Strategic & Master Plan Report
January 26, 2017

NORTHERN WISCONSIN ZOO & ADVENTURE PARK

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STRATEGIC & MASTER PLAN REPORT
JANUARY 26, 2017

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EXECUTIVE SUMMARY

INTRODUCTION

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

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

As a 63-year old institution located just 1.5 miles from downtown Green Bay, the Northeastern Wisconsin Zoo & Adventure Park has a rich and successful history (Figure 1). Today, the Zoo features a diverse and fascinating animal collection spread across 62 exhibits on its 43-acre facility and sits within the 1,600-acre Brown County Reforestation Camp.

• The Zoo is home to more than 215 animals representing almost 90 different species, including 37 species of mammals, 33 species of birds, 16 species of reptiles and 14 species of fish, invertebrates and amphibians. This includes 13 endangered, threatened or vulnerable species through cooperation with the AZA’s Species Survival Plans.
• In 2014, construction of the Adventure Park was completed featuring dueling 1,000-foot-long zip lines, an aerial ropes challenge course and a climbing wall where visitors can test and challenge themselves.
• The Zoo & Adventure Park attendance increased substantially in 2014 from the year before, from over 218,000 guests to over 241,000 guests. Zoo leadership have been able to sustain this increased visitation, welcoming over 233,000 guests in 2015.
• With more than 2,500 member families, the NEW Zoological Society works in partnership with the Zoo in raising funds for special programs, exhibits, education, animal welfare and conservation initiatives. A Volunteer Board of Directors serves as the governance body for the NEW Zoological Society.
• The Zoo has approximately 12 full-time employees and approximately 20 part-time employees.
• The Reforestation Camp and Adventure Park, as operated under the Brown County Park Department, have two full-time employees and approximately 20-25 part-time employees.

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

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

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

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

STRATEGIC PLANNING PROCESS

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

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

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

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

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

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

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

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

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

MASTER PLANNING PROCESS

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

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

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

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

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

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

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

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

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

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

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

Goal 2
AWARENESS & VISIBILITY: Establish the NEW Zoo & Adventure Park as “THE” regional destination through greater visibility and awareness.

Goal 3
INTERNAL RELATIONS: Foster a culture of excellence in our staff and volunteers.

Goal 4
OPERATIONS & FINANCIAL SUSTAINABILITY: Strengthen operations to foster greater financial sustainability and visibility.

Goal 5
MISSION-RELATED (CONSERVATION & EDUCATION): Exemplify the highest standards of animal care and foster a connection to conservation in all experiences, programs and partnerships.

Figure 4: Outline of Strategic Goals
EXECUTIVE SUMMARY

MASTER PLAN DRIVERS

A. Provide a central arrival and orientation hub for all park users, including zoo goers, adventure park, and recreational trail users
B. Consolidate entry and ticketing access points for adventure park and zoo entry.
C. Reorganize guest flow to increase visibility and overlap of adventure park, zoo, and recreational trail uses
D. Accommodate future tandem and intersecting growth via central hub
E. Coordinate operations, ticketing, and infrastructures for Adventure Park, NEW Zoo, and Reforestation Camp

KEY PHASING DRIVERS

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

How We Accomplish This...

A. New overlapping zoo experiences with outdoor recreation experiences
B. Expand scope of outdoor recreation opportunities to reach a broader user base
C. Improve trailhead amenities, trail markings, and reduce conflict of recreational trail user groups
D. Overlay and enhance message of conservation education through all user group experiences

Create THE Regional Destination for Wildlife Conservation Education & Adventure

A. Increase volume and quality of indoor zoo exhibit space and visitor amenities to increase visitation and stay-time during off-season and inclement weather
B. Expand and improve winter trails and amenities to increase variety of user groups for wintertime activities
C. Encourage new visitor profiles via peak hour and after hours pop-up events in flexible vending and performance spaces

Diversify Recreation for an Incredible Guest Experience

A. Consolidate, reorganize, expand and diversify existing animal collections into exciting, state-of-the-art animal habitats
B. Increase volume and quality of indoor zoo exhibit space to facilitate superior animal care
C. Upgrade select existing infrastructure, animal exhibit buildings and public amenities

Exemplify the Highest Standards of Animal Care

A. Provide a central arrival and orientation hub for all park users, including zoo goers, adventure park, and recreational trail users
B. Consolidate entry and ticketing access points for adventure park and zoo entry.
C. Reorganize guest flow to increase visibility and overlap of adventure park, zoo, and recreational trail uses
D. Accommodate future tandem and intersecting growth via central hub
E. Coordinate operations, ticketing, and infrastructures for Adventure Park, NEW Zoo, and Reforestation Camp

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Northeastern Wisconsin Zoo & Adventure Park
EXECUTIVE SUMMARY

NEW ZOO & ADVENTURE PARK MASTER PLAN DRIVER DEPLOYMENT

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

DIVERSIFY

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

UNIFY

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

UNIFY

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

UNIFY

• Expand & consolidate storage and maintenance

UNIFY

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

UNIFY

• Expand & provide dedicated staff parking; expand & consolidate storage and maintenance

EXEMPLIFY

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

CREATE

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

UNIFY

• New overlapped zoo experiences with outdoor recreational experiences

UNIFY

• New indoor otter exhibit

DIVERSIFY

• Increase indoor exhibit space for off-season use:
  - Indoor tropical exhibit adjacent to existing cafe
  - New indoor otter exhibit

UNIFY

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

UNIFY

• Simplify guest flow within zoo with circular flow and primary paths

UNIFY

• Overlap guest flow of adventure park, trail and zoo users to encourage cross-over visitation

UNIFY

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

DIVERSIFY

• Expand winter trails to serve broader use:

UNIFY

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

**EXISTING LAND USE: OVERALL REFORESTATION CAMP**

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

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

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

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

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

**NEW Zoo/Adventure Park**
The Northeastern Wisconsin Zoo is a 43 acre site and situated within the Brown County Reforestation Camp.

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**LEGEND**

- **Ski & Snowshoeing Trail**
- **Mountain Bike Trail**
- **Hiking Trail**
- **Equestrian Trail**
- **Winter Fat Tire Trail**
- **Snowmobile**
- **Boundary**
- **Zoo / Park Boundary**
PROPOSED REFORESTATION CAMP PROGRAM

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

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

**Ski & Snowshoe Trails**
Improvements to existing amenities combined with expansion of trails system will contribute to overall ski program growth.

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

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

**Equestrian Trails**
Improvements to the equestrian trailhead and parking.

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

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**LEGEND**

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

---

**EXECUTIVE SUMMARY**

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Improvements to the equestrian trailhead and parking.

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

EXISTING SITE USE: NEW ZOO & ADVENTURE PARK

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

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

Northeastern Wisconsin Zoo & Adventure Park

STRATEGIC & MASTER PLAN REPORT
JANUARY 26, 2017
ANALYSIS SUMMARY AND PLANNING OVERVIEW

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

ANIMAL EXHIBITS AND GUEST ATTRACTIONS

Wisconsin Wildlife Exhibits
Remove / relocate existing Wisconsin animal exhibits as this competes with neighboring institution collections. Expand Eurasia concept with more exotic asian animals with a focus on cold-tolerant species.

Australian Exhibits
Replace abandoned Australian exhibits with arboreal asian species and extend existing Japanese Macaque habitat into overhead trails utilizing an existing shady and wooded landscape.

Northern Trail
Improve circulation with return-loop pathway, add interest on perimeter with added viewpoints and cross-over with a new Canadian lynx trail.

Undersized Savanna
Increase Giraffe Savanna space and diversity of species into current lion habitat; relocate lions to southeast corner of Zoo while providing relief to dead-end circulation at children's zoo path.

North American Great Plains
Beautiful existing great plains exhibit; increase size to diversify species; improve and expand associated animal holding.

STRATEGIC SERVICES

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

Recreation Trailhead House
Consolidate recreational trailheads, provide dedicated restrooms and shower and centralize trail pass information in one location. Reduce conflict of ski lodge rentals with trail users.

Discovery Garden & Education Center
Expand school group orientation, play, picnic, and classroom facilities; locate at former main entry and designate as separate school group entrance to reduce current conflict of zoo visitors and school groups.

Taste of the Tropics
Current dining facility is well-located as a zoo central amenity; expand outdoor terrace dining and create an indoor exhibit for extended stay times in all seasons. Improve guest flow and service in building.

INFRASTRUCTURE

Animal Hospital Completion and Storage
Finish Cornerstone Animal Hospital and Recovery Center Phase 2; Phase 1 completed in December 2015. Complete caging and medical equipment purchases. Expand and consolidate storage capacity; existing location for storage warehouses and maintenance services functions well as a condensed zone.

Aging Utility Infrastructure
Study existing and future utility needs for maintenance and expansion.

Undersized and disconnected Main Guest Parking
Current main guest parking lot and entry cannot accommodate future growth and is far from adventure park activities; conflicts with main access road.

Undersized Large Parking lot
Large lot primarily used now for overflow zoo parking, adventure park and recreational trail users. Entry drive is not clearly marked. Opportunity to centralize all park user parking here.

Single Visitor Entry
Long range master plan driver is to centralize zoo guests, adventure park goers, and recreational users to one main entry and ticketing location. Shifting main parking to larger lot will encourage overlap of park user groups and zoo guests. Designating smaller lot as educational / bus drop off with separate school group zoo entry will relieve current guest flow conflicts.

LEGEND
- Animal Exhibits and Guest Attractions
- Strategic Services
- Infrastructure

Northeastern Wisconsin Zoo & Adventure Park

EXECUTIVE SUMMARY

JANUARY 26, 2017

STRATEGIC & MASTER PLAN REPORT
EXECUTIVE SUMMARY

NEW ZOO & ADVENTURE PARK ILLUSTRATIVE SITE PLAN

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

NEW ZOO & ADVENTURE PARK ILLUSTRATIVE SITE PLAN

SEE PAGE 15 FOR PLAN ENLARGEMENTS

Northeastern Wisconsin Zoo & Adventure Park

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<td>12. Canadian Lynx Boreal Trails</td>
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<td>21. Indoor Tropics (Donor)</td>
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<td>25. Treetops Phase 1 &amp; Nature Play Zone</td>
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<td>27. Carousel and Train Station Relocation</td>
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<td>28. Entry Plaza/Zoo Entrance Buildings/ Treetops Phase 2</td>
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<td>29. Tropics Terrace &amp; Service Yard</td>
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<td>30. Discovery Garden &amp; Education Center</td>
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NORTHEASTERN WISCONSIN ZOO & ADVENTURE PARK

EXECUTIVE SUMMARY

IMPLEMENTATION ZONES

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

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

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

IMPLEMENTATION PHASING

1ST QUARTER 2017 - 2019 $2 million
1. Cornerstone Animal Hospital Phase 2 $600,000
2. Utility Study $30,000
3. Prairie Grasslands / Badger $100,000
28. Waterpark and Restrooms $1,210,000

2ND QUARTER 2020 - 2022 $7 - $10 million
1. Red Wolf Woods $750,000
11. Asiatic Bear & Amur Tiger $4,300,000
12. Snow Leopard Ridge $1,000,000
13. Canadian Lynx Boreal Trails $500,000
24. Zip ‘N’ Slip $300,000
3. Staff Parking $75,000
4. Conservation Center Office Expansion $300,000
28. Treetops Phase 1 & Nature Play Zone $250,000

3RD QUARTER 2023 - 2025 $6 - $8 million
1. Entry Plaza / Zoo Entrance Buildings / Treetops Phase 2 $5,000,000
27. Carousel and Train Station Relocation $150,000
5. Guest Parking Expansion & Entry $700,000

4TH QUARTER 2026 - 2028 $7 - $9 million
1. Japanese Macaque Exhibit & Trail $1,000,000
2. Red Panda Bamboo Forest $450,000
1. Asian Otter Wetlands $1,300,000
29. Tropics Terrace & Service Yard $1,000,000
19. Discovery Garden & Education Center $1,900,000
18. Cheetah Grasslands $775,000

FUTURE 2029 + beyond $8 - $10 million
18. Barnyard Upgrades (Red Barn) $150,000
12. African Savannah (mixed species) $3,500,000
21. Indoor Tropics (donor) $2,000,000
10. N. American Great Plains & Northern Trail $2,250,000

STRAIGHT & MASTER PLAN REPORT
JANUARY 26, 2017
REPORT INTRODUCTION

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

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

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

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

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

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

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

► With a new focus on the entire 1,600 acres, integrating not only the guest experience but organizational and operational activities to establish the Park as the regional destination was the foundation for the new strategic plan. The leadership guiding the planning process recognized this was paramount for strategically advancing the mission-related work of the Park.

► A new mission, vision, and core values were established to serve as guiding principles. The success of an integrated experience will require leadership to create a culture for staff to leverage their passion, excel in their daily operations, become leaders in their profession and work in an environment dedicated to collaboration and ongoing training.

► The new strategic plan identifies the opportunity to strengthen the guest experience and deliver consistently amazing experiences for all. The plan lays out action steps to create more immersive and interactive experiences integrated with Park-wide conservation initiatives.

► The new strategic plan lays out how the Zoo’s conservation program will be comprehensive to include wildlife, plant and ecosystem conservation and sustainability and will expand to the entire Park. The Zoo’s education efforts will also expand and be a conduit for creatively connecting guests, program participants and the Greater Green Bay region with conservation.

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

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

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

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

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

MISSION

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

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

VISION

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

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

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

CORE VALUES

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

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

- CONSERVATION – We are dedicated to excellence in animal care and the protection of our natural resource assets.
- ACTIVE & FUN EXPERIENCES – We provide active and fun animal, adventure and nature experiences for all ages that combine learning, excitement, challenge and enjoyment.
- EDUCATION & LIFE-LONG LEARNING – We are committed to providing superior education and life-long learning opportunities in all visitor experiences and programs.
- COMMUNITY – We are dedicated to all residents and guests of Brown County and the greater Green Bay region through effective stewardship of community and natural resources.
- RESPECT & COLLABORATION – We encourage a spirit of respect and collaboration by working together to build meaningful relationships to meet our common goals.

NEW ZOO & ADVENTURE PARK’S STRATEGIC GOALS

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

STRATEGIC GOALS

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

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

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

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

Goal 5 – Mission-Related (Conservation & Education): Exemplify the highest standards of animal care and foster a connection to conservation in all experiences, programs and partnerships.
STRATEGIC FRAMEWORK/ACTION PLAN FOR 2017-2021

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

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

Goal 2: Awareness & Visibility

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

2.1: REDEFINE THE NEW ZOO & ADVENTURE PARK’S BRAND AS “THE” REGIONAL DESTINATION AND INTEGRATE THE BRAND WITH ALL AUDIENCES

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<td>2019</td>
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* When Zoo & Adventure Park are split from Park Dept
** SAFE Driven

2.1.1: Engage in branding process to evaluate name, define image and develop messaging

2.1.2: Create integrated, comprehensive marketing plan around new brand, including leveraging live TV segments

2.1.3: Collaborate with all staff to create consistent/integrated guest/user messaging

2.1.4: Overlay and enhance message of conservation through all user group experiences

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

2.2.1: Expand scope of outdoor recreational opportunities, especially activities that can be linked to the Zoo

2.2.2: Identify additional opportunities to have athletic events at the Park

2.2.3: Develop strategies to encourage non-traditional Zoo guests such as recreation and athletic event attendees to return to the Park and Zoo

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

2.3.1: Create partnerships with County services to expand awareness into the regional communities

2.3.2: Identify and test strategies to ensure the New Zoo & Adventure Park is accessible for all

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

2.4.1: Strengthen relationships with tourism bureau and hospitality industry

2.4.2: Leverage tourism industry relationships to reach new audiences with targeted advertising messages

2.4.3: Create experiences that engage Green Bay Packers fans at the Park

NOTES

* When Zoo & Adventure Park are split from Park Dept
** SAFE Driven
GOAL IMPLEMENTATION

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

3.1: Create a working environment for staff that leverages their passion for the mission and helps the park achieve its vision

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Operations</td>
</tr>
<tr>
<td>2017</td>
<td>Management Staff</td>
</tr>
<tr>
<td>Annually</td>
<td>Management Team</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Currently Designated by County Policies</td>
</tr>
</tbody>
</table>

3.2: Align volunteer leadership structure to thoughtfully offer strategic counsel and support the park through fundraising efforts

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 &amp; 2018</td>
<td>Zoo Society; Friends of Reforestation Camp; Management Team</td>
</tr>
<tr>
<td>2018</td>
<td>Zoo Society; Friends of Reforestation Camp; Management Team</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Zoo Society; Friends of Reforestation Camp</td>
</tr>
</tbody>
</table>

3.3: Expand the docent program and other volunteer initiatives

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Volunteer Dept; Zoo Society; Friends of the Reforestation Camp</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Volunteer Dept; Zoo Society; Friends of the Reforestation Camp</td>
</tr>
<tr>
<td>Annually</td>
<td>Volunteer Dept; Zoo Society; Friends of the Reforestation Camp</td>
</tr>
</tbody>
</table>

3.4: Engage in proactive succession planning for staff and volunteer leadership

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>Zoo Society; Friends of the Reforestation Camp</td>
</tr>
<tr>
<td>2020</td>
<td>Management Team</td>
</tr>
</tbody>
</table>

NOTES
* Can look at reviewing after 2019 if/when is separated from Parks
** Assess current roles and responsibilities, as well as future roles and responsibilities in a new public/private partnership
*** Mentoring and training, utilizing AZA training opportunities, need to identify staff interest, identify core, essential SOP's for all management positions and document when possible; consider appointments of assistant managerial members?
### Goal Implementation

**Goal 4: Operations & Financial Sustainability**

Strengthen operations to foster greater financial sustainability and viability

<table>
<thead>
<tr>
<th>4.1: Assess Governance Models to Best Support the Park’s Long-Term Sustainability</th>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1: Identify true cost to operate all enterprises within the Park **</td>
<td>2017</td>
<td>Management Team; Zoo Society; Friends of Reforestation</td>
</tr>
<tr>
<td>4.1.2: Benchmark other institutions to understand governance model options ***</td>
<td>2017</td>
<td>Management Team; Zoo Society; Friends of Reforestation</td>
</tr>
<tr>
<td>4.1.3: Assess governance options and evaluate appropriateness for Park ****</td>
<td>Annually; During Budget Process</td>
<td>Management Team; Zoo Society; Friends of Reforestation</td>
</tr>
<tr>
<td>4.1.4: Create transition plan and implement for the recommended governance model *****</td>
<td>Ongoing</td>
<td>Management Team; Zoo Society; Friends of Reforestation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.2: Create a Rolling Multi-Year Business Plan for the Park to Manage It as One-Enterprise</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.1: Engage in an integrated business planning process guided by the Park’s new facility master plan and guest experience plan</td>
<td>2017 &amp; Ongoing Annually</td>
<td>Management Team</td>
</tr>
<tr>
<td>4.2.2: Assess current revenue and expenses to understand baseline performance and identify strengths and weaknesses.</td>
<td>Annually; During Budget Process</td>
<td>Management Team</td>
</tr>
<tr>
<td>4.2.3: Evaluate pricing throughout the Park including discounting and packaging and create plan to maximize admission and other guest/user-related revenues</td>
<td>Annually; During Budget Process</td>
<td>Management Team</td>
</tr>
<tr>
<td>4.2.4: Assess education, conservation, and outreach programs for maximum mission impact, guest engagement and revenue generation</td>
<td>2018 &amp; Opening</td>
<td>Management Team; Education; Adventure Park Staff</td>
</tr>
<tr>
<td>4.2.5: Continually identify and evaluate new strategic opportunities for revenue generation to ensure financial sustainability and viability of the Park</td>
<td>Ongoing</td>
<td>Management Team</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.3: Maintain a Current Facility Master Plan and Repair/Replacement Plan for the Park</th>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3.1: Evaluate utility infrastructure necessary to implement the master plan +</td>
<td>2019</td>
<td>Facilities</td>
</tr>
<tr>
<td>4.3.2: Create a plan for repair and replacement of existing facilities and equipment with identified funding sources ++</td>
<td>Ongoing</td>
<td>Brown County Public Works</td>
</tr>
<tr>
<td>4.3.3: Evaluate and enhance work order process +++</td>
<td>Ongoing</td>
<td>Facilities</td>
</tr>
<tr>
<td>4.3.4: Maintain current site survey of the Park and update regularly based on Master Plan implementation</td>
<td>Annually</td>
<td>Facilities; Adventure Park Staff</td>
</tr>
<tr>
<td>4.3.5: Conduct an annual review of the Master Plan and update priorities as needed</td>
<td>Annually</td>
<td>Management Team</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.4: Increase Philanthropic Support for the Park</th>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4.1: Update and execute fundraising plan based on strategic and master plan priorities</td>
<td>Annually</td>
<td>Management Team; Support Orgs; Governance Board</td>
</tr>
<tr>
<td>4.4.2: Evaluate all guest/user membership programs’ return on investment, identify growth opportunities, and assess potential integration of packages and benefits</td>
<td>Annually</td>
<td>Membership Coordinator; Management Team</td>
</tr>
<tr>
<td>4.4.3: Expand membership program to leverage interest and support of the entire Park</td>
<td>Ongoing</td>
<td>Membership Coordinator</td>
</tr>
<tr>
<td>4.4.4: Evaluate return on investment of current fundraising events</td>
<td>Annually</td>
<td>Management Team; Support Orgs; Governance Board</td>
</tr>
<tr>
<td>4.4.5: Incorporate VIP experiences into existing fundraising events</td>
<td>Ongoing</td>
<td>Management Team; Support Orgs; Governance Board</td>
</tr>
</tbody>
</table>

**NOTES**

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

### Goal 5: Conservation & Education

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

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update Annually</td>
<td>Management Team</td>
</tr>
</tbody>
</table>

| Update Annually | Management Team |
| Ongoing | Management Team |

| Update Annually | Education |
| Update Annually | Education |

| Ongoing | Management Team; All Staff |

### 5.1: Define the New Zoo & Adventure Park’s Philosophy on Conservation

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

### 5.2: Maintain Institutional Collection Plan for the Zoo that Meets AZA Standards and Integrates with the Guest Experience Plan and Conservation Initiatives

- **5.2.1:** Assess, update and maintain the Zoo's Institutional Collection Plan
- **5.2.2:** Maintain current and standard operating procedures to ensure daily operations are delivering the highest quality care for the animal collection
- **5.2.3:** Expand animal enrichment and training programs to improve animal care practices and integrate animal care and wellness into the guest experience

### 5.3: Be a Leading Educational Resource for Active Learning Linked to Nature, Wildlife, Ecosystems, Conservation and Science

- **5.3.1:** Evaluate current education programs for effectiveness, customer service, diversity of audience and marketability
- **5.3.2:** Identify opportunities to grow and expand the educational program offerings leveraging all of the Park’s facilities
- **5.3.3:** Incorporate educational programming throughout the Park for all guests/users
- **5.3.4:** Expand outreach efforts into the Green Bay Community through partnerships with schools, libraries and other education-related organizations

### 5.4: Create and Maintain a Horticultural Plan That Leverages the Mission of the Park

- **5.4.1:** Document horticultural collection and create plan for maintaining and updating
- **5.4.2:** Identify opportunities to better engage the guest with the horticultural collection
- **5.4.3:** Increase the number of horticultural volunteers to assist in maintaining collection and interpreting collection to guests

### 5.5: Create a Park-Wide Environmental Sustainability Plan

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

### NOTES

* Update the Zoo's comprehensive environmental sustainability program annually.
CAMPING TRAILS

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

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

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

IMPLEMENTATION

Site 1 - Rustic
• A walk-in trail from the multi-use parking lot to the campground
• 2 large group sites for up to 20 campers
• Barbecues
• Primitive toilets
• Access to drinking water
• Way-finding and interpretative signage
• Site Reservation and parking fee payment system
• “Leave No Trace” policy
• Potential drive-up access

Site 2 - Zoo Camp
• Six to ten platform tent sites with central fire pit and shared picnic tables
• Staffed “Ranger” support during peak season
• Walking distance to Trailhead Facility for showers and electricity

Topographic Enlargement: Remote Camping Experience
SKIING & SNOWSHOEING TRAILS

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

OPPORTUNITIES FOR GROWTH

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

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

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

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

► Off-Season Amenities
  One to two miles of paved pathway for dryland training during the off season would increase off-season trail use.

Northeastern Wisconsin Zoo & Adventure Park
MOUNTAIN BIKING TRAILS

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

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

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

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

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

► Phase 1
- New Trailhead Facility at north end of parking lot with dedicated trail user restrooms and bike wash
- Expanded lawn area at the ski lodge for staging races
- Improved signage with updated, detailed trail information
- Creation of family MTB trails to connect with destinations, interpretative materials and points of interest on hiking trails
- Designate trails for specific user groups: family, high-speed, hard-core to focus improvements on specialized user need.

► Phase 2
- Kids Pump Track playground
- Community-designed, hard-core challenge course
- Increased mileage along high-speed cycling paths with user investment

New Proposed Tots Pump Track

NEW ZOO AND ADVENTURE PARK
POTENTIAL LOCATION FOR TOTS PUMP TRACK

CONNECTION TO NEW TRAILHEAD

NEW TRAILHEAD FACILITY & NEW TRAILHEAD LOCATION

OPPORTUNITY FOR A POINT OF INTEREST TRAIL CONNECTION (EMBANKMENT)

POTENTIAL HIGH-SPEED TRAIL EXPANSION

Reforestation Rd.
Brown Rd.
Shady Ln.
MAR/hyphen.capAN/hyphen.capDOL

10 acres

1000'0' 500' 2000'

MASTER PLAN PROJECTS
**FAT TIRE & SNOWMOBILING TRAILS**

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

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

---

**STRATEGIC & MASTER PLAN REPORT**
JANUARY 26, 2017

Northeastern Wisconsin Zoo & Adventure Park
Hiking Trails

Program Objectives

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

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

Opportunities for Growth

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

PROGRAM OBJECTIVES
Maintain the equestrian program at its current level of use.

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

MAINTENANCE
The equestrian trails were created in the 1990s at the Park's expense in response to advocacy by the equestrian community of Brown County. An agreement was formed that care of the trails would be performed as a collaboration partnership between park staff and community volunteers. While the existing equestrian trail users are the most active of all user volunteer groups, the actual trail use and quantity of trail users is lower than that of other types of recreational trails. Due to these relatively low number of trail users, it is recommended to keep the existing 8 miles of marked bridle trails without further expansion.
The Master Plan proposes to reinforce some of the current zoo-geographic organization of the site while incorporating new geographic regions. The Eurasia zone is a new concept emphasizing and expanding upon both Asian and cold climate species collections and replacing the existing Australian and Wisconsin-themed exhibits. Africa will be expanded to include a larger mixed-species giraffe encounter, new cheetah habitat, and relocated lion habitat.
MASTER PLAN PROJECT ZONES

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

ZOO AND ADVENTURE PARK PLAZA

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

Visitors approaching the plaza will view the existing climbing structures, zipline and 300’ long “Zip N’ Slip” slide while passing beneath the suspended lines of the adventure park tree-top course and exhalated climbers. The 430’ long wooded path connecting the parking area to the plaza will direct visitors to their destinations through signage and sculpture. The path opens to the new entry gateway to create a welcoming outdoor room where visitors can regroup and consider their exciting options: visit the zoo, do the adventure park or tackle both in one day! In this space clear informative displays presenting adventure park activities and ticket options will be key to meeting the goal of a unified park and increasing cross-over use of amenities. Ticketing point-of-sales can occur either indoors at the main ticketing building or outdoors at shaded sales kiosks that divide the gateway, offering flexibility to respond to changing weather, visitor volume and staff availability. Restrooms and seasonal concessions on the west side of the ticketing kiosks will be accessible from the interior entry plaza. Designed to accommodate a high volume of guests, this space will offer the first glimpse of animal exhibits as guests prepare for their NEW Zoo Experience. The ‘tree-top’ adventure course will also traverse this gateway and plaza forming a delicate threshold above Haller’s Creek Bridge which connects the plaza to the zoo, further interweaving and mutually enhancing the zoo and adventure park experiences.

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zoo Entry Gateway</td>
<td>11,000</td>
</tr>
<tr>
<td>Main Ticketing &amp; Gift Shop</td>
<td>4,600</td>
</tr>
<tr>
<td>Concessions &amp; RR</td>
<td>2,600</td>
</tr>
<tr>
<td>Interior Entry Plaza</td>
<td>17,000</td>
</tr>
</tbody>
</table>
New Zoo Entry and Adventure Park Plaza:
Visitor approach to new entry plaza with a new overhead tree-tops adventure course
KIDS PLAY ZONE

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

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

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

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

**Northeastern Wisconsin Zoo & Adventure Park**

**JANUARY 26, 2017**

**MASTER PLAN PROJECTS**

- **GIRAFFE OVERLOOK**
- **LION HOLDING**
- **LION NOSE/hyphen.capNOSE VIEWING**
- **EXISTING GOAT YARD**
- **TRAIN STATION AND TICKETING**
- **GUEST PATH AND BRIDGE FROM NEW ENTRY**
- **HOLDING BUILDING**
- **SAVANNA VIEWING**
- **TRELLIS**
- **REST ROOMS AND GIFTS**
- **SPASH ZONE**
- **RELOCATED CAROUSEL**
- **AFRICAN SAVANNA**
- **GIRAFFE RIDGE**
- **GIRAFFE HOLDING / INDOOR VIEWING**
- **FLAMINGOS**
- **LION RIDGE**
- **LION HOLDING**
- **LION NOSE TO NOSE VIEWING**
- **EXISTING GOAT YARD**
- **TRAIN STATION AND TICKETING**
- **GUEST PATH AND BRIDGE FROM NEW ENTRY**

*Kid's Play Zone and African Savanna birds-eye perspective*
EDUCATION PLAZA & DISCOVERY GARDEN

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

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

**PROGRAM**

- **Service / School Group Entry Gate**: 4,838 SF
- **Education Orientation Zone**: 6,771 SF
- **Biodiversity Lab & Event Space**: 4,418 SF
- **Conservation Learning Center**: 8,140 SF
- **Entryway Building**: 625 SF
- **Ursa Major Amphitheater**: 8,000 SF
- **Ursa Minor Stage**: 2,002 SF
- **Discovery Garden**: 3,278 SF
- **Dino Dig**: 1,590 SF

**Discovery Garden:** Fun and playful setting to reinforce the message of environmental conservation.
JAPANESE MACAQUES & AFRICAN OUTPOST

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

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

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

---

**Japanese Macaque Trails:** Overhead passages and heated pools

**African Outpost Marketplace:** Zulu huts and drums

---

**PROGRAM**

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

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

### PROGRAM

<table>
<thead>
<tr>
<th>Program</th>
<th>SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurant (Existing)</td>
<td>6,000</td>
</tr>
<tr>
<td>Restaurant Terrace</td>
<td>14,000</td>
</tr>
<tr>
<td>Outdoor Tropics Habitat</td>
<td>3,800</td>
</tr>
<tr>
<td>Outdoor Tropics Holding</td>
<td>1,500</td>
</tr>
<tr>
<td>Indoor Tropics</td>
<td>6,700</td>
</tr>
<tr>
<td>Flex Habitat (North)</td>
<td>3,300</td>
</tr>
</tbody>
</table>

---

**Zoo Central: Outdoor dining overlook**

---

**Northeastern Wisconsin Zoo & Adventure Park**
NORTH AMERICAN GREAT PLAINS

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

Great Plains: Diversified species and expanded habitat
**EURASIA & NORTHERN TRAIL**

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

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

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

---

**EURASIA:**
- Lynx trails and Red Wolf Woods

**Nature Play Zone:**
- Deadfall timbers and boulders for nature play

---

**MASTER PLAN PROJECTS**

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>North American Aviary (Existing)</td>
<td>4,600</td>
</tr>
<tr>
<td>Red Wolf/Plains Holding</td>
<td>2,150</td>
</tr>
<tr>
<td>Lynx (Existing)</td>
<td>3,940</td>
</tr>
<tr>
<td>Moose Holding (Existing)</td>
<td>55,865</td>
</tr>
<tr>
<td>Tiger Habitat</td>
<td>14,500</td>
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<tr>
<td>Tiger Holding/Bear Viewing</td>
<td>23,140</td>
</tr>
<tr>
<td>Asian Bear Habitat</td>
<td>10,000</td>
</tr>
<tr>
<td>Asian Bear Holding</td>
<td>1,000</td>
</tr>
<tr>
<td>Asian Bear Yard</td>
<td>2,236</td>
</tr>
<tr>
<td>Snow Leopard/Ridge (combined)</td>
<td>7,000</td>
</tr>
</tbody>
</table>

---

**Northeastern Wisconsin Zoo & Adventure Park**

**STRATEGIC & MASTER PLAN REPORT**

JANUARY 26, 2017
### PARKING AND ENTRY

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

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

<table>
<thead>
<tr>
<th>Existing Parking Lot Area: 357 spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1 Parking: 96 spaces</td>
</tr>
<tr>
<td>Phase 2 Parking: 162 spaces</td>
</tr>
<tr>
<td>Entry Plaza Revisions: 16 spaces</td>
</tr>
<tr>
<td>Total Parking Hub Spaces: 631 spaces</td>
</tr>
</tbody>
</table>

Parking: New solar panels and signage may also be incorporated to provide opportunities for passive environmental education.
OVERALL PARKING ANALYSIS: ZOO, ADVENTURE PARK & REFORESTATION CAMP

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

<table>
<thead>
<tr>
<th>EXISTING PARKING</th>
<th>PROPOSED PARKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zone</td>
<td>Spaces</td>
</tr>
<tr>
<td>Main Parking Lot</td>
<td>173</td>
</tr>
<tr>
<td>Upper Level Parking Lot</td>
<td>427</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Existing</td>
<td>+/- 600</td>
</tr>
</tbody>
</table>

PARKING ASSESSMENT FOR ZOO AND ADVENTURE PARK
1) Design day = 1% of annual attendance
2) Design day = 3,000 or more
3) Parking demand = design day x 80% / 3.5 Per car / 1.5 to 1.75 Turnover

<table>
<thead>
<tr>
<th>ANNUAL ATTENDANCE</th>
<th>DESIGN DAY</th>
<th>PARKING DEMAND*</th>
</tr>
</thead>
<tbody>
<tr>
<td>300,000</td>
<td>3,000</td>
<td>390 to 490 Spaces</td>
</tr>
<tr>
<td>350,000</td>
<td>3,500</td>
<td>450 to 550 Spaces</td>
</tr>
<tr>
<td>400,000</td>
<td>4,000</td>
<td>520 to 620 Spaces</td>
</tr>
<tr>
<td>500,000</td>
<td>5,000</td>
<td>650 to 750 Spaces</td>
</tr>
</tbody>
</table>

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

Proposed Parking Summary
- Dedicated Staff Parking: 54 spaces
- School Group/Recreational: 173 spaces
- Zoo Primary/Recreational: 631 spaces
- Overflow Parking: 108 spaces

Total: 966 spaces
PROPOSED ZOO GUEST & SERVICE CIRCULATION

LEGEND
- Primary & Secondary Guest Hubs
- Primary Guest Paths
- Secondary Guest Paths
- Primary Guest Services (Ticketing, Gift, Restrooms, Food, Event, etc)
- Primary Service Routes
- Train Route
- Shared Train and Pedestrian Path
INVENTORY & ANALYSIS: OVERALL REFORESTATION CAMP

EXISTING FACILITIES

1 Pines Shelter - Rentable 1,000 SF facility with small kitchen and conditioned space; nearby picnic grounds, fishing pond with ADA fishing dock, ball field & snow bike trailhead.
   Rental Dates: April 1 - November 30

2 Ski Lodge - Rentable 2,700 SF facility seating 160 people with kitchen and conditioned space and fireplace; nearby hiking, patio and grill, mountain bike and ski trail head. During the winter months only a portion of lodge is available for meeting room while rest of area is warming area for cross-country skiers and snowmobilers.
   Rental Dates: April 1 - November 30

3 Horse Trailhead - Trailer parking, picnic table, gravel parking lot

4 Trailside Toilet - Rustic Toilet

5 Rifle Range - Targets setup at 25, 50, and 100 yard distances. Facility can be reserved by law enforcement agencies, hunter education instructors and security companies. Includes archery and crossbow lanes.
   Rental Dates: September, October, and November

POTENTIAL NEEDS FOR IMPROVEMENT

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

LEGEND
- Conflict Zone - Horse Trails with Bike & Other Trails
- MAJOR HUB - Heavy-use Location for visitor amenities: shelter and plumbed restrooms
- MINOR HUB - Minor-use location for visitor amenities
Landform features within the Reforestation Camp inform the opportunities and constraints on future plans. Wetlands and flood zones across the site limit trail expansion in many areas and direct the nature and implementation of future programming to be compatible with marshy conditions. Conversely, sand ridges throughout the northern half of the Reforestation Camp are a dynamic landscape feature that is both popular with recreational bikers and sensitive to heavy use. The Ridges offer the largest amount of topographic variation on the site and should be highlighted for their recreational possibilities. Ponds, streams, clearings, and locations suitable for constructing lookouts are key landform features for trail systems that appeal to a diverse spectrum of recreational users.
INVENTORY & ANALYSIS: NEW ZOO & ADVENTURE PARK

- Buses currently drop off and park in Main Parking Lot, Main Zoo parking located here and forces conflict with Reforestation Road car traffic.
- Overflow parking lacks efficiency. Area can be developed as paved parking.
- Good main circulation path with exhibits located on exterior of path facing wooded backdrop.

LEGEND
- Visitor Path
- Service Drive/Vehicular Access
- Building/Structure
- Primary Hub

Upper parking lot currently used for Adventure Park visitors, trail users and additional parking for Zoo visitors.

Primary vehicular Zoo access from Reforestation Road; minimal signage for zoo & adventure park wayfinding.
APPENDIX

INVENTORY & ANALYSIS: EXISTING ZOO

LEGEND
- Visitor Path
- Service Drive
- Primary Hub
- Secondary Hub

1 ACRE

Existing Zoo Entrance through Building gets congested and needs improvement in order to handle crowds on peak days.

Need safer access to zoo entrance, visitors currently need to cross road.

New exhibit needed for Snow Leopard.

Aging Otter Exhibit

Dead-end path at Riley Building

Good existing location for zoo hub. Existing restaurant needs expansion, service area, add outdoor terrace with animal viewing.

Inefficient visitor circulation

Zoo Boundary

Good location and cluster of maintenance facilities

Existing dead end path within Kids Zone

Challenging viewing into the Giraffe Exhibit

Lion habitat is small and should be relocated in order to expand

Existing Zoo Entrance through Building gets congested and needs improvement in order to handle crowds on peak days.

LEGEND

Visitor Path        Service Drive              Primary Hub        Secondary Hub
EXISTING ZOO BUILDING INVENTORY

Analysis of “As-Is” Building Conditions

<table>
<thead>
<tr>
<th>VISITOR AMENITY BUILDING</th>
<th>COND</th>
<th>SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>V1 E. Salzbruch Welcome Center</td>
<td>I</td>
<td>6,578</td>
</tr>
<tr>
<td>V2 Restrooms/Food Court</td>
<td>I</td>
<td>1,960</td>
</tr>
<tr>
<td>V3 Museum/Family Programs</td>
<td>I</td>
<td>3,740</td>
</tr>
<tr>
<td>V4 Birthday Pavilion</td>
<td>I</td>
<td>1,960</td>
</tr>
<tr>
<td>V5 Carousel</td>
<td>I</td>
<td>330</td>
</tr>
<tr>
<td>V6 Pines Shelter</td>
<td>I</td>
<td>2,606</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXHIBIT/EDUCATION BUILDING</th>
<th>COND</th>
<th>SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 Education &amp; Conservation Center</td>
<td>LT</td>
<td>8,270</td>
</tr>
<tr>
<td>E2 North American Aviary</td>
<td>LT</td>
<td>5,070</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ANIMAL HOLDING BUILDING</th>
<th>COND</th>
<th>SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 Aldabra Tortoise</td>
<td>I</td>
<td>930</td>
</tr>
<tr>
<td>A2 Hoofstock Shelter</td>
<td>TP</td>
<td>975</td>
</tr>
<tr>
<td>A3 Japanese Macaque</td>
<td>I</td>
<td>1,010</td>
</tr>
<tr>
<td>A4 Snow Leopard</td>
<td>TP</td>
<td>430</td>
</tr>
<tr>
<td>A5 Penguin Holding</td>
<td>LT</td>
<td>750</td>
</tr>
<tr>
<td>A6 Alligator</td>
<td>TP</td>
<td>480</td>
</tr>
<tr>
<td>A7 Giraffe Holding</td>
<td>LT</td>
<td>3720</td>
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</table>

<table>
<thead>
<tr>
<th>ZOO SUPPORT / ADMINISTRATION BUILDING</th>
<th>COND</th>
<th>SF</th>
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</thead>
<tbody>
<tr>
<td>Z1 Garage</td>
<td>LT</td>
<td>5,675</td>
</tr>
<tr>
<td>Z2 Animal Hospital</td>
<td>LT</td>
<td>8,780</td>
</tr>
<tr>
<td>Z3 Garage</td>
<td>LT</td>
<td>2,130</td>
</tr>
<tr>
<td>Z4 Garage</td>
<td>LT</td>
<td>2,710</td>
</tr>
<tr>
<td>Z5 Garage</td>
<td>LT</td>
<td>1,960</td>
</tr>
<tr>
<td>Z6 Shed</td>
<td>TP</td>
<td>2,830</td>
</tr>
<tr>
<td>Z7 Adventure Park</td>
<td>LT</td>
<td>7,900</td>
</tr>
<tr>
<td>Z8 Nutrition Center</td>
<td>LT</td>
<td>100,000</td>
</tr>
</tbody>
</table>

KEY

- COND = CONDITION
- I = Building useful for immediate term (10-20 yrs)
- T = Building useful for long term (20+ yrs)
- TP = Top priority - replace or renovate now (<10 yrs)
- U = With upgrade, building useful (10-20 yrs)

EXISTING ZOO BUILDING INVENTORY

APPENDIX

Northeastern Wisconsin Zoo & Adventure Park

STRATEGIC & MASTER PLAN REPORT

JANUARY 26, 2017
NEW ZOO & ADVENTURE PARK STRATEGIC PLANNING - BASELINE PROFILE AND ASSESSMENT SUMMARY

The Strategic Planning Process: Assessment Phase

The goal of the assessment phase is to identify key strengths and weaknesses, as well as opportunities and threats, to inform the strategic planning process. This phase includes the following steps:

1. Baseline Profile:
   - Identify current performance indicators and metrics.
   - Assess operational efficiency and effectiveness.
   - Evaluate financial health and sustainability.

2. Strategic Objectives:
   - Define long-term goals and objectives.
   - Establish key performance indicators for each objective.

3. SWOT Analysis:
   - Conduct a Strengths, Weaknesses, Opportunities, and Threats analysis.
   - Prioritize areas for improvement.

4. Stakeholder Engagement:
   - Gather input from key stakeholders.
   - Identify partnerships and collaborations.

5. Market Analysis:
   - Analyze market trends and competitor analysis.
   - Identify market opportunities and challenges.

6. Risk Assessment:
   - Identify potential risks and develop mitigation strategies.
   - Evaluate risk management strategies.

Appendix:
Appendix A: Survey Summaries
Appendix B: Strategic Objectives
Appendix C: Stakeholder Engagement Plan
Appendix D: Market Analysis Report
Appendix E: Risk Assessment Summary

The Strategic Planning Team:

- Executive Director: John Smith
- Chief Financial Officer: Jane Doe
- Director of Development: Bob Johnson
- Director of Operations: Lisa Green
- Strategic Planning Coordinator: Sarah Lee

The Strategic Planning Team will meet regularly to review progress and make adjustments as needed. The final strategic plan will be presented to the Zoo's governing board for approval in March 2017.
APPENDIX

STRATEGIC & MASTER PLAN REPORT

January 26, 2017

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Northeastern Wisconsin Zoo & Adventure Park

Other initiatives offered to immerse you in the Zoo include the K C Stark Wildlife Drive and the<br>Reptile Loops. From a car or truck this is a large<br>and visually appealing program. The<br>152 acre Zoo is managed by the Board of Trustees and is open to the public year-round. The Zoo<br>may be open for special events even during the<br>winter months. The season of the year will<br>dictate what is available to view. The Zoo also<br>has a variety of programs and events throughout<br>the year. To find out more information on<br>events, please visit the Zoo’s website at:

www.zooandadventurepark.com

APPENDIX

JANUARY 26, 2017

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STRATEGIC & MASTER PLAN REPORT
Northeastern Wisconsin Zoo & Adventure Park

Organic Report

The ZOO Board has been very focused on reviewing the NDS and its impact on the Zoo. In 2015, the Zoo<br>provided NDS to the City of Green Bay and we<br>are very pleased with the feedback they have<br>given us. The ZOO Board has reviewed and<br>approved the 2015-2016 NDS and we plan to<br>work closely with the City of Green Bay to<br>implement the NDS as soon as possible.

The ZOO Board has also been very focused on<br>reviewing the future of the Zoo. In 2015, the<br>ZOO Board approved the Master Plan for the Zoo<br>and we are very pleased with the feedback we<br>have received. The ZOO Board has reviewed and<br>approved the 2015-2016 Master Plan and we plan<br>to work closely with the City of Green Bay to<br>implement the Master Plan as soon as possible.

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The revenues from the Zoo's operations have been more consistent recently. The Zoo's operating expenses have continued to decrease. Over the past three years, the operating expenses have decreased about 7%.
## APPENDIX

### Spring 2017 Programs

The Zoo is dedicated to delivering its spring program to natural audiences. The spring program features a variety of events and activities, including: **

- **Bird Walks**: Guided walks with bird experts to identify and learn about different bird species.
- **Conservation Talks**: Educational talks on conservation topics, with a focus on endangered species and local ecosystems.
- **Nature Photography Workshops**: Workshops for adults and children to learn techniques for capturing nature in stunning images.
- **Spring Ecology Tours**: Interactive tours through the zoo's natural habitats, highlighting the seasonal changes and wildlife.
- **Spring Storytime**: Special storytime sessions for children with animal-themed tales.

<table>
<thead>
<tr>
<th>Program</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bird Walks</td>
<td>320</td>
<td>320</td>
<td>320</td>
<td>320</td>
</tr>
<tr>
<td>Conservation Talks</td>
<td>240</td>
<td>240</td>
<td>240</td>
<td>240</td>
</tr>
<tr>
<td>Nature Photography Workshops</td>
<td>120</td>
<td>120</td>
<td>120</td>
<td>120</td>
</tr>
<tr>
<td>Spring Ecology Tours</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td>180</td>
</tr>
<tr>
<td>Spring Storytime</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
</tbody>
</table>

### Summer 2017 Programs

The summer program offers a wide range of activities to engage visitors throughout the season. The highlights include: **

- **Zoo Camp**: Weekly themed camps for children, focusing on various conservation and wildlife topics.
- **Dinosaurs Alive**: A life-sized dinosaur exhibit featuring realistic models and interactive learning experiences.
- **Aquatic Adventures**: A series of events focusing on aquatic animals, including sea lions and dolphins.
- **Summer Science Workshops**: Educational workshops for children to explore science and technology.
- **Art of Nature**: Workshops where visitors create art inspired by the zoo's natural settings.

<table>
<thead>
<tr>
<th>Program</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zoo Camp</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Dinosaurs Alive</td>
<td>300</td>
<td>300</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Aquatic Adventures</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Summer Science Workshops</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Art of Nature</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

### Wildlife Encounters

The Wildlife Encounters program provides interactive experiences with zoo animals. Visitors can participate in activities such as feeding, training, and learning about different species. The program includes: **

- **Rare Animal Encounter**: Up-close interactions with species that are endangered or critically endangered, such as the Amur leopard and the Sumatran tiger.
- **Dolphin Show**: A feature show performed by the zoo's dolphin population, showcasing their intelligence and athletic abilities.
- **Wings of the World**: A flight show featuring birds of prey, allowing visitors to witness these magnificent creatures up close.
- **Sea Lion Rosetta**: A show focusing on the intelligence and bond between sea lions and their human trainers.

<table>
<thead>
<tr>
<th>Program</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rare Animal Encounter</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Dolphin Show</td>
<td>300</td>
<td>300</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Wings of the World</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Sea Lion Rosetta</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
</tbody>
</table>
Situation Analysis (Strengths, Challenges, Opportunities, Threats)

Current Conditions, Analysis of the Impact of Information Provided by the ZBM and New Zoo

1. Market size and potential
2. Market growth and future trends
3. Market share

Situational Analysis

1. General
2. Competitive
3. Industry
4. Target audience

Analysis of the Impact of Information Provided by the ZBM and New Zoo

1. Competitive
2. Industry
3. Target audience

Recom: implemenation

1. General
2. Competitive
3. Industry
4. Target audience

Notes:

1. General
2. Competitive
3. Industry
4. Target audience

References:

1. General
2. Competitive
3. Industry
4. Target audience

APPENDIX

Schultz & Williams

Schultz & Williams

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We have identified a number of "core stations" at the Zoo, each used to protect management: each utilized by AAZA-certified zoos and have summarized them below:

- Publicly owned and managed, with full support and operating support
- Publicly owned and managed, with full operating support
- Publicly owned and managed, with full support and operating support

These number of different institutions that support public zoos, as well as private ones. We hope to continue this trend in the future.

The "key factors" with these institutions are:

- Management/ownership: Zoo is managed by public authority
- Funding/operational support: ZOO is supported by public authority
- Infrastructure: In some cases, the ZOO has a significant amount of capital funding
- Operating support: ZOO is supported by public authority

County

<table>
<thead>
<tr>
<th>County</th>
<th>Cities</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Carolina</td>
<td>Chapel Hill, Wilson, Winston-Salem, Greensboro</td>
</tr>
<tr>
<td>Mississippi</td>
<td>Jackson, Tupelo, Oxford, Meridian, Vicksburg</td>
</tr>
<tr>
<td>Alabama</td>
<td>Tuscaloosa, Huntsville</td>
</tr>
</tbody>
</table>

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### Opportunities: Conservative Projections

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>Rental facility: Landslide</td>
<td>$25,000</td>
<td>$27,500</td>
<td>$32,000</td>
</tr>
<tr>
<td>Adventure Play (net)</td>
<td>$18,000</td>
<td>$20,000</td>
<td>$20,000</td>
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<tr>
<td>Bank/Investor Partnerships</td>
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<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Sponsorships</td>
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<tr>
<td>Fund-Raising: Operating Programs</td>
<td>$25,000</td>
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<td>$40,000</td>
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<tr>
<td>Major Donor Programs</td>
<td>$4,000</td>
<td>$7,000</td>
<td>$15,000</td>
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<tr>
<td>Regional Funding Initiative</td>
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<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Total Potential New Revenues</td>
<td>$81,000</td>
<td>$84,000</td>
<td>$122,000</td>
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</tbody>
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