

A G E N D A

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METRO

Agenda

MEETING: METRO COUNCIL/OREGON ZOO FOUNDATION BOARD OF
TRUSTEES JOINT MEETING – revised 7/29/05
DATE: August 1, 2005
DAY: Monday
TIME: 5:00 PM
PLACE: Oregon Zoo Skyline Room

5:00 – 5:15	Welcome & Introductions	Penny Serrurier
5:15 – 5:45	Issues Facing the Zoo	Tony Vecchio
5:45 – 6:30	Zoo: Planning for the Future (facilitated discussion)	Councilor Newman
6:30 – 8:00	Dinner	

METRO WASHINGTON PARK ZOO

A great zoo

Framework for the Future



METRO WASHINGTON PARK ZOO
TWENTY-FIVE-YEAR PLAN

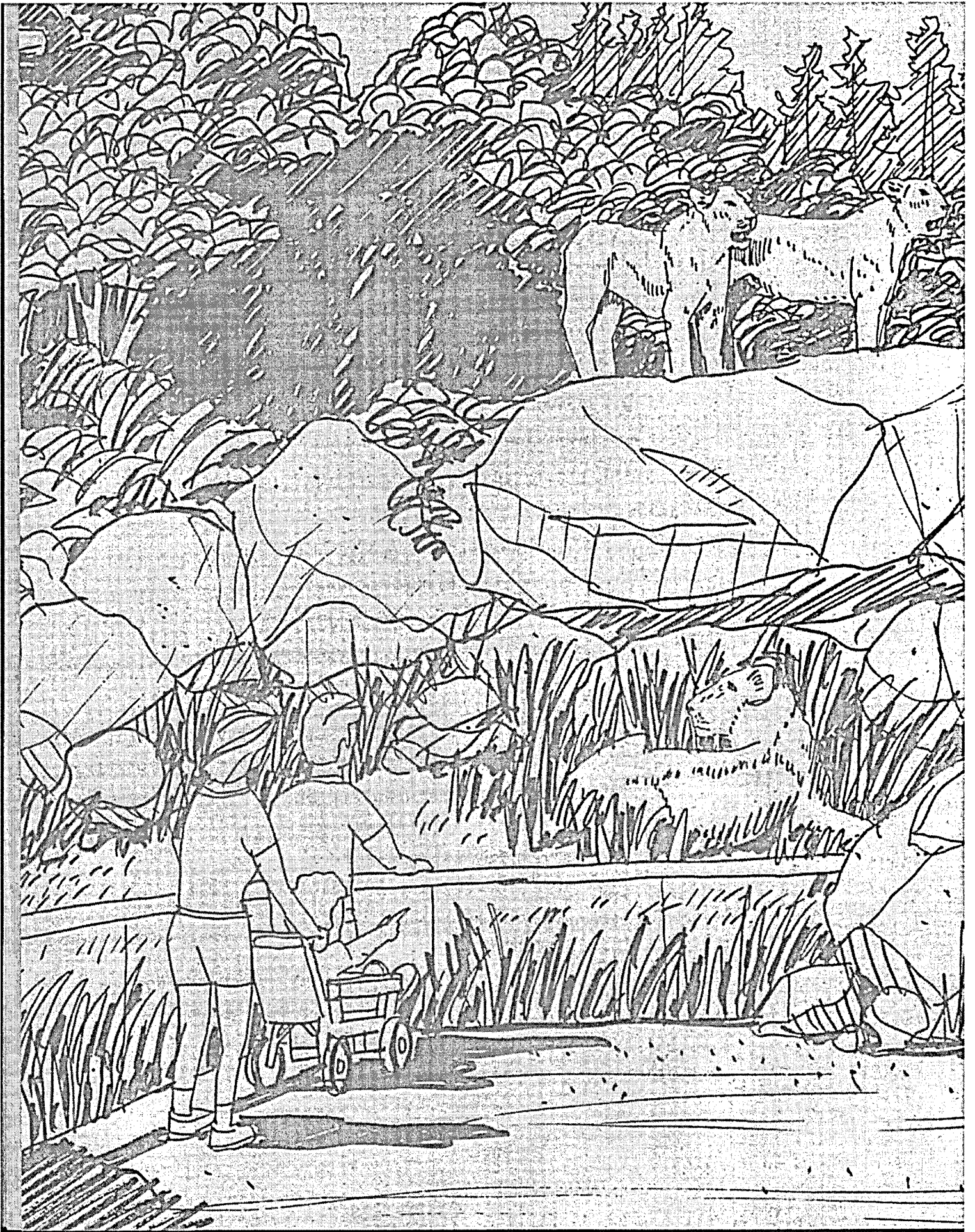
Being vs. doing

A philosophical framework

All "master plans" are about getting bigger and better. Most define the future with highly-detailed descriptions about new programs and capital projects. By the time such plans are two or three years old, however, they are often collecting dust on a bookshelf. What planners often forget is that program plans and building projects must change to reflect changing awareness of our community, increasingly sophisticated expectations of our visitors and new technologies that redefine "state-of-the-art" every day.

By contrast, this plan is more about philosophy than details. It talks less about what we are going to "do," and more about how we are going to "be." It talks not just about "how" we are going to get bigger and better, but what "bigger and better" means. It first shares our vision of what "being a great zoo" is all about and then articulates the first steps from where we are to where we want to be.

This plan is a definition of the framework within which we will make decisions about programs and projects, not just today, but into the future. As such, it will be fresh and meaningful not just for now, but for years to come.



A "living" document

Our process then and now

This plan is the result of a three-step process. Before we started making plans for the future, we felt it necessary to go back to the most basic level and explore the reasons we exist and the urgency that lies behind aspiring to greatness. Thus in 1989, after input from hundreds of visitors, policy makers, supporters and staff, zoo managers retreated for two sessions to clarify our philosophy and beliefs. The result: our vision and values.

The second step, which began in 1990, was a series of workshops with representatives of Metro councilors, Friends of the Zoo Board members, zoo staff and many forward-thinking people from the community. We focused our discussions in seven different areas, and each of the groups met over a seven-month period. They helped us outline what being a great zoo entailed and painted, in broad brush strokes, a picture of our future.

The next step was to figure out how we were going to get from where we were to where we wanted to be. Zoo managers took the material from the workshops back to discussions with their staffs. The results of their discussions make up the majority of this document.

This plan is a living document. It will continue to guide all our work, from quarterly work plans, annual budget proposals, to five-year programs and financial plans.

Children are insulated from the natural world and their impact upon it. The zoo must go beyond offering biological facts. We must reach not only our visitor's minds, but also their hearts. The future of life depends on it.

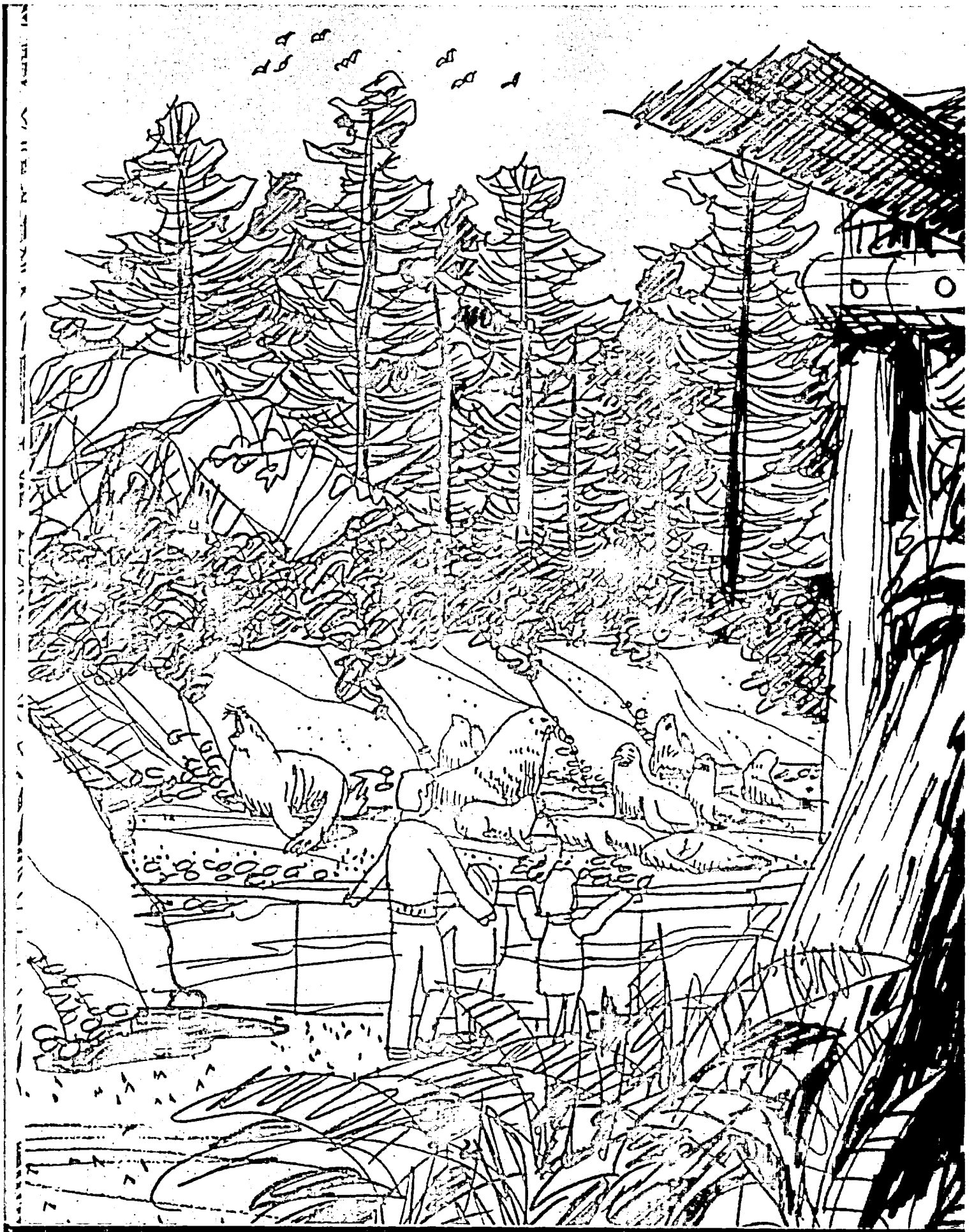
DIVERSITY IS ESSENTIAL TO THE BALANCE OF LIFE We value and promote diversity in everything we do. This applies to biodiversity in the global setting, the diverse opinions and viewpoints represented in our decision making, and the zoo's endeavors to serve people of all ages, physical abilities, ethnic and cultural backgrounds, and those with varying levels of knowledge and interest.

WE MEET LIFE'S CHALLENGES THROUGH DISCOVERY, EXPLORATION AND SHARING We have challenges in carrying out our mission. We need to make sure that we are seeing the big picture, exploring new options and technologies and sharing knowledge with others. We also know that our visitors will

internalize our message best through their own exploration and discovery. We are challenged to find new ways of communicating our message and sharing our enthusiasm and reverence for nature.

FUN IS BASIC In spite of the seriousness of our mission, we can't lose sight of one of the main reasons people come to the zoo. Fun. If our visitors have fun, they will come again and again. If we can make learning fun, people learn more. Fun sustains the energy and enthusiasm of our staff and volunteers. Our enthusiasm is then contagious, infecting visitors and our community.

WE LIVE OUR VALUES Our declared values are more than words. When you come to the zoo, you will see them in action – not just in signs and education programs, but in our extensive in-house recycling program and other business practices, our animal selection and policies, and the way we treat our visitors and staff.



Our definition of “a great zoo”

We aspire to be a zoo that...

- Carries a clear and urgent conservation message to visitors and the community
- Plays a leadership role in global conservation through breeding and research
- Delights visitors aesthetically, intellectually and spiritually
- Touches millions of people and reaches out to diverse audiences
- Listens to and serves the needs of visitors
- Provides the very best care for its animals
- Sets a sterling example in “earth-friendly” operations
- Capitalizes on the passion and energy of staff and volunteers
- Is a major contributor to the livability and economy of the community
- Is enthusiastically supported by the community



A great zoo

carries a clear and urgent
conservation message to visitors
and the community

As the largest environmental education organization in the state, we share our knowledge about conservation with millions of people. Animals from fragile environments such as rainforests and frozen tundras are displayed and talked about, as are the connections between human activities and the demise of habitats. By helping others to learn about and take action in activities like recycling, energy conservation and backyard "naturescaping," we encourage personal responsibility and actions for helping to save animals from extinction.

Our current on-grounds education programs include stage presentations — such as our Birds of Prey Show, interactive signs and opportunities for visitors to talk with volunteers and staff. During the busy months, Kongo Rangers discuss West African culture and rainforest ecology, keepers give informal talks and feeding demonstrations and volunteers staff "Animal Talk" stations.

For those who want to learn even more, we offer a full schedule of weekend and summer activities for children,

The world's human population has doubled since 1950, and another 50% increase is expected in the next 25 years.

Most of the population growth, and the most direct pressure on animal habitats, is from developing countries. However, the less direct, but greater source of pressure, is from countries like the U.S. We have only 5% of the world's population, but consume nearly 33% of the world's energy and mineral resources.

— *Living in the Environment*,
J.T. Miller

adults, families and organized groups. "Zoo Experiences," overnight "ZooZnoozes," tours of natural areas and lectures by visiting field researchers are all part of our ongoing commitment to sharing our knowledge.

Greatness in conservation education programs means...

- Choosing animal species that offer the best possibilities for educating visitors
- The zoo's vision and values are shared through a variety of quality, entertaining experiences
- Visitors are stimulated, inspired and empowered toward personal action
- Visitors learn about animals, the ecosystems they inhabit, and the indigenous cultures of their human neighbors
- We offer opportunities to learn about rarely seen Northwest animals
- The zoo is a laboratory for teachers, students, scientists and visitors
- We present the opportunity for a close, personal and real experience with wildlife not available elsewhere in the metropolitan area

Number of endangered or threatened animal species in Oregon: 22

Number of endangered or threatened marine species off Oregon's coast: 11

Number of endangered or threatened species in the United States: more than 700

Projected number of endangered species in world: 5000

Projected number of extinct species in the world by the year 2015: 1 million

Frequency of extinction: one species every 15 minutes

- E.O. Wilson



Taking greatness in conservation education to the next level means...

- Simulate world travel — the experience of cultures and ecosystems
- Designing programs that are relevant to the vision and values, promote positive personal action, and are the best use of our resources
- Using new technology, living history interpretation and other innovative techniques
- Partnering with other education and environmental organizations to maximize resources and reach larger and more diverse audiences

In one year:

- 1,100,000 people visit the zoo
- 200,000 people attend zoo events
- 64,000 students attend zoo assembly programs
- 84,000 students visit the zoo with their class
- 138,000 people watch the on-site Birds of Prey show
- 4,000 people participate in zoo classes

The first steps...

- Re-shape animal collection to enhance learning
- Increase on-grounds living history programs (which use live actors to interpret cultures)
- Increase education activities during zoo events
- Develop new programs, including an on-site tour program and an after-school program
- Work with schools on using the zoo as a resource for science education and train teachers to help us teach, both in schools and in the zoo
- Develop a Zoo School in partnership with the Portland Public Schools
- Produce videos for use in the zoo and in schools
- Develop new partnerships with organizations sharing our commitment to environmental education
- Update interpretive presentations at the Alaska Tundra



A great zoo

takes a leadership role in
global conservation through
breeding and research

Our zoo is currently the leading zoo in the world in breeding the endangered Asian elephant. The history of our involvement spans 30 years, and includes being home to the first Asian elephant born in a zoo in the Western Hemisphere, pioneering work in safely housing and maintaining the more dangerous males, clocking the female estrous cycle and work in pheromone research. We also participate in cooperative breeding programs for ten other endangered species, and have significant leadership roles in national and global efforts to save seven of these species.

Our conservation research program, which utilizes university students and professors, is a model for other zoos. Information gained through our research helps us understand the animals' needs for physical, mental and reproductive well-being. This information is shared with other zoos as well as with organizations managing wild populations.

Our role in global conservation

Some people think zoo animals would be better off in the wild. The sad news is that for Siberian tigers, orangutans and many other animals, the wild is all but gone.

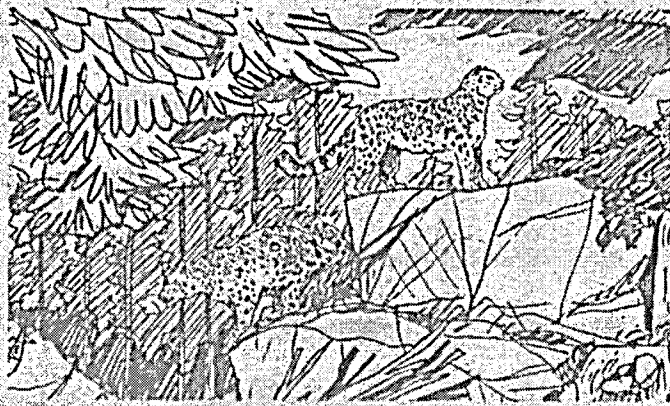
While other conservation organizations save habitat and conduct research in foreign countries, the role of zoos is to save enough individuals of each species to maintain adequate gene pools and viable populations. Our hope is that someday, if habitats can be acquired or re-established, the descendants of our animals can be released to re-populate the wild.

Greatness in global species conservation means...

- Stepping beyond our boundaries by cooperating with other zoos and organizations in planning for the future of animals in zoos and in the wild
- Participating and providing leadership in national and global management plans for endangered species such as Species Survival Plans (SSPs), and Taxon Advisory Groups (TAGs)
- Increasing the number of endangered and threatened species we maintain and breed
- Continuing to conduct research which contributes to the knowledge base of all institutions

Taking our species conservation efforts to the next level means...

- Supporting global efforts which advance conservation of endangered animals in our collection
- Expanding our leadership role in at least two additional SSPs, two studbooks and one TAG
- Taking a leadership role in developing the science of animal husbandry
- Developing laboratory facilities which will allow us to use new technologies and achieve breakthroughs in reproductive research
- Using the zoo as a place to study and breed endangered Oregon animals
- Developing off-exhibit facilities so we will have more space to house endangered animals

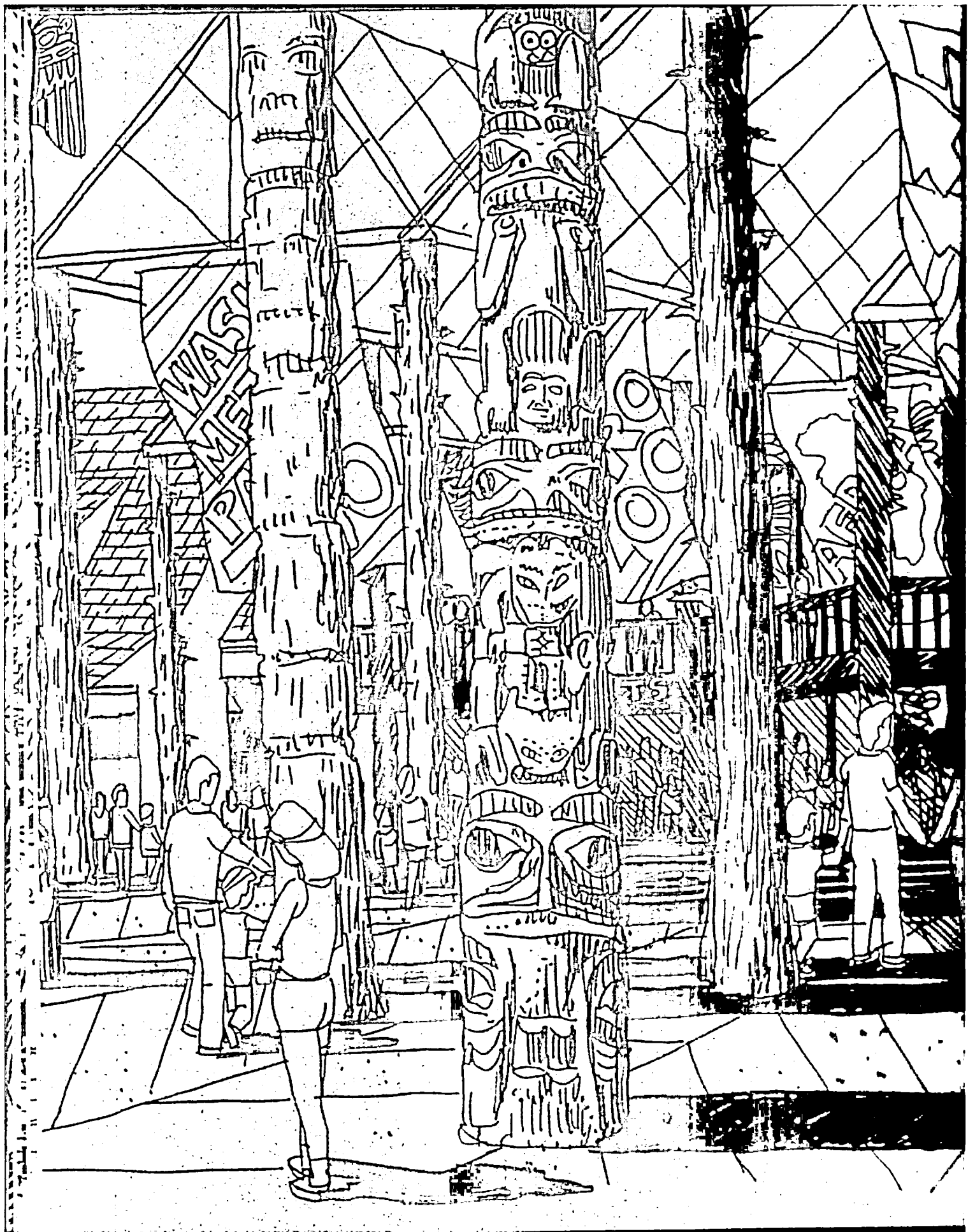


Endangered species at the Metro Washington Park Zoo:

African slender-snouted crocodile
Andean condor
Asian elephant
Asiatic black bear
Black rhinoceros
Chimpanzee
Diana monkey
Hanuman's langur
Humboldt penguin
L'Hoest's monkey
Grey wolf
Jaguar
Malayan sun bear
Mandrill
Orangutan
Red-ruffed lemur
Ring-tailed lemur
Siamang
Siberian tiger
Snow leopard
Spectacled bear
White-checked gibbon

The first steps...

- Build the Center for Species Survival to breed and study endangered animals off exhibit
- Establish research links with Southeast Asian countries to facilitate elephant artificial insemination work
- Continue to publish North American studbooks for Asian elephants and mountain zebras and expand the scope of the François langur studbook from North American to international. Increase participation in SSPs and studbooks by one
- Continue to use research findings to improve husbandry, increase breeding and add to the global knowledge base on rare animals
- Upgrade training of keepers so they are more knowledgeable in animal behavior and can better facilitate research and artificial insemination procedures with minimal stress to animals
- As natural attrition occurs in the animal collection, replace currently exhibited species with those that would be more likely to benefit from zoo-based breeding programs



A great zoo delights visitors aesthetically, intellectually and spiritually

With every exhibit we build, we learn more about how to create realistic and memorable experiences for our visitors. Our newest exhibits transport visitors to the wild places where animals live and let them experience the sights, sounds, and even the smells of a foreign place.

In the course of a few hundred steps, you can find yourself in the middle of the Alaska Tundra, the heart of Oregon's Cascade Mountains and the swamps of the West African rain forest.

In addition to encountering the animals that live there, you will see the plants and perhaps even the people. In our newest exhibit, the Africa Rainforest, you also learn about conservation issues facing that ecosystem and how the choices you make as a consumer have an impact.

Between exhibits, you can relax, enjoy gardens and sculptures, and delight in being outdoors in a beautiful setting.

The new zoo entrance will be centered on the parking lot, across from the new west-side light rail station. The architects describe the entrance structure as "a reflection of the state's majestic scenery . . . with forest-green glass, brilliant-colored totems and tall rock walls with cascading waterfalls."

Greatness in visitor experience means...

- Exhibits transport people out of Oregon and into foreign places and ecosystems
- Visitors are intrigued with our active and social animals and want to learn more about them
- Visitors can easily find their way around the zoo
- Physical comfort, safety and access is assured for all visitors
- The plant collection enhances the visitor experience aesthetically and educationally
- Facilities and grounds are well maintained

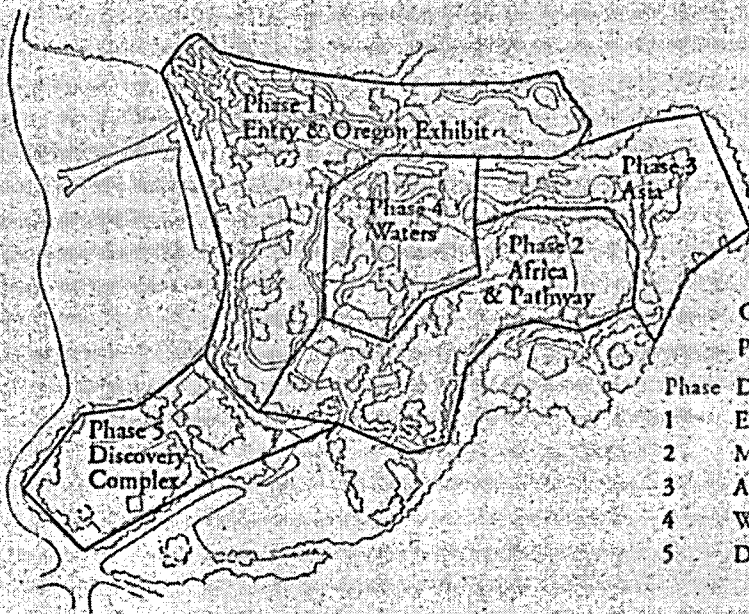
Taking visitor experience to the next level means...

- Developing five zones of exhibits — Oregon, Waters, Asia, Africa, The Discovery Complex
- Developing a circular path that links all major exhibits
- Emphasizing "flagship species" (large, active, popular animals) as anchors for exhibit
- Further developing our environmental enrichment program to increase animal activity and well-being
- Each major zone of the zoo will offer opportunities for close-up viewing and petting of small animals (i.e. the new pygmy goat exhibit in the Africa zone)
- Using underwater viewing and new technology to allow visitors to be closer to animals
- Developing the plant collection to enhance the natural look of the zoo, create simulated environments in new exhibits, and provide educational opportunities
- Using a preventative maintenance program in caring for grounds and buildings



The first steps...

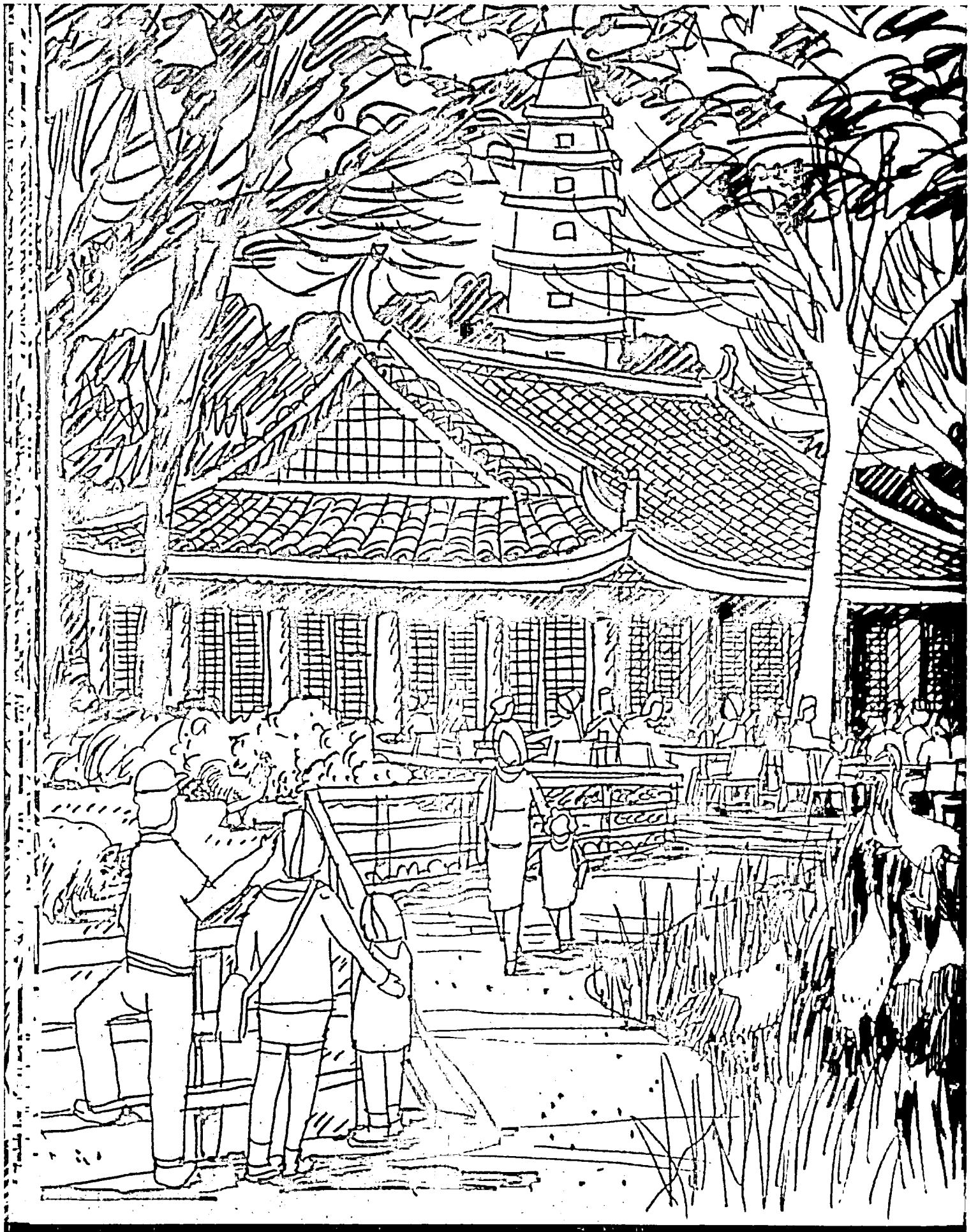
- Build an Oregon Exhibit that displays animals from the coast, desert, mountains, rivers and wetlands. Phase I includes elk, cougars and American black bears
- Remodel the outside elephant viewing area
- Design and begin construction of a new zoo entry, convenient to the parking lot and light rail stop
- Improve the train ride with plantings, new sound systems and track renovations
- Form a tree-lined boulevard along the central walkway
- Install new signs to direct visitors to exhibits
- Plant and sign demonstration gardens that show homeowners how to provide habitat for wildlife around their homes
- Improve access to exhibits for visitors in wheelchairs and strollers and others who are physically challenged
- Set up a preventative maintenance program for buildings and vehicles



Our plan spans 25 years and will follow this phasing schedule:

Phase	Description	Cost (1992 dollars)
1	Entry & Oregon Exhibit	\$ 32 million
2	Main Pathway & Africa	5
3	Asia	15
4	Waters	35
5	Discovery Complex	13

Total: \$ 100 million



A great zoo touches millions of people and reaches out to diverse audiences . . .

We can't be all things to all people, but we can try! The best way to carry our vision into our diverse community is by reaching people on many different fronts.

People who might not otherwise come to the zoo are attracted by our legendary summer concerts and catered events such as company picnics. Our haunted train runs in October. In December, the zoo is filled with holiday lights. We have summer camps, weekend classes, and sleep-overs.

We attract visitors with our beautiful gardens and noteworthy sculpture. Our banquet room has attracted everything from weddings to business seminars. Our highly-trained 800+ volunteer corps offers people of all ages opportunities to get more involved.

We invite business participation through promotional partnerships. We help the education community by offering materials and special training for teachers. We work with environmental organizations and government agencies. For our special events, we form partnerships with everyone from model train and gardening clubs to the state's motion picture and nursery industries.

If people can't visit us, we find them where they are. Our Speakers Bureau goes out to community organizations. Our

About our visitors

THEIR AGE:

Under 10 years	26%
10 to 17 years	18%
18 to 29 years	10%
30 to 44 years	24%
45 to 64 years	16%
65 years and older	7%

WHERE THEY LIVE:

Metropolitan Portland:
52%

Elsewhere in Oregon:
16%

Out of state: 32%

57.5% of local residents have visited the zoo at least once in the past year and 15% have visited more than three times.

Zoo Outpost visits shopping malls and community events. Look for our calliope in local parades. Our volunteer ZooGuides take our message to schools, nursing homes and hospitals. Our Birds of Prey program offers assembly programs in area schools.

Greatness in reaching out to the community means...

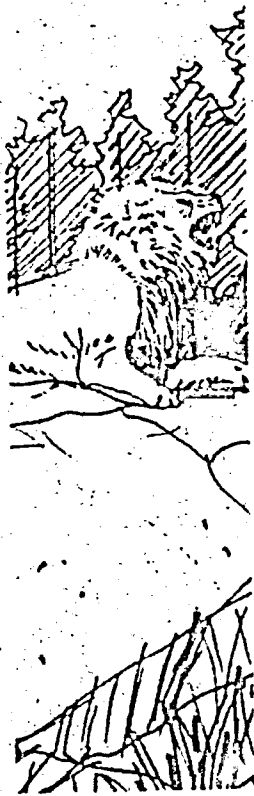
- Everyone in the region is touched by the zoo
- We serve a wide spectrum of people of varying income levels, races, ages and interests
- Metro area residents feel ownership and pride in the zoo
- There are many opportunities for participation beyond visiting the zoo
- Increasing attendance to 1.5 million over the next ten years

Taking public outreach to the next level means...

- A strategic plan guides all marketing activities and maximizes the impact of zoo programs, exhibits and events
- Developing and promoting events to attract new and diverse audiences
- Aggressively marketing catered events and block tickets to corporations, conventions and other groups
- Promoting new exhibits to stimulate attendance
- Using marketing research to focus and evaluate promotional strategies
- Multiplying our outreach resources by developing mutually beneficial promotions with local companies

A small sampling of the diverse groups that have worked with the zoo on projects and events:

- Oregon Department of Fish and Wildlife
- Portland Public Schools
- The Bamboo Society
- Al Kader Temple (Shriners)
- The Tualatin Valley Model Railway Club
- Oregon Landscape Contractors Association
- Local churches
- The Harley Davidson Club
- Girl Scouts of America
- Audubon Society of Portland



- Developing promotional strategies to reach under-served audiences
- Promoting our accessibility to visitors with physical challenges



The first steps...

- Triple our bookings of catered events and block tickets
- Partner with the state's horticultural industry to produce ZooBloom, a new three-week spring floral event
- Increase attendance by enlarging and improving ZooLights and ZooBoo to excite and further promote attendance
- Promote the new west-side light rail as a way to come to the zoo
- Develop scholarships for underserved audiences for our fee-based programs
- Work with social service agencies to design ways of reaching the financially disadvantaged
- Produce self-guided tour brochures and audio tapes for visitors with physical challenges
- Update our marketing plan to guide media relations, advertising and promotions
- Refine and evaluate our outreach programs



A great zoo listens to and serves the needs of visitors

A animals and people.

They are the reason we exist. To share our knowledge of and communicate our message about animals and conservation is our prime concern.

In order to do that in the best way possible, we have to know and understand our visitors — their likes and dislikes, what they want to learn, and their current knowledge levels and interests.

For many years we have used gate surveys to find out the preferences of our visitors. In the past year we have begun exploring new methods of seeking more in-depth visitor input into everything from animal selection to signs, to food menus.

We want our visitors to know we care about them and are committed to serving them. In return, we want them to take ownership in and care for their zoo. We need their participation in our important mission and our future.

What our visitors tell us in surveys:

The Africa Rainforest is their favorite exhibit, followed by the monkeys and bears exhibits.

93% said their visit was enjoyable

73% were satisfied with the quality of the food

5% think the food is too expensive

5% don't like the smell in the penguinarium

2% are disappointed because we don't have kangaroos

63% like the idea of after-school programs

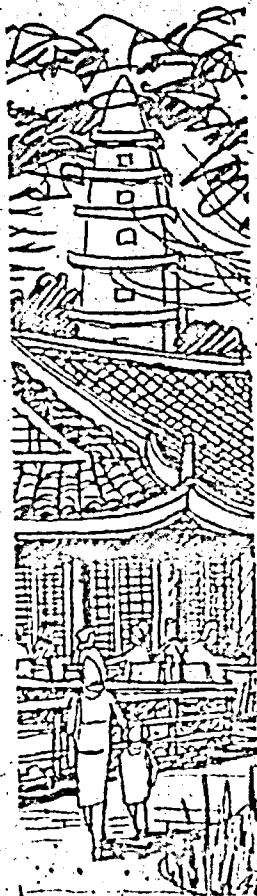
95% think we do a good job of keeping the grounds clean and well-maintained

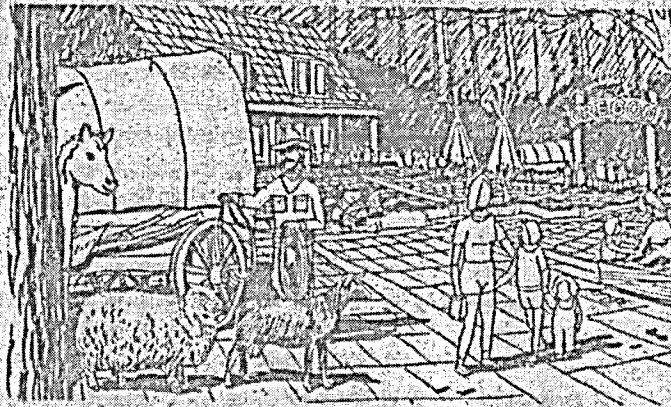
Greatness in serving visitors means...

- Visitors are treated with the great care and respect that embodies our vision and values
- Each visitor has a memorable experience that offers emotional and intellectual fulfillment
- Physical comfort, safety and access is assured for all visitors
- Visitors have input into new exhibits and programs and assist with evaluation of existing exhibits

Taking visitor service to the next level means...

- Involving visitors in the design of new exhibits through front-end and formative evaluation techniques
- Using structured techniques to evaluate visitor's reactions to new facilities, programs and signs
- Designing new facilities and renovating existing facilities to maximize access for visitors, regardless of their physical abilities
- Exceed accessibility standards mandated by the Americans with Disabilities Act (ADA)
- Balancing activity areas with places that are restful and tranquil
- Emphasizing customer service training and delivery in all zoo divisions
- Offering a state-of-the-art security and safety program





The first steps...

- Implement programs and standards in all zoo divisions for improving visitor experience and seeking visitor input
- Develop a community resource panel to assist the zoo in planning
- Offer budget incentives to staff for improving the visitor experience
- Build a new entry to welcome, orient and prepare guests for their visit
- Incorporate visitor input to develop the new Oregon Exhibit
- Develop a system for informal group interviews with visitors on a variety of topics
- Modify facilities which do not meet standards set by the Americans with Disabilities Act (ADA)
- Provide on-going training for our safety and security staff

A great zoo provides the very best care for its animals

Being in charge of the last individuals of an endangered species is a huge responsibility, and one we have never taken lightly. In many cases, little is known about the needs of these animals. In our work, we not only strive to take the best care of our animals, but to add to our base of knowledge. We do this through conducting conservation research and seeking out applicable research results from other sources.

Our keeper staff is perhaps the finest in the country. Our location, reputation and competitive pay scales have helped us attract experienced, educated and well-trained people who are committed to the animals in their care.

On another front, we are pioneering research in "environmental enrichment." This involves seeking ways to encourage a wide range of natural behaviors and keep animals mentally and physically active.

Greatness in animal care means...

- Providing physical and social environments for the animals that contribute to their well-being
- Keeping the animals physically fit, mentally alert and in top condition

How do you entertain a polar bear or a jaguar?

In our new environmental enrichment program, keepers and research staff create clever diversions to keep our animals active. Their ideas have included hiding food treats under piles of sticks and logs; placing food on the top of a swinging log that must be climbed, putting seeds in a ball poked with tiny holes and introducing live fish into the animal's swimming pools.



- Utilizing available technology and knowledge in caring for the animals
- Having a knowledgeable and well-trained animal care staff

Taking animal care to a new level means...

- Increasing staff proficiency through training and updating of operational procedures
- Updating facilities to provide optimal care for our animals; adding more space and building off-site facilities
- Choosing animals that will be comfortable in Oregon's climate; planning geographic themes for new exhibits with this in mind
- Acquiring and integrating new knowledge of animal care in daily operations and facility design
- Providing training opportunities for colleagues in other countries
- Continuing to pioneer work in environmental enrichment for animals

The first steps...

- Expand our environmental enrichment program to include more animal areas and using more creative techniques
- Update our keeper training programs and written husbandry manuals
- Remodel elephant indoor holding area and outdoor front yard
- Remodel the animal hospital and quarantine facility
- Increase the veterinary, curatorial and research staffs

One day's diet for one female Asian Elephant

One 100 lb. bale of timothy hay

20-80 pounds of lettuce, carrots and other produce

1 gallon rolled oats

1.5 gallons of high-protein peller feed

30-50 gallons of water
various vitamin and mineral supplements

1/2 case of treats (apples, carrots, etc.)



A great zoo

sets a sterling example in
"earth-friendly" operations

If we are to teach conservation to millions, we must first make sure we are following our own advice. We live by the words "reduce, re-use, recycle."

Three years ago, we conducted an environmental audit of all our operations. Since then, many positive changes have occurred. That we recycle every scrap of paper is a given. We also recycle everything from the plastic flatware to wires on hay bales and darkroom chemicals.

An energy audit revealed where we could save in heating and electrical use, and as a result, we instituted a variety of energy-saving measures. We also instituted water conservation measures, began making stipulations in contracts — such as accepting only American-grown beef and recycled paper plates and towels — and sought out the least toxic products for buildings and grounds maintenance.

Representatives from every zoo division make up a task force that continually looks for new ways to improve.

To make sure the example we are setting is noticed, we use signs on the grounds to tell our visitors what we are doing, and why, in an effort to inspire them to do the same.

When we say we reduce, re-use and recycle everything possible — we mean it! Just think of the "waste" more than 650 animals can leave behind. Our 13 elephants produce a truckload of manure a day! We aren't daunted — we use their "ZooDoo" to fertilize and mulch our flower beds, and sell the rest to local gardeners.

Greatness in "earth-friendly" operations means...

- Involving our entire staff in looking for and implementing further ways to reduce, re-use and recycle
- Continuing our search for the most environmentally safe products
- Using new technology and products to save energy

Taking "earth-friendly" operations to the next level means...

- Implementing more energy and water saving measures
- Purchasing energy efficient appliances and vehicles
- Using energy efficiency as a major criterium in design of new buildings
- Encouraging our suppliers and contractors to support us in these efforts



What do you do with thousands of strips of baling wire? Hundreds of plastic ice cream buckets? Empty Monkey Chow bags? Recycling at the zoo is an adventure, and everyone participates. Even the animals get in the act. We use newspapers to line small animal enclosures and give our orangutans used cardboard boxes for toys.

The first steps...

- Replace all lights with energy-saving bulbs; place lights and other electrically-run units on timers so they shut off after zoo hours
- Filter and re-use water in appropriate animal areas, and conserve water through more efficient gardening methods
- Upgrade insulation in buildings
- Replace mechanical equipment as necessary with equipment that is more energy efficient
- Install a heat recovery system in our feline building
- Establish a turf maintenance program using only organic products
- Recycle building materials from demolition projects
- Increase our use of plastic wood (made from recycled materials) for signs, picnic tables and other structures
- Expand a manure and yard debris composting program and re-use the product on grounds and in Portland area parks
- Produce a new series of signs around the grounds pointing out recycling and energy and water efficiency measures

A great zoo capitalizes on the passion and energy of staff and volunteers

Our greatness comes

from the enthusiasm and tireless energy of our staff and volunteers.

The zoo is a very special place that attracts dedicated people, paid or not, who believe in our vision and values and want to play a part in making the zoo a better place for animals and humans.

Our staff is made up of hard working, committed and highly professional individuals. We believe in them, and encourage them to grow and learn continually. Since 1991, dozens of staff members have graduated from a five-session course in leadership training.

The zoo cannot exist without volunteers. From a handful of pioneers in 1972, our program has grown to a corps of 550 adults and 150 youth who regularly donate their time. Another 700 persons a year volunteer less regularly or on a one-time basis.

Volunteers assist with education programs, in animal areas and in administrative offices. They undertake leadership and supervisory roles in planning and coordinating events and programs. The volunteer ranks include writers, artists, carpenters, and computer experts. We even have a volunteer group that lovingly washes and polishes our trains on a weekly basis.

Our volunteers collectively log 74,000 hours a year, the equivalent of 37 additional staff positions. The value of their services is more than a half million dollars a year.

Twelve keepers from our zoo have received national awards from the American Association of Zookeepers.

Greatness in leadership means...

- Treating our staff and volunteers as capable leaders and providing each person with opportunities to contribute and grow professionally
- All staff and volunteers are committed to our vision and values
- We recruit large numbers of volunteers
- Managers are committed to supporting staff and volunteers in the areas of leadership and personal growth
- Volunteers are fully integrated into the zoo "family" and know they are appreciated, personally and professionally

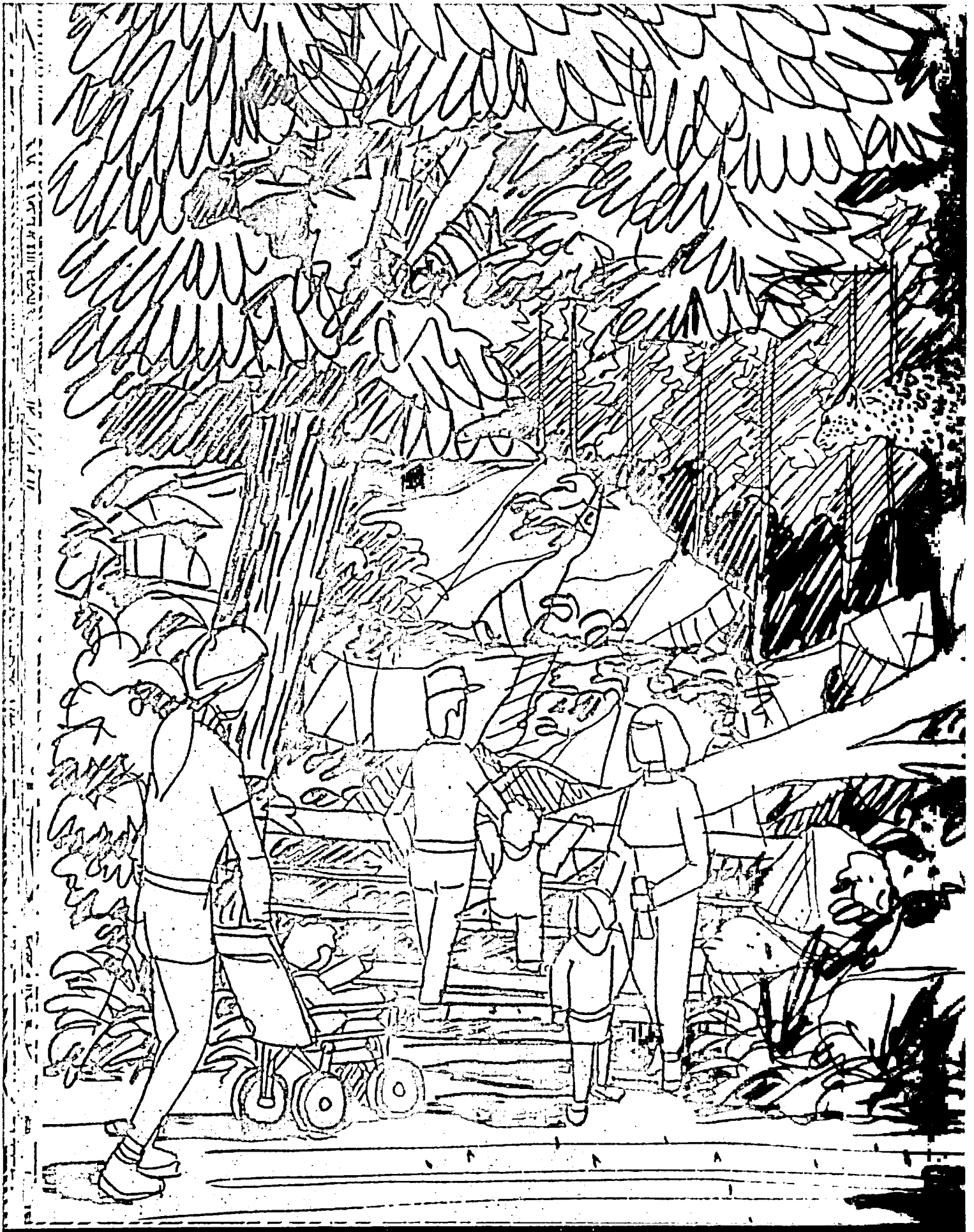


Taking greatness in leadership to a new level means...

- Continuing to train managers to facilitate the leadership of staff and volunteers
- Expanding the number and quality of training programs for volunteers
- Upgrading staff orientation and training programs

The first steps...

- Continue to provide leadership training for key staff
- Expand the ZooTeen and adult volunteer programs
- Continue to increase the number and quality of jobs for volunteers
- Expand the number and quality of training programs for volunteers
- Train all staff to fully use and show appreciation for volunteers
- Start a horticultural volunteer program



A great zoo

is a major contributor to the livability and economy of the community

In 1991, the zoo contributed \$30 million to the regional economy. In addition to being the state's number one fee-based attraction, the zoo brings direct benefits to regional businesses. One way is by helping to attract visitors to the region, or at least giving them a reason to stay longer. While in town, visitors contribute to the economy as they dine, shop, attend other attractions and stay overnight. We also help local businesses by providing new avenues to reach their local customers through sponsorship opportunities and co-promotions.

On a more basic level, we simply add to the quality of life in the Metropolitan area. A great zoo, along with great parks, museums and libraries, is another aspect that makes our region attractive to residents and businesses alike. Having a great zoo makes for happier, well-rounded, and better-educated people, which in turn increases the greatness of the community.

The zoo is one of the features that attracts vacationers to come to Portland and causes them to stay in town longer when they come. The zoo draws more than 300,000 visitors from outside the region in a year, and an estimated 20% stay in town overnight. The average expenditure of an overnight visitor is \$90 per day.

The zoo spends \$6 million per year purchasing goods and services in the region and supports the equivalent of 180 full-time employees on its payroll.

We think arts and animals are a great combination. On the zoo grounds are many animal sculptures by local and nationally known artists. Our fine arts gallery in the primate building has featured the works of local painters, wildlife photographers and illustrators. We have the finest outdoor concert stage in the region and have used it for music, dance, and theater. Our Elephant Museum features paintings by Salvador Dali, an etching by Henry Moore and many other unusual depictions of elephants.

Greatness in community enrichment means...

- Becoming a destination attraction
- Benefiting the local economy by attracting visitors to the region and increasing their length of stay
- Entering into partnerships that benefit other businesses, organizations and government agencies
- Serving as a place that celebrates the greatness of our region
- Serving the cultural needs of the community by providing a setting for performing and fine arts
- Incorporate art into all new exhibits

Taking the next step in enriching our community means...

- Developing and promoting new exhibits which attract additional visitors to the region
- Increasing the number of non-resident visitors by 30%
- Developing promotional packages with hotels, shopping centers and other attractions that market to Oregon travelers
- Partnering with local businesses on mutually-beneficial promotional campaigns aimed at local residents
- Forming partnerships with arts and cultural organizations
- Continuing our participation and leadership in community-wide planning for the arts

The first steps...

- Double the amount of advertising aimed at visitors to Oregon
- Tie in the opening of the new Elk Meadow exhibit with state and regional promotion of the Oregon Trail and direct our visitors to places where they can view elk in the wild
- Work with the Portland/Oregon Visitors Association and other businesses and attractions to co-promote Portland to Oregon residents outside the Metro area
- Develop packages for tour operators for ZooBloom and ZooLights
- Look for new opportunities to integrate fine arts into the zoo experience



A great zoo is enthusiastically supported by the community

To be a great zoo takes more than words on paper or good intentions. It takes money, time and materials which come from the partnerships we form with our community and all its members.

Taxpayers of the Metropolitan Service District have been supportive of the zoo by approving an operating tax base and funding for new exhibits. Hundreds of volunteers support the zoo through a most precious commodity — their time. Our fast growing "Friends of the Zoo" (a private, non-profit entity organized to support the zoo) now numbers 21,000 member households.

Corporations and foundations have been especially generous to the zoo, underwriting special events, funding education and outreach programs, and supporting capital projects. Zoo fund-raising events have brought community support to the zoo in a variety of new ways.

Greatness in inspiring community support means...

- Inspiring the confidence of taxpayers and the elected officials (Metro executive officer and councilors) who oversee our operation

The Metro Washington Park Zoo is more than one hundred years old — the oldest zoo west of the Mississippi. It started as the private animal collection of a local pharmacist, and was taken over by the city of Portland in 1887. In 1976, its governance was transferred to the Metropolitan Service District, through which it receives financial support from taxpayers in Multnomah, Washington and Clackamas counties.



- Minimizing the burden on taxpayers through enterprise revenues (admissions, food and gift sales, train rides, catered events and fund-raising events)
- Strengthening the Friends of the Zoo
- Developing creative and mutually beneficial partnerships with local and national businesses and corporations
- Providing attractive opportunities for individuals and foundations to support the zoo financially

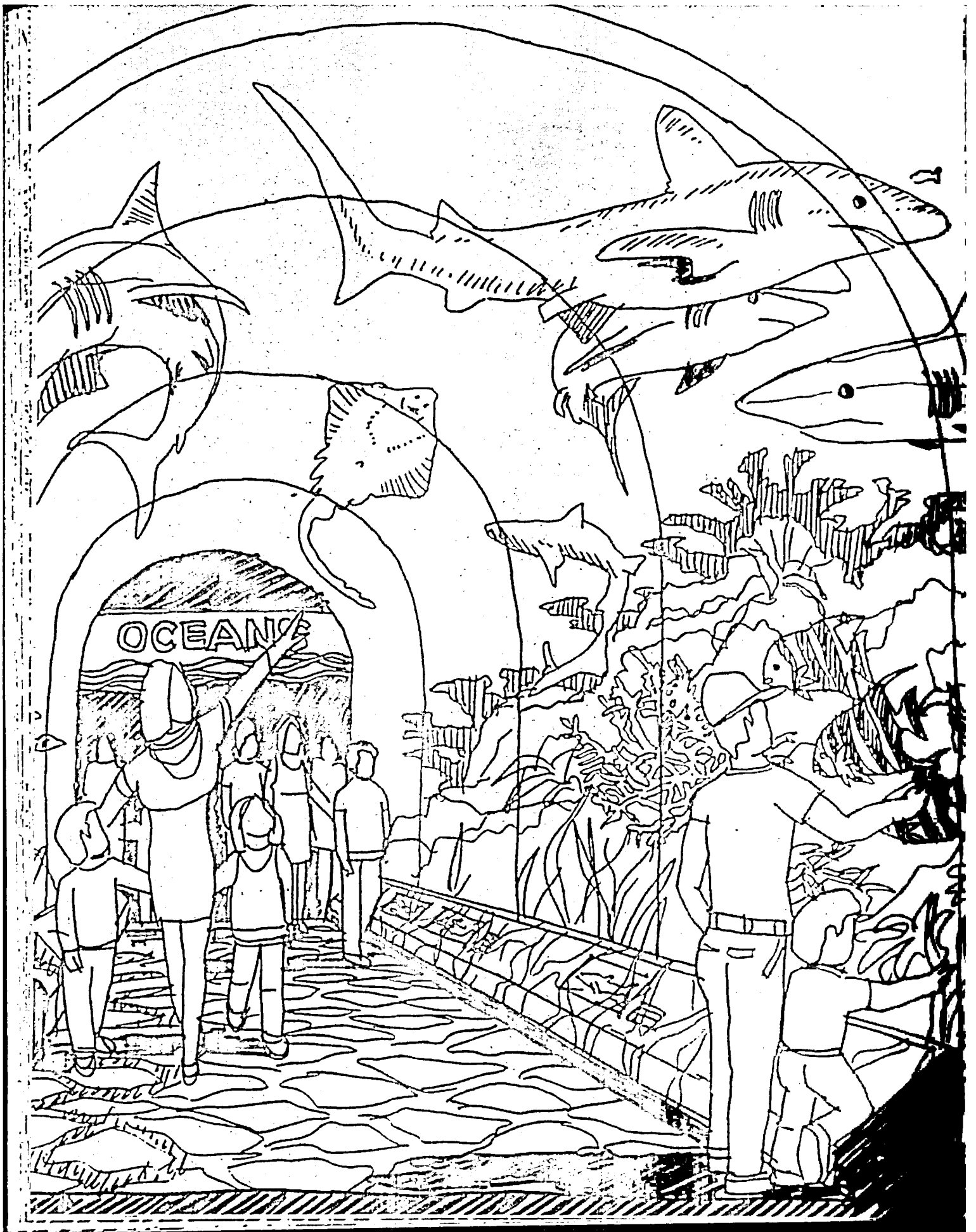
Taking community support to the next level means...

- Developing new sources of funding for capital projects
- Developing new partnerships with local and national businesses
- Increasing volunteer involvement from the community
- Providing 50% of our budgetary needs through non-tax sources

The first steps...

- Establish a capital campaign framework for the zoo 25-Year Plan
- Further strengthen and expand private and corporate foundation support of the zoo
- More aggressively pursue federal and state grant support
- Establish a planned giving program
- Broaden corporate sponsorship of zoo special events and programs
- Strengthen our partnership with the Friends of the Zoo
- Establish volunteer involvement in new ways

Donations from corporations to the zoo amount to more than \$850,000 per year. In-kind donations of goods and services amount to another \$400,000 a year.



Roster of talented individuals who spawned the big ideas that shaped the zoo's outlook:

Structure & Funding

Ron Cease
Dan Heagerty
Ken Martin
McKay Rich
David Saucy
Dan Spalding

Education

Steve Andrews
Teresa Brandon
Gary Conkling
Dave Cox
Richard Devlin
Mike Houck
Paula Kurth
David Mask
Judy Stuart
Roger Yerke

Market Study & Economic Impact

Charles Ahlers
Kay Bryant
Dean Bolen
Jane Hartline
Jim Gardner
Steve Giblin
Wendy Hughson
James MacGregor
Ellen Lanier-Phelps
Ron Schmidt

Animal Collection

Lynn Dixon Loacker
Jim Doherty
Don Farst
Mike Keele
Ruth McFarland
Jill Mellen
Dennis Pate
Claire Puchy
Michael Schmidt
Robert Willems

Visitor Experience

Jennifer Agnew
Tom DeJardin
Mark Dillon
Jane Hartline
David Miller
Judy Munro
Margie Pate
Dee Wright

Physical Facilities

Jennifer Agnew
David Bell
Tracey Clark
Dick Engstrom
Jane Hartline
Charles Jordan
David Mask
Mark Reed
Dennis Pate
Ellen Lanier-Phelps

External Environment

Bruce Allen
Alice Jacobsen
Charlotte Kennedy
David Knowles
McKay Rich
El Sheldon
Kirk Taylor

Zoo Director Y. Sherry Sheng facilitated all the discussions

Betsy Bergstein, Jane Hartline, and Karen Kane helped write the plan

Doug Katagiri designed the plan document

Design Consortium, Ltd. produced the illustrations

Leaders of organizations that are instrumental to the zoo's success:

Metropolitan
Service District

EXECUTIVE OFFICER

Rena Cusma

COUNCILORS

Jim Gardiner

Presiding Officer

Judy Wyers

*Deputy Presiding
Officer*

Susan McLain

Lawrence Bauer

Richard Devlin

Edward Gronke

George Van Bergin

Ruth McFarland

Tanya Collier

Roger Buchanan

Ed Washington

Sandi Hansen

Friends of the
Washington Park Zoo

ADVISORY COUNCIL

Frank Chown

Elizabeth Johnson

Sam Naito

Oran Robertson

Jean Vollum

Patricia Wessinger

BOARD OF TRUSTEES

Garry Bullard

Tracey Clark

Robin Drews

Brian Dunham

Allen Gabel

Steve Gibling

Matt Hennessee

John Inskeep

Phillip Jackson

Roger Jennings

Lynn Dixon Loacker

Michael McNamara

Eric Parsons

Don Spalding

N. Kirk Taylor

Kurt Wollenberg

Gail Woodworth

EXECUTIVE DIRECTOR

Jan Berckefeldt

Washington Park
Zoo Guides

COUNCIL

Denise Howarth

Tom Harper

Carolyn Leonard

Sharron Bradshaw

Melissa Porter

Linda Steingraber

Debbie Franklin

Gene Robertson

Rex Wheeler

Mary Langston

Charis Henrie

Dawn Dodd

Adrienne Page

Susan Long

Dave Sues



Metro Washington Park Zoo
PORTLAND, OREGON

Zoos Gone Wild

Let sleeping tigers lie? No way. Zoos are trying unusual tactics to get animals out where people can see them. Conor Dougherty on mechanical rabbits, blood popsicles and meat-filled piñatas

ON A RECENT FIELD TRIP to the Cincinnati Zoo, Ms. Stubblebine's junior-high class watched up-close as a male lion drew up silently to a motionless water buffalo, crouched—then pounced and tore into its belly.

It was a savage display of brute instinct, but for one detail: The "prey" was made of papier-mâché.

"He ripped it apart," said 14-year-old Brianna Moody, whose art class made the buffalo. (The zoo stuffed its stomach with meat.) "That was pretty cool."

Plus

Carousels to hats: What's happening at the zoo.

W12

After spending billions of dollars over the past decade to build faux savannahs and jungles, zoos discovered they had a problem: Visitors often saw only boulders and brush, and

animals still spent the

day napping and pacing. Now, zoos are trying to get the animals to come out and act wild, even if it means resorting to artificial methods.

San Diego's Wild Animal Park just opened an exhibit where cheetahs sprint 60 miles per hour—chasing a mechanical rabbit. The Oklahoma City Zoo is drawing wild dogs into the open with popsicles made of horse blood, while the Bronx Zoo in New York blows soap bubbles into the mongoose area. At the Atlanta Zoo, African birds chase remote-controlled cars. And across the U.S., trainers are bringing out the piñatas: The Brookfield Zoo near Chicago started offering its big cats "gazelles" and "pigs" sprinkled with cinnamon and filled with horsemeat, while the Bronx Zoo treated volunteers to a Siberian tiger attacking a cardboard deer. Cincinnati's park sprays its piñatas with cologne to attract predators. (It says cats prefer *Obsession for Men.*)

Not every zoo, of course. *(Please Turn to Page W12)*





Continued From Page W1
is trotting out pinatas and model cars. But nearly universally, they're focusing more on "behavioral enrichment"—the concept that trainers can use creative methods to prompt hunting, rooting and play instincts. (One of the most basic versions: hiding food so animals have to forage for it.) In 2002, the American Zoo and Aquarium Association began requiring enrichment activities for all animals as a condition for accreditation. Zoos say the activities keep animals healthy and engaged, and give visitors a greater appreciation of the parks' conservation efforts. At a time when some zoos are coming under fire for a string of animal deaths—most notably several elephants at the Houston Zoo and Chicago's Lincoln Park Zoo—the sessions can also help persuade visitors that captive animals have decent lives.

Attendance Falls at Some Zoos

At the same time, these are marketing exercises that don't cost much money—because they're conducted by trainers that are already on staff. The efforts are especially important for zoos now, as attendance has dropped at some of the nation's biggest zoos. The American Zoo and Aquarium Association says 143 million people overall attended zoos in 2004, up 7% from 2001. But attendance declined at some of the country's most prominent zoos, including the San Diego Zoo (down 9% from 2001), the Bronx Zoo (down 13%) and the Cincinnati Zoo (down 2%). The Denver Zoo, where attendance was up 8% from 2001, says enrichment exercises are a way to draw visitors in the face of increasing competition from theme parks or sports events. "We want to create facilities that are relevant," says Craig Piper, the zoo's chief operating officer.

Some techniques have been criticized by animal activists from the Humane Society to People for the Ethical Treatment of Animals, who say zoos may be crossing the line in their effort to draw crowds. Some demonstrations, they say, look more like trained-animal acts. One of the leading authorities on enrichment, San Francisco State University biology professor Hal Markowitz, adds that zoos don't go far

enough to study the benefits of enrichment exercises. And when the sessions are done in front of zoo-goers, he wrote by e-mail, the cheering can stress many animals. "These public demonstrations are for visitors," says Dr. Markowitz.

Animals don't always cooperate. Before the San Diego Zoo launched its "Absolutely Apes" exhibit in 2003—its idea was to let orangutans use sticks to dig mustard or barbecue sauce from an artificial termite mound—an orangutan tore the mound apart and ambled off with a metal pipe from inside. (Trainers offered a treat to get the pipe back.) At the Brookfield Zoo, one tiger sniffed at a "wild pig" with horsemeat inside, licked it a few times and then took a nap. And in Vancouver, British Columbia, the Grouse Mountain Refuge for Endangered Wildlife tried putting grizzly bears and wolves together, just like in the wild; the experiment ended in less than a week when a bear killed a wolf in front of two dozen spectators.

The Denver Zoo's year-old Predator Ridge exhibit keeps animals in the public eye by rotating lions, hyenas and wild dogs through the same three enclosures. The idea: When the new occupants come in every few hours, they roam around tracking the new scents. The zoo is also among those that has brought behind-the-scenes training sessions out into the open: Starting last year, it began showing visitors how it trains lions to roar on command (this lets trainers get a look at their teeth) or stand up to show their bellies (for pregnancy checks). Zookeepers say this shows how they have developed ways to examine animals' health without anesthetizing them.

Lisa Wathne of People for the Ethical Treatment of Animals, who specializes in captive exotic animals, says she's opposed to zoos in general, but says that if animals are to be kept in captivity, they should be given as much stimulus as possible to keep them physically and psychologically healthy. Conducting training sessions in public, however, goes too far, she says. "For a person to come to a zoo and see a lion perform tricks is not really teaching



Wild things: At Brookfield Zoo near Chicago, a lion with a 'gazelle' (top left) and bear with a piece of piñata on its nose (above). Cheetah and mechanical rabbit at San Diego Wild Animal Park (left). The Oklahoma City Zoo gave wild dogs (below right) a Valentine's Day heart of frozen blood.

show (\$4 surcharge).

Enrichment activities, too, have become a vehicle for extra revenue. The Atlanta Zoo offers a "Sunset Safari" series (\$10), an after-hours event where visitors can see such events as trainers giving live fish to an otter family. The Houston Zoo, meanwhile, recently expanded its summer-camp programs—\$130 to \$255 per week—and lets kids build giraffes or other piñatas out of cardboard and mailing tubes, then watch tigers stalk them.

Some examples of zoo enrichment go back as far as the 1920s, when researchers started making special toys to occupy chimpanzees, and by the 1940s some zoos were housing animals together to encourage social interaction. But the idea has taken broad hold over the past few years particularly, with snakes now following scented trails around their cages and an octopus at the National Aquarium in Baltimore getting plastic toys to keep its tentacles occupied.

Air-Conditioned Tent

During a recent vacation in San Diego, Dirk Niese, a mortgage banker in Leesburg, Va., and his wife paid \$69 per person, on top of \$28.50 each in admission fees, to go on the Cheetah Run Safari at the San Diego Wild Animal Park. The couple and two dozen other visitors piled into the back of a truck and traveled down a dusty road that separates the cheetah's training area from the main park. In a khaki tent surrounded by tables, they were served cheese, fruit and tea.

Then came the main event: A cheetah was driven to the end of a long stretch of dirt, and a trainer opened the latch on its

them anything about a lion's natural behavior," she says. "That's a circus act."

Lois LaPadula didn't mind. At the Bronx Zoo last month, the New Jersey financial planner watched a 450-pound tiger, Sasha, stand on its hind legs against a mesh barrier so trainers could examine its belly and footpads. At the end of the demonstration, the cat was directed to a cardboard box dangling from a tree branch. The tiger studied the box, then leapt up, ripping it open and pulling out a meaty bone. "This was the first time I saw the tigers moving," says Ms. LaPadula. "When I saw them before, they were just sort of out in the field sleeping. They were just sort of blobs."

The effort to show animals' wild side is just one of the ways zoos have tried over the past few years to keep visitors interested—with many offerings ranging from sleepovers to carousel rides. The Houston Zoo last year started hosting weddings (starting at \$4,500, without food), while this year the Detroit Zoo opened a new virtual-reality dinosaur

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WEEKEND JOURNAL.

Happening at the Zoo

Here's a sampling of new attractions at zoos around the country, from exhibitions that showcase animal behavior to new carousels. Exhibits are included with admission except where noted.

Zoo/Address	Event	Features	Comments
Bronx Zoo Bronx, N.Y. 10460	Bug Carousels \$2	Kids ride on grasshoppers, beetles	Looking to generate more revenue inside the gate, zoos including Chicago's Lincoln Park and the San Diego Wild Animal Park have built carousels. This one, part of the month, is by the park's new Historic Garden exhibit.
Cincinnati Zoo & Botanical Garden 113	Wolf Woods	Madcan gray wolves plan a hunt	The country's second oldest zoo turns 130 this year—only the Philadelphia Zoo is older. Wolf Woods opened in May, has a pair of gray wolves that are expected to produce pups after breeding season next spring.
Detroit Zoo 111	Wild Farm Exhibit	Prize hunt set by the zoo	Animal caretakers from activities that inspire elephants to respond to humans, the Detroit Zoo recently sent its employees to a sanctuary in their quest to help the elephants find their way.
Houston Zoo 1000	Natural Enclosure	Central American birds on display	Formerly city-run zoo became a nonprofit corporation in 2002, one of many zoos to go private lately. This new exhibit with animals from Venezuela helps visitors learn about nature and helps feeding a habitat.
Louisville Zoo Louisville, Ky. 40203	Lioness Landings	Red Hector lioness, Australian parrots (adult \$1)	This zoo in the middle of Louisville was one of the first to install species that are exhibit to another to replicate predator-prey migrations. Lioness Landings opened this month, has 75 birds and a housing exhibit.
Phoenix Zoo 114	Monkey Village	Walk through separate monkey habitat	The zoo was investigated this year after a volunteer alleged that the zoo did not properly care for its animals. (A U.S. Department of Agriculture investigation is ongoing.) Visitors walk through the \$250,000 exhibit separated from the animals by nothing but ropes.
Saint Louis Zoo 110	Pragle Forest	Chimpanzees and orangutans climbing trees	More than 2 million people visit this zoo annually, placing it in the top 10 U.S. zoos by attendance. This \$7-million exhibit, which opened in May, leads visitors to see by dropping food randomly from ceilings, or making them use sticks to get food from trees that fall.
Sedgewick County Zoo Wichita, Kan. 67201	Wild Days	Kids get to take down by the fire department	Animals including gazelles, caribou and chimpanzees are fed treats inside ice (moss, fruit, leaf) and some kids will get a chance to hold a caribou while an elephant painter holds a brush in its trunk.

COURTESY: PHOTOGRAFIA; LIONESS LANDINGS: M. SHAW; DETROIT ZOO; MONKEY VILLAGE: KEN BROWN; CHIMPANZEES: JIM BAKER; ZOO



metal cage. The cheetah emerged, ignoring a wild deer that bounded just behind it, and chased after the mechanical rabbit, passing just a few feet in front of the spectators. The cat was rewarded with meat, then taken to an air-conditioned tent to cool down. (Guests can sometimes get their photograph taken with the cheetah.) "It was as natural a presentation as it could be without it eating the humans," says Mr. Niese. (The park says that it is highly unlikely that a cheetah would attack a human, even in the wild.)

The incident a few months ago at Vancouver's Grouse Mountain Refuge gave visitors an unintentionally complete display of nature. The park, located on a

3,700-foot-high peak overlooking the city, has about 10 acres of enclosures planted with cedar and hemlock trees and traversed by natural creeks, and park director Ken Macquisten says he focuses on giving the animals there—local grizzly bears and wolves—as natural an experience as possible. Hoping to expand the animals' roaming space, the park's managers recently embarked on a program to put the two species together. The wolves and grizzlies were brought closer over a span of months until finally they could meet nose-to-nose across a fence.

In May, the gate was taken down and the animals co-mingled for about a week. Then one afternoon, according to a group of about 25 spectators, a male wolf started taunting a grizzly, laying a bone in front of the bear and then picking it up when the bear moved toward it. The grizzly pounced and broke the wolf's back, then killed it with a bite to the neck. Dr. Macquisten says the outcome was unfortunate, but at least had a silver lining: "The bear had a natural experience that he never would have had any other way," he says.