or increase market share of existing audiences: Ft. Bliss has expanded; daytime visitors cross the border to shop and spend time in the city; and many young area residents are seeking social activities for their families. In addition, the growing medical complex surrounding the Zoo attracts young professionals and their families, as well as generating new health-related businesses that might support the Zoo.

Stakeholders identified a number of groups that might partner with the Zoo, among them:

- Convention and Visitors Bureau
- Businesses headquartered in El Paso
- El Paso Utilities (possibly for Desert exhibit)
- Neighborhood associations
- Ft. Bliss
- La Red
- Chambers of Commerce; especially Women's Hispanic Chamber of Commerce

These organizations could provide avenues to funding, advertising and promotion support and partnerships, and be sources of new Zoo members.

With a limited marketing and advertising budget and limited staff capacity, the Zoo might investigate additional strategic partnerships to market the Zoo such as the in-kind support of the advertising agency currently supporting the Zoo. Additional efforts in gaining earned media recognition would increase awareness.

FUNDRAISING STRATEGIES

Fundraising for the City-owned and -operated El Paso Zoo is conducted by the nonprofit 501(c)3 El Paso Zoological Society (EPZS). For nearly 50 years, the Society has raised funds from a variety of sources to support capital improvements, animal acquisition, conservation and educational programs for the Zoo. As stated on its website, the Society's vision is to be the catalyst for the El Paso Zoo to provide a premier wildlife and natural habitat experience for residents of and visitors to the Paso del Norte region.

With a staff of about seven, mostly part-time, the Society manages all fundraising initiatives, and oversees the Adopt an Animal and membership programs. The Society's annual Safari Night Gala raises funds and generates awareness of the Zoo in the region's philanthropic community; corporate sponsorships and a range of individual ticket prices are offered, and many of the top restaurants in El Paso participate. The EPZS Executive Director partners with the Zoo Director in representing the Zoo at community events and speaking engagements; and the Zoo Director participates in Society board meetings.

Capital fundraising is an important focus for the Society, especially as the Zoo prepares to launch its new Master Plan. It is evident, through ZA's interview process, that the City's elected and appointed officials appreciate the Society's fundraising efforts and fully expect that they will "step up to the plate" as partners to fund the new Zoo projects. A strong public-private partnership is essential for the sustained support of the Zoo. The City has demonstrated its ongoing commitment to developing the Zoo by matching the funding provided by the Society for this Master Plan; the Society's contribution indicates its interest in funding the "margin of excellence" for new exhibits and related interpretation.

Fundraising for the new Master Plan projects should position the Zoo as a "winner" and as an integral part of the fabric of life in El Paso. In building the "case for support," key messages might include:

- A great Zoo for a great City
- The Zoo is building on success—Africa, entry improvements, Splash Pad
- City residents have benefitted from the improvements—more than 350,000 visitors, the majority from El Paso
- The Zoo is planning a bold future—designing "green" exhibits for endangered animals; adding education and presentation spaces to accommodate more than 45,000 school kids each year—looking at a 15 year horizon.
- Zoos are measured in a number of ways—by the education of our children; the enjoyment of our community; the preservation of wildlife; their economic impact on our community—your investment can help create a great Zoo.
- Master Plan focuses first on high impact "destination" attractions designed to increase attendance and advance the Zoo's conservation and education mission (like Africa); second on smaller exhibit projects; and third on improving infrastructure.
- A 2009 UTEP study showed the Zoo generating \$7.8 million in incremental local business volume for El Paso; the Master Plan will continue to generate additional economic impact.
- Funding model is a public-private initiative, with the Society raising private dollars along with the public bond issue; private support is essential to leverage public dollars (and vice versa).
- The Master Plan will help the Zoo retain important AZA accreditation.

FUNDRAISING STRATEGIES (CONT.)

Capital fundraising should also feature "naming opportunities" for major donors and corporations who support significant portions of an exhibit's costs. This is a growing trend in zoos, aquariums, and museums across the country and should be part of any major gift conversation. Guidelines and giving levels should be determined as part of the capital fundraising plan.

The sole fundraising professional is the Society's Executive Director, who reports to the EPZS Board of Directors. The Society Board and Executive Director also served as advocates to generate support with city audiences for the Zoo's bond issue, making presentations to funders and hosting "town hall" informational meetings, providing details on the Zoo's proposed master plan and its benefits to the city and the region. In addition, the Society attended community meetings, and sent cards and email blasts to members urging them to support the Zoo in the bond issue.

Zoo Advisors recommends that near-term fundraising strategies focus on raising capital investment funds for Master Plan projects and building membership--the Zoo has one of the lowest memberships and membership attendance rates among its peers. Membership growth can benefit the Zoo's bottom line through admissions revenue and concession spending; promote greater awareness in the community; create Zoo "champions" and advocates in its members; and provide educational opportunities for new audiences. Longer term initiatives might include development of an endowment and planned giving program which would promote long-term sustainability of the Zoo.



EDUCATION STRATEGIES

The Zoo offers a comprehensive mix of educational activities, most branded as "Zoo Adventure" programs, available for school, scout, and other groups; and for teachers; families; and children. In addition, a number of Animal Encounter programs featuring animal training and feeding demonstrations are offered daily for visitors at no extra charge. Sleepovers, "Night Prowls," and behind-the-scenes tours are seasonally featured on the website banner and Zoo Adventure programs occupy a prominent spot on the website as well. Most programs are developed and managed by the Zoo Education Department, with the exception of Zoo Camp, which is presented by the El Paso Zoological Society. The Zoo Society also supports school programs through an ambitious grant program that provides not only Zoo admission, but also an instructional program, lunch and busing to the Zoo for low income schools.

The Zoo is fortunate to have a number of "teaching spaces" throughout the Zoo—areas in which a small group and instructor can pause for a discussion about the animals or a brief demonstration. In some cases, these areas might be better used, or modified for greater comfort or ease of use. The Cisneros Paraje Discovery Center, in particular, is an example of such a space.

In addition to conducting programs to educate visitors and other audiences, a variety of interpretive strategies are employed throughout the Zoo including large interpretive panels, exhibit identification labels, interactive devices, and volunteer Zoo Ambassadors who interact with guests.

The Zoo is deeply involved in regional conservation issues, and Education Department plays an important part; the Zoo Education Curator is president and founder of the Chihuahuan Desert Education Coalition, and encourages involvement of his team in conservation activities. The Zoo Society also provides funding for conservation projects, and project decisions are made by an internal committee.

The Zoo can be proud of its educational offerings and should consider highlighting the educational nature of the Zoo more visibly to its constituents. Stakeholder interviews revealed that City officials and community residents alike see the Zoo as an educational resource, enjoy its programs, and appreciate its accessibility—it is clearly a key resource for families and schools in the region, and truly deserving of public support. Zoo Advisors sees additional opportunities for promoting the Zoo's educational value to the public, foundations, and donors, and demonstrating the return on investment in education.

BUSINESS PLAN

Attendance Growth

The Zoo's Master Plan has identified many new exhibits, amenities, and attractions which will significantly enhance the Zoo experience. These enhancements will also drive increased attendance at the gate. The mix of improvements and exhibits has been timed to maximize attendance growth over the course of the life of the bond. It was the intent of the design and planning team to strategically spread exhibit openings over twelve years. This phasing schedule allows for adequate design and construction of each project and minimizes the construction impact on the Zoo guest.

It is typical to see a spike in attendance with each opening and then a decrease in subsequent years until the next new exhibit. The goal is for each major exhibit opening to establish a new plateau and then open another project every two to three years to leverage the growth and create a 'stair step' in attendance, reaching new levels with each opening.

The phasing schedule that has been proposed has a major exhibit opening every two years with attendance growth in any one year of 10% to 20%. For any new exhibit, it is assumed that the opening occurs in the spring to take advantage of the peak visitor season.

The Zoo is already coming off of a very positive trend in attendance in 2012 a great year with over 350,000 guests; this follows double digit increases tied to the opening of Africa. The key will be to maintain this new attendance level until the first major master plan improvement opens. With each year opening is delayed, the Zoo runs the risk of not having anything new for visitors and consequently a decline in the number of guests coming through the gates.

The following major projects have been identified to be significant attendance drivers. With each, we have indicated the potential attendance increase:

- Wildlife Theater – 13% growth; 425,000 attendance
- Chihuahuan Desert – 20% growth; 518,000 attendance
- Touch Tank – 12%; 551,000 attendance
- Penguin – 10%; 607,000 attendance
- Otter – 3%; 613,000 attendance

The attendance goal tied to the master plan is to break the half million mark with the Chihuahuan Desert opening and then cross the 600,000 level with penguins. It's expected that after the completion of all master plan projects, Zoo visitation will settle into a new baseline of 600,000 guests annually, more than a 70% increase from today's attendance level.

There will be brief dips in attendance as noted previously as the excitement of the new exhibit wears off. These will be seen following the openings of Chihuahuan Desert and Penguins. Other years when smaller openings occur, attendance will grow at smaller rates or remain stable. The benefit of this plan, given the significant capital investment, is that in almost every year there will be something new for visitors to see, giving them a reason to come out and return to the Zoo.

As the Zoo gets further developed, big increases, i.e. 15% to 20%, may become harder to achieve as the base is greater and the market becomes more saturated. However, as the community grows and the Zoo continues to offer more new, exciting, and innovative exhibits, the potential remains to further grow zoo visitation.

Given the El Paso regions' above average double digit population growth, there will continue to be great market potential for the Zoo through the master plan development schedule and beyond. With some population estimates exceeding 1 million residents for El Paso County by the year 2030, an attendance base of 600,000 in 2024 is clearly achievable and offers continued 'upside' potential. Market saturation would approach 60%, providing a strong success relative to other zoo benchmarks, particularly given El Paso's market size.

Many factors can impact attendance, some of which are controllable, while others are not. Weather has by far the greatest influence on attendance and can make or break zoo visitation. However, there are many other controllable factors including creating excitement and providing a compelling reason to come to the Zoo; marketing to increase awareness; minimizing construction impact on the experience and parking. It will be critical for the Zoo to invest in advertising, promotions, and communication to generate 'buzz' for the new exhibits and actively and aggressively drive visitation.

One additional consideration for El Paso is the opening of other new attractions within the City that are tied with the quality of life bond. These include the new Children's Museum and the baseball stadium. Whenever possible it is desirable to avoid a conflict between the opening of one of these new venues and a major exhibit at the Zoo. This is especially important with the Children's Museum as it and the Zoo share the same target audience. It would be advantageous to both institutions to not have to compete for visitors with the opening of the museum at the same time as the opening of a big exhibit like the Chihuahuan Desert. Timing of these attractions' opening dates can also benefit the city, not only by the existence of two new benefits for residents, but also by creating a sense of excitement and "happening" in El Paso with media coverage and resident and tourist traffic to the sites and nearby restaurants and other amenities.

With attendance growth also comes significant increases in associated revenue. The additional earned income generated at the gate and from food and retail will help cover the increased operating costs of the Zoo developments. It is recommended that the Zoo also continually evaluate its pricing strategy so that admission – and membership – prices match the increased value that the Zoo is delivering with all of the new exhibits. It's suggested that any price increases be done gradually over the course of the master plan build-out. However, given the lower income levels of residents, any price adjustments would need to be done in a measured fashion while continuing to provide accessibility alternatives for El Paso residents.

The success of the master plan will not only be measured by a return on investment but in the number of El Paso residents that come and experience an exciting and vibrant Zoo. As these attendance projections illustrate, many more people – almost 300,000 more – will be coming to the Zoo to see a full slate of new exhibits, attractions, and amenities.



EL PASO ZOO BUSINESS PLAN CONCLUSION/RECOMMENDATIONS

With a new strategic plan, bold master plan, and a strong and respected leadership team in place, the El Paso Zoo is poised for an exciting future. The 2012 master plan lays out a roadmap for projects and improvements for the next 15 years.

Investment in and timing of three types of projects—high impact destination attractions, experience enrichment projects, and infrastructure support—is designed to ensure that the Zoo remains fresh and vital for many years to come; that facilities and grounds are safe and attractive; that the community is offered innovative and appealing exhibits and educational programming; and that animal welfare is paramount in design and implementation. A schedule of periodic major projects (“destination attractions”) is essential to the success of the Zoo. These projects will result in attendance gains of close to 10% to 18% in the first year after opening, with a sustainable “bump” in subsequent years for some institutions. Accompanying this attendance gain is incremental visitor spending on rides, food and gifts at the Zoo. Experience at zoos and other attractions across the country has demonstrated that new exhibits and new animals attract visitors and gain public awareness and media attention, often far beyond regional boundaries.

While the Zoo and its partner Zoo Society are already operating at a high level, and a well-qualified staff is in place, several recommendations have been developed as part of the planning process that will help ensure the Zoo’s future:

- promote education and conservation programs;
- develop and strengthen Zoo Society board capacity;
- create audience development initiatives for targeted new audience segments;
- continue to grow the Zoo’s membership base;
- pursue strategic community and business partnerships;
- develop strategies to ensure timely project design, funding, completion, and marketing; and
- demonstrate current economic impact of new and recent investments.

Support by the community and elected officials, and by the vibrant El Paso Zoological Society should ensure a successful and sustainable future for one of El Paso’s top family destinations for education and recreation—resulting in **a great Zoo for a great city.**



APPENDIX

BOND SUMMARY¹

The City's bond initiatives are particularly important for the Zoo, since the bond is the primary source of capital funds for new exhibits, attractions, and infrastructure support. The Zoo vies for support with other city projects ranging from stadiums to arts centers to libraries and community centers, and must make its case for commitments from members of City Council to determine the dollar level at which the bond will be placed on the ballot. During the 2012 master and business planning process, WDM and Zoo Advisors assisted the Zoo in developing the case for a \$35 million and \$45 million capital plan; the City ultimately approved a \$50 million plan spanning approximately 15 years for the November 2012 ballot.

The Zoo's capital funding strategy is to fund the bulk of the cost of new projects with bonds, and for the Society to raise private funds to supplement the project and provide the "margin of excellence" that will make the Zoo great. The Society has demonstrated success in past projects and is poised to partner with the Zoo to generate significant private dollars for the new master plan.



INTERVIEW SUMMARY²

As part of the Assessment phase of the business planning process, Zoo Advisors conducted interviews with key stakeholders, including the Mayor, all City Council Representations, City Manager and Assistant City Manager, community leaders, and key staff. Group discussions were held with El Paso Zoo Society Board members. Most interviews were conducted over the course of three days in March 2012, with one telephone interview occurring shortly after that time. City officials and community leaders interviewed were:

- Mayor John F. Cook
- Rep. Emma Acosta (Zoo District)
- Rep. Susie Byrd
- Rep. Eddie Holguin Jr.
- Rep. Ann Morgan Lilly
- Rep. Cortney Carlisle Niland
- Rep. Dr. Michael Noe
- Rep. Steve Ortega
- Rep. Carl Robinson
- City Manager Joyce Wilson
- Assistant City Manager Debbie Hamlyn
- Stephen Wolslager, Wolslager Foundation
- Josh Hunt, Hunt Companies Inc.

Interviewees' overall perceptions of the Zoo and Zoo and Society leadership were universally positive. They hold Zoo Director Steve Marshall in high esteem and are impressed with the Society's ability to raise funds; they note that the board is active and committed to the Zoo. The new Africa exhibit is especially admired; one interviewee felt that it gave people renewed confidence and faith in the Zoo after some difficult times. As much as the newer exhibits were praised, older exhibits were mentioned as needing improvement, along with various behind-the-scenes areas and directions to the Zoo. Education programs were praised and the staff was described as "knowledgeable." Membership is an opportunity for growth; several people expressed the need for marketing of membership opportunities.

When asked what kinds of changes they would like to see in the Zoo, or what attractions might take the Zoo to the next level, responses varied widely. Animal care and welfare was mentioned several times; stakeholders are keenly interested in the humane treatment of Zoo animals and believe that new exhibits should be cutting edge and provide the highest standard of care. Some believed that Chihuahuan Desert exhibit could be an attraction, illustrating the habitat of an El Paso "backyard," and becoming an icon, much as the Arizona Sonora Desert Museum depicts the Sonoran Desert. A few of those interviewed were less enthusiastic. The Zoo's new Splash Pad attraction was deemed a "winner" by all. It was noted that while the Zoo cannot open a major new exhibit each year, adding smaller exhibits and attractions like Splash Pad and the train on a regular basis can attract attendance and maintain high public awareness of the Zoo. City officials' hopes are that Zoo improvements increase tourism and enhance City revenue. Council members in particular noted the importance of accurate cost estimates for capital projects and said that a realistic projection of operating expenses and revenues was essential. They also expect that the El Paso Zoo Society will, and should, raise private funds in conjunction with any bond issue. City officials noted that the bond will be "a hard sell," given the many competing projects, but possible if Zoo supporters "get out the vote."

Stakeholders identified potential new markets for the Zoo. They note that many who have relocated here are middle class, with children; they have left their society in Juarez and may be seeking social opportunities here. Another potential market is Ft. Bliss residents; they stay at the base for three years and many have families; these military personnel might be reached through the Morale, Welfare, and Public Recreation Department at the base. They also suggested possible partnerships with organizations and corporations such as the Convention and Visitors Bureau, La Red, El Paso Utilities, and area chambers of commerce, neighborhood associations and businesses headquartered in El Paso.



Zoo Visitors: The current Zoo attendance profile is 72% El Paso residents, 6% Mexico residents (of these, 75% are from Juarez), and 5% military. The balance of the attendance is primarily visitors from other parts of the United States, with 50% of these from nearby New Mexico (El Paso Zoo 2008 Economic Impact Study, Institute for Policy and Economic Development). Approximately 44% of Zoo visitors are youth between the ages of 3-13; 40% are between 18-64 years old. About 75% of visitors spend between one and three hours at the Zoo. Zoo visitors strongly supported new exhibits and attractions that would increase tourism and bring in additional city revenue. According to the El Paso Scarborough Release 2010 study of people who have visited the zoo in the past year, 32% have a household income of \$25,000 or less; 28% earn \$50,000 or more. Of this group, 32% have a college degree or higher and 25% have less than a 12th grade education. Given that the Economic Impact data were compiled prior to the opening of the Zoo's latest attractions—Africa and Splash Pad—it is recommended that a new study be completed to determine changes since the last study and provide a more up-to-date perspective on the Zoo's actual economic value to the community.

Zoo membership totaled 3,215 households in 2011, with approximately one-half of one percent member visits (as a percentage of total Zoo attendance) in that period. The five year average of member visits is about 2% total attendance. This figure falls short of both total household memberships and percent of attendance in similarly size zoos, and represents a growth opportunity for revenue, attendance, and programs.

El Paso and Region Demographics: According to the 2010 Census, the population of the El Paso MSA is 800,647 and the population of the City of El Paso is 649,121. As of December 2011, unemployment in El Paso is one percentage point higher than the US average, and two points higher than the average for the state and wage rates are considerably lower in El Paso than in the rest of Texas and the US. The median household income is relatively stable over the last two years at about \$36,000. (All data regarding El Paso demographics in this section are from the El Paso Economic Indicators Report Q4, 2011; City of El Paso website).

The Ft. Bliss “daytime” population (including active military and families, Army civilians, and contractors) is projected to reach more than 49,000 by 2012, according to the latest information available. Of this number, the vast majority are active military and their families. About 58% of the active military population is married. The projected growth in active military families represents an area of opportunity for Zoo attendance and programs.

The population of Ciudad Juarez is slightly more than 1,300,000; it is a young population, with just 4% over age 65 (Desarrollo Económico de Ciudad Juarez, A.C.) This population makes about 19 million northbound border crossings into the US and exchanges pesos with a value of more than \$8.5 million in 2010 (El Paso Economic Indicators Report Q4, 2011). Future marketing initiatives might include Zoo promotions designed to attract young adults or families making this trip, given the Zoo's proximity to the border.

These demographic data support the interview findings that the Zoo could potentially gain additional attendance from Ft. Bliss, Ciudad Juarez, and young families residing in El Paso. However, the perceived value of the Zoo will continue to be an important factor in attendance, since wages in the city are low and unemployment is high. These markets share a key characteristic that makes a Zoo visit an attractive proposition: they are family-oriented and value family experiences and new Zoo exhibits should prove to be a draw.

Tourism: Several stakeholders interviewed expressed interest in the Zoo as a significant tourist attraction, and while Zoo Advisors does foresee a small increase in the number of out of the region tourists when new exhibits open, the bulk of the growth is projected to be with local and regional residents and families, who will visit to see what's new or because the Zoo is a valued educational and recreational attraction. With few exceptions, zoos across the country rely on a regional audience and membership base, and are most valued for the opportunities they bring to residents and their visitors, not a national tourist market. Zoo Advisors does see market growth in the areas discussed above; the Ft. Bliss military population, and Ciudad Juarez visitors, and recommends developing partnerships with neighborhood and community development associations, chambers of commerce, the Convention and Visitors Bureau, and La Red.

The master plan team conducted benchmarking of several zoos across the country to determine recent capital expenditures, sources of funds, and project impact on attendance. Benchmarking was focused on the reported impact on a zoo's overall attendance of new exhibits and attractions; El Paso City officials wished to determine the return on investment of capital funds in order to compare the potential impact of any Zoo bond investment with other City capital projects under consideration. Zoos providing information included: Albuquerque BioPark, NM; Cameron Park Zoo, Waco, TX; Oklahoma City Zoo, OK; Phoenix Zoo, AZ; Sedgwick County Zoo, Wichita, KS; Philadelphia Zoo, PA; and Grand Rapids, MI. While there is a wide range of capital investments represented in these projects, it was concluded that a project cost of approximately \$6-10 million (a “high impact destination attraction”) might yield an attendance “bump” of about 8-10% in the first year of operation. The benchmarked exhibits were constructed at these zoos in the past 5-10 years and represent a variety of demographic and geographic areas. Individual zoos' experiences varied considerably, from Waco's Cameron Park Zoo's impressive 23% increase over the past few years resulting in part from new exhibit construction to other zoos such as Phoenix who have not realized significant new growth due to extenuating circumstances such as local economic factors. (Phoenix projects included a \$3.5 million orangutan exhibit that replaced an outdated facility and a \$1 million Komodo dragon exhibit. Since the orangutan exhibit did not represent a new species for the Zoo, visitor appeal might have been reduced.) Projects were funded with a mix of public and private investment and ranged from \$1 million to more than \$20 million.

It should be noted that many variables enter into this equation; zoo attendance depends on weather conditions, marketing, competition, economic conditions, and exact increases cannot be predicted. New exhibits should also be viewed for their potential to enhance the zoo's mission, increase membership, heighten public awareness, and build a solid core of high quality exhibits and attractions. An investment in new exhibits and improvements is also essential to maintain accreditation by the Association of Zoos and Aquariums.

Additionally, Zoo Advisors compared the El Paso Zoo to a number of its peers in terms of attendance and governance. These benchmarks can be useful to assess how the Zoo is faring relative to similar sized facilities, however, many variables exist in market demographics; operations; and governance and are not always ‘apples and apples’ comparisons. These benchmarks should be utilized together with many other factors to identify opportunity areas. The identified groups include a mix of both publicly operated (City or County) as well as those run by independent non-profit organizations. All information was pulled from the 2012 AZA Directory as self-reported by the zoos.

These benchmarking data reveal that the El Paso Zoo has a real opportunity for growth in its market; there are few opportunities for family outdoor recreation like the Zoo offers, and no other zoos within an easy drive. In addition, the number of El Paso's membership households show significant upside potential, and should benefit from increased awareness and marketing.

El Paso Zoo Benchmarks

	<u>El Paso</u>	<u>Santa Barbara</u>	<u>VA Zoo</u>	<u>John Ball Zoo</u>	<u>Seneca Park</u>	<u>Rosamond Gifford</u>	<u>Little Rock</u>	<u>Knoxville</u>
Annual Attendance	333,318	437,578	385,000	425,592	365,433	344,277	274,621	380,118
2012 Admission Pricing - Adult/Child	\$10/\$6	\$14/\$10	\$11/\$9	\$8.50/\$6.50	\$10/\$7	\$8/\$4	\$10/\$8	\$19.95/\$15.95
Annual Budget	\$4,020,000	\$8,534,000	\$4,200,000	\$4,348,791	\$5,747,586	\$3,053,786	\$4,700,000	\$8,827,901
Metro Area Population	880,647	407,057	1,674,498	778,009	1,054,323	454,753	703,787	699,247
Membership - Households	3,955	13,433	10,034	8,500	16,202	8,769	2,581	8,338
Total Animal Species	161	123	132	150	100	142	206	194
Mammals	46	25	41	41	28	45	77	50
Full-time Employees	110	75	58	45	55	56	33	110
Market Saturation	37.8%	107.5%	23.0%	54.7%	34.7%	75.7%	39.0%	54.4%
Member Households/Metro Population	0.4%	3.3%	0.6%	1.1%	1.5%	1.9%	0.4%	1.2%
Attendance:Member Ratio	1.2%	3.1%	2.6%	2.0%	4.4%	2.5%	0.9%	2.2%
Cost/visitor	\$12.06	\$19.50	\$10.91	\$10.22	\$15.73	\$8.87	\$17.11	\$23.22
Employees: Animal Species	0.68	0.61	0.44	0.30	0.55	0.39	0.16	0.57
Employees: Mammals	2.39	3.00	1.41	1.10	1.96	1.24	0.43	2.20
Employees:Acres	3.06	2.68	1.93	2.05	3.67	1.30	1.00	2.04
Acres	36	28	30	22	15	43	33	54
Governance	City	Non-profit	Non-profit	County	County	County	City	Non-profit

All data - except admission pricing - as reported in most recent 2012 AZA Directory
 * From available published 990 data

HISTORY OF PREVIOUS IMPROVEMENTS AND BOND ⁵

In 2000, the El Paso Zoo was part of a \$140 million City capital bond that funded libraries, museums, parks and recreation, and Zoo projects; the Zoo received \$34 million that supported a number of new projects to implement the Zoo's zoogeographic master plan. This investment added seven acres to the Zoo; constructed a landmark new "Africa" exhibit featuring lions, zebras, giraffes, antelopes and meerkats; and created a new Reptile House and Sea Lion Habitat. This level of support allowed the Zoo to dramatically improve both animal care and the guest experience.

Although the Zoo benefitted greatly from the bond, several projects remain incomplete due to unforeseen circumstances including the cost of project management, relocation costs for a senior center to allow for Zoo expansion, and variance between original project estimates and actual costs. City officials support the Zoo's current plans but advised leadership that they were concerned about obtaining accurate cost projections and about the return on investment of projects. The WDM/Zoo Advisors team, at the request of the Zoo, prepared a draft of a briefing document for the City Manager that described the return on investment of several benchmarked zoo projects and outlined El Paso Zoo's approach to master planning and exhibit-based attendance projections.

The current 2012 bond issue included \$190 million for parks, \$180 million for a multipurpose center, \$50 million for the Zoo, \$36 million for museums, and \$12 million for libraries. Although Zoo support is strong, the local economy continues to struggle and competition for project funding is intense. The Zoo's 2012 bond issue focuses first on high impact destination attractions, designed to increase attendance and further the Zoo's conservation and education mission; second, on more modest projects aimed at sustaining attendance momentum and enriching the experience; and third, on necessary infrastructure projects to keep the Zoo operating efficiently. These projects represent a range of capital costs from high impact destination attractions such as the proposed Chihuahuan Desert to experience enrichment projects such as a bird show theater and off-exhibit infrastructure modifications. Individual project costs are estimated at a high of \$13.8 million for the largest project to around \$300,000 for minor improvements over a roughly 15-year time span. As always, exhibit concepts are subject to change--animal availability is not guaranteed and is subject to policies of the Zoo's accrediting body, the Association of Zoos and Aquariums.

Although ZA benchmarked other zoos in determining potential increases in El Paso's attendance as a result of its new master plan, any attendance estimates should be viewed relative to the overall mission of the Zoo. Zoos are measured in a number of ways; by the education of children, the enjoyment of the community, the preservation of the world's wildlife, and their economic impact. At present, the Zoo serves more than 350,000 visitors each year, 45,000 of the area's school children, participates in many conservation projects, and generates \$7.870 million in incremental local business volume (2008 UTEP Institute for Policy and Economic Development study). The proposed Master Plan will continue to generate additional economic impact with the completion of the 2012 bond projects, and the Zoo has tremendous potential in attendance growth, membership increases, concessions revenue, and program development, but exact revenue and attendance projections are not guaranteed.

The El Paso Zoo is planning a bold future—one that will make the City and its residents even more proud of their Zoo. The citizens have benefited from remarkable improvements at the Zoo in the past few years, and the Zoo is celebrating new exhibits and attractions like Africa and the Splash Pad. The Zoo's new master plan will guide development of exhibits and amenities for the next 15 years and create "a great zoo for a great city."

ATTENDANCE AND MEMBERSHIP TRENDS ⁶

The chart below is illustrative of the Zoo's attendance over the last ten years. The trend reveals gradually declining attendance from 2002 to 2009, possibly due to a lack of new exhibits or attractions. This clearly demonstrates the need for a consistent and ongoing program of new development at the Zoo. The opening of the last major exhibit, Africa, boosted attendance by 17% in 2010 and 2012's attendance is on track for a record 350,000 influenced by the popularity of "Splash Pad." However, what's most telling is that even though admission prices were doubled in 2010 – from \$5 to \$10 for general adult entry – attendance still increased, demonstrating the value of the new exhibits.

Unlike many other zoos, the number of free visitors, which includes members, has stayed relatively stable. This contributed to, along with the increases in admission pricing, considerable growth in admission revenue – over a 300% increase in 10 years.

Continued implementation master plan improvements will be needed to further grow attendance and based on the demographic scan and the benchmark comparison, there is growth potential in the market.

ATTENDANCE AND MEMBERSHIP TRENDS

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Total Attendance	309,082	294,626	313,371	286,614	285,971	293,713	278,827	281,753	331,646	321,195	354,130
<i>Paid</i>	221,236	216,435	224,019	195,647	199,055	208,165	212,580	214,970	239,035	237,632	260,306
<i>Free</i>	87,846	78,705	89,352	90,967	86,916	85,548	66,247	66,783	92,611	83,563	93,824
<i>Att. Growth/Decline</i>		-4.68%	6.36%	-8.54%	-0.22%	2.71%	-5.07%	1.05%	17.71%	-3.15%	10.25%
<i>% Free</i>	28.4%	26.7%	28.5%	31.7%	30.4%	29.1%	23.8%	23.7%	27.9%	26.0%	26.5%
<i>Admissions Revenue</i>	\$591,095	\$586,804	\$817,868	\$742,145	\$783,804	\$815,266	\$822,517	\$861,355	\$1,902,536	\$1,886,815	\$2,052,664
<i>Admission Per Cap</i>	\$1.91	\$1.99	\$2.61	\$2.59	\$2.74	\$2.78	\$2.95	\$3.06	\$5.74	\$5.87	\$5.80

Throughout the Master Planning process, Zoo Advisors relied on the Zoo’s mission as a touchstone and the 2012 strategic plan as a filter for facilities and attractions decisions, asking the team, “is this experience aligned with the Zoo’s mission? Or, will this exhibit or attraction advance the goals of the strategic plan and help achieve the Zoo’s vision? ”The following strategic goals have particular relevance for new exhibits and attractions in the master planning process.

Strategic Focus: Living Collection and Conservation

Be expert stewards of animals, plants and the environment

- Strategic Goal:** Become a botanical garden in addition to a zoo.
- Strategic Goal:** Make sustainable design and practices a priority.
- Strategic Goal:** Ensure that the facilities support the development and care of the collection.

Strategic Focus: Guest Experience

Treat every guest to a fun, memorable experience that fosters understanding, caring and action.

- Strategic Goal:** Ensure that the Zoo experience is fun, convenient and comfortable for guests.
- Strategic Goal:** Improve and expand the use of interpretive media.

Strategic Focus: Our Team

Make the El Paso Zoo the best place in town to work

- Strategic Goal:** Improve the physical work environment to better support staff efficiency, efficacy, and comfort.
- Strategic Goal:** Maintain and embrace our AZA accreditation status.

Strategic Focus: Financial Strength

Earn and raise the funds needed for operations and capital improvements

- Strategic Goal:** Raise funds to support implementation of the master plan.
- Strategic Goal:** Increase revenues.

Strategic Focus: Facilities

Create and maintain facilities where animals, guests, and staff can thrive.

- Strategic Goal:** Create a master plan for the next phase of development of the Zoo.
- Strategic Goal:** Make facility improvements outside of the master plan.

The Zoo is a valued community asset and leadership of both the Zoo and the El Paso Zoological Society are held in high esteem. While the Society has been successful in its recent fundraising efforts, generating more than \$1,000,000 for capital improvements and program support over the past decade (for example, the recently opened Splash Pad, funded by a \$250,000 gift from the Hunt Family Foundation), the Zoo has not undertaken an ambitious capital campaign of the type currently under discussion. Expectations from the City are high; they believe the private sector has an obligation—and a desire—to support the Zoo financially, and that the Society should embark on a significant fundraising effort in conjunction with the bond projects. The Society is poised for the challenge, beginning the initial steps of a campaign to fund the “margin of excellence” that private funds can provide in combination with the primary capital investment provided by the public bond. The Society has begun to develop its funding base and recognizes the need to strengthen its board capacity. The City of El Paso lacks major national corporate headquarters and has few “pockets of wealth,” but it does benefit from a small group of residents and businesses dedicated to improving the quality of life for El Paso residents and providing educational and recreational opportunities like the Zoo.

Major competition for funding would appear to come from UTEP, the El Paso Center for Children, the medical center complex and El Paso Children’s Hospital. In addition, some “donor fatigue” is possible, given the fact that the same committed and generous donors appear on every organization’s top donor prospect list. Building board capacity should be a key effort for the Society for major gifts, and outreach to new potential members and donor communities such as military families might yield increased public awareness and modest contributed support.

