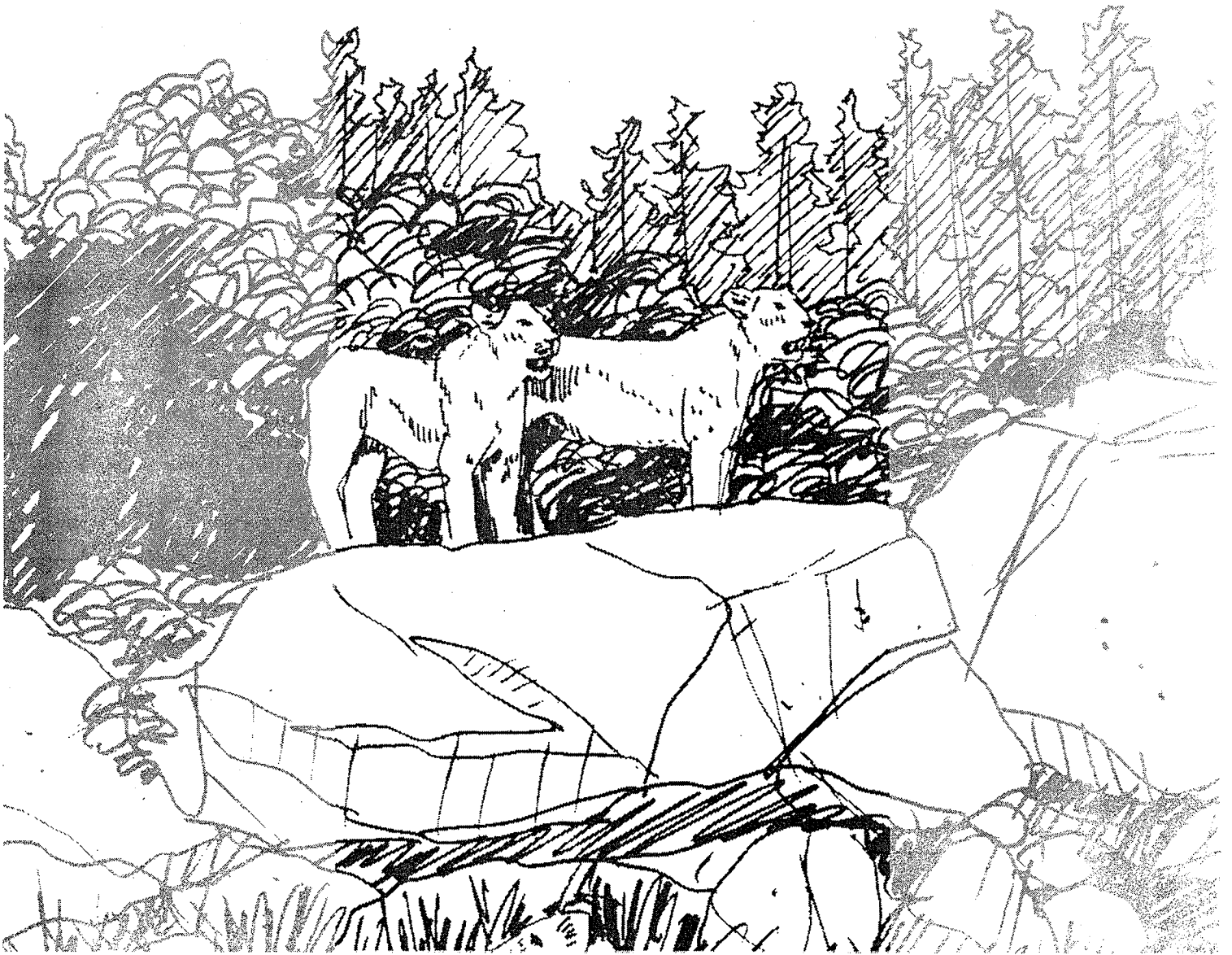


METRO WASHINGTON PARK ZOO

# 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 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.

# Our vision and values

**C**ARING NOW FOR THE FUTURE OF LIFE is the zoo's vision and driving force for the 25-Year Plan. Inspired by a series of surveys and intense discussions in 1989, this vision and eight accompanying values articulate our reason for being and remind us daily of our responsibilities, capabilities and opportunities.

**ANIMALS CONNECT PEOPLE TO THE WHOLE OF LIFE** The zoo is the only place most people will see an endangered species. Looking at a Siberian tiger takes on new meaning when the observer realizes the few hundred left in the wild will be gone by the turn of the century. As ambassadors for their wild counterparts our animals help visitors understand and appreciate the broader issues of how animals and humans can survive together.

**THE ROOTS OF MEANINGFUL ACTION ARE CARING RELATIONSHIPS** If we can get people to care about animals and their plight in the wild, we can inspire personal action that will help solve the world's problems. Dividends come from other kinds of relationships fostered at the zoo, as well. Meaningful action comes when staff and volunteers care about visitors, when management

cares about staff and when the zoo cares about the community at large. In addition, we recognize the zoo as a setting where families relate to one another and strengthen their bonds. We strive to encourage this interaction through our facilities and programs.

**EVERY PERSON MAKES A DIFFERENCE IN THE QUALITY OF LIFE** Our message is one of hope rather than despair. Our policies and programs reflect our belief that individual actions by our visitors, staff and volunteers will collectively make a big difference.

**THE FUTURE DEPENDS ON OUR REVERENCE FOR LIFE** Reverence for nature sometimes seems a lost value in our society of urban and suburban dwellers. 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. 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”

**W**e 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, planning 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

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 30 to 60% of the world's resources.

— *The Sinking Ark*,  
Norman Meyers

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 “natureescaping,” 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,

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

**O**ur 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/or 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.

### 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)

#### *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.

- 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

### 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

#### *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

# 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

### **Greatness in visitor experience means...**

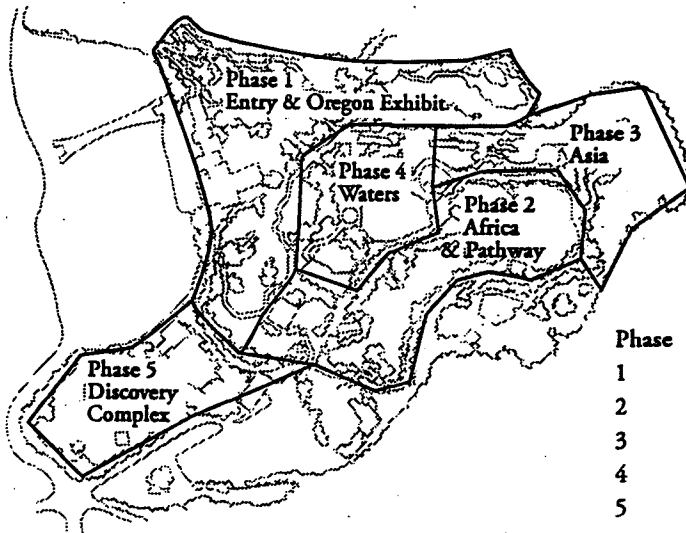
- Exhibits transport people out of Oregon and into foreign places and ecosystems
- Visitors are intrigued with our active and social animals and want to learn more about them
- Visitors can easily find their way around the zoo
- Physical comfort, safety and access is assured for all visitors
- The plant 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
- Use 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
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 . . .

**W**e 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

#### *Our demographics*

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 public 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

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

### **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

- 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

nimals 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

*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.

**B**eing 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

- 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 specially formulated pellet 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

### The first steps...

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.

- 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

**O**ur 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

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.

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

### **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

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.

### **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

**T**o 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.



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.

- 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 for the zoo
- 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

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

<b>Structure and Funding</b>	<b>Education</b>	<b>Market Study &amp; Economic Impact</b>
Ron Cease	Steve Andrews	Charles Ahlers
Dan Heagerty	Teresa Brandon	Kay Bryant
Ken Martin	Gary Conkling	Dean Bolen
McKay Rich	Dave Cox	Jane Hartline
David Saucy	Richard Devlin	Jim Gardner
Dan Spalding	Mike Houck	Steve Giblin
	Paula Kurth	Wendy Hughson
	David Mask	James MacGregor
	Judy Stuart	Ellen Lanier-Phelps
	Roger Yerke	Ron Schmidt

<b>Animal Collection</b>	<b>Visitor Experience</b>	<b>Physical Facilities</b>
Lynn Dixon-Loacker	Jennifer Agnew	Jennifer Agnew
Jim Doherty	Tom DeJardin	David Bell
Don Farst	Mark Dillon	Tracey Clark
Mike Keele	Jane Hartline	Dick Engstrom
Ruth McFarland	David Miller	Jane Hartline
Jill Mellen	Judy Munro	Charles Jordan
Dennis Pate	Margie Pate	David Mask
Claire Puchy	Dec Wright	Mark Reed
Michael Schmidt		Dennis Pate
Robert Willems		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 Giblin

Matt Hennessee

John Inskeep

Phillip Jackson

Roger Jennings

Lynn 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 Suess

Robin Drews



# Caring Now for the Future of Life

Master Plan  
Metro Washington Park Zoo

**Caring Now for the  
Future of Life**

**Master Plan  
Metro Washington Park Zoo**

**A Department of  
Metropolitan Service District**

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Metro Executive Officer Rena Cusma  
Metro Councilor Jim Gardner  
presiding officer, District 3  
Metro Councilor Susan McLain, District 1  
Metro Councilor Lawrence Bauer, District 2  
Metro Councilor Richard Devlin, District 4  
Metro Councilor Edward Gronke, District 5  
Metro Councilor George Van Bergen, District 6  
Metro Councilor Ruth McFarland, District 7  
Metro Councilor Judy Wyers,  
deputy presiding officer, District 8  
Metro Councilor Tanya Collier, District 9  
Metro Councilor Roger Buchanan, District 10  
Metro Councilor Ed Washington, District 11  
Metro Councilor Sandi Hansen, District 12

Zoo Director Sherry Sheng

Cover Photo: Gerry Ellis, from the book  
America's RainForest  
Copy: Karen Kane



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The Master Plan for the Metro Washington Park Zoo will involve a unique partnership of public and private talents and resources. For more information on the Master Plan, the Metro Washington Park Zoo, and ways in which to become involved in the future of your Zoo, please contact the Zoo Development Office: (503) 220-2452, or the Friends of the Washington Park Zoo.

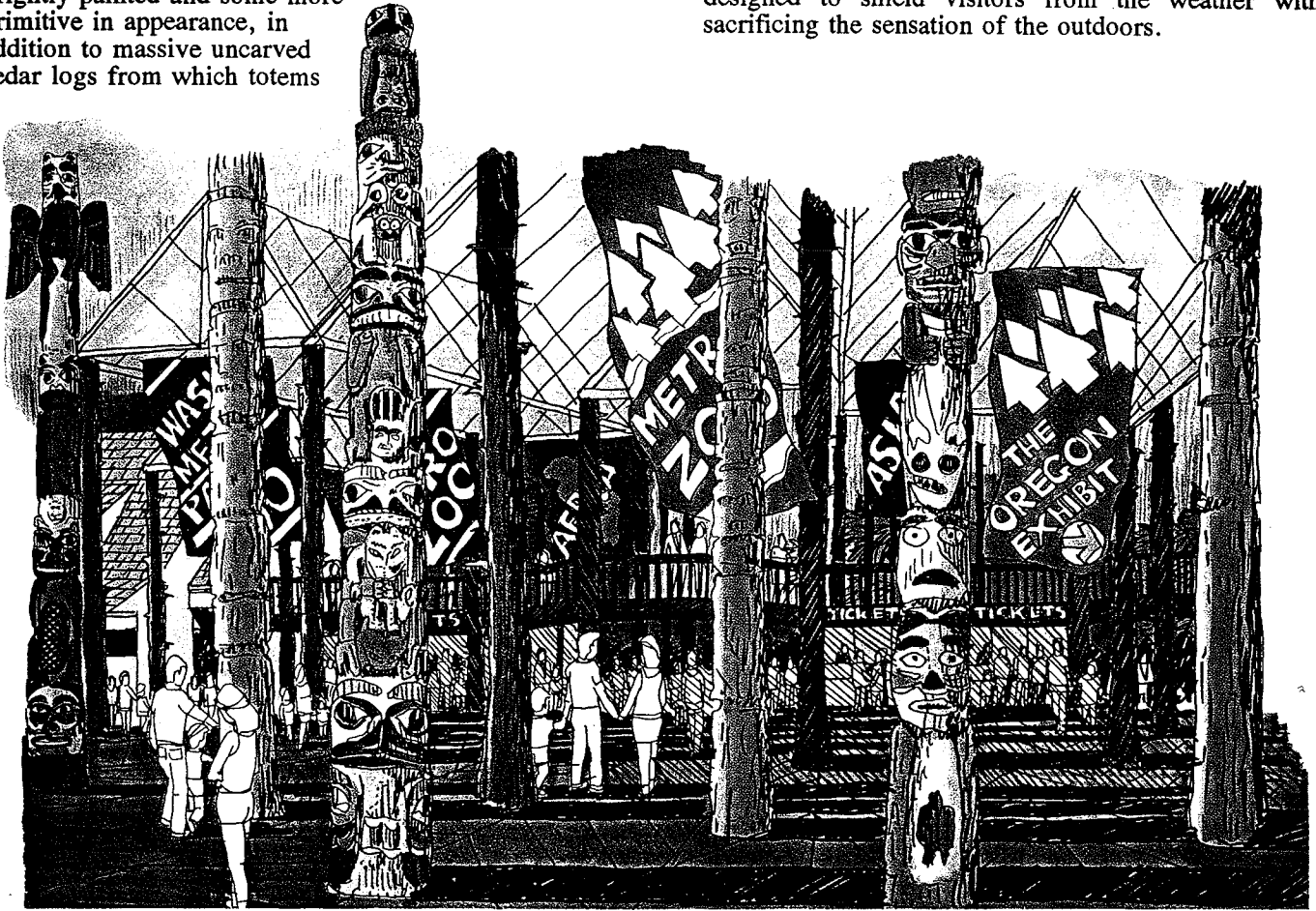


# Arriving at the new Entry...

## The Emerald Forest

A green glass canopy, vaulted and with several gables, will mimic a look of the Northwest forests. Adding to the imagery will be totem poles, some intricately carved and brightly painted and some more primitive in appearance, in addition to massive uncarved cedar logs from which totems

are carved. The cedar columns, asymmetrically placed to replicate a natural forest, will support the gabled canopy dubbed "The Emerald Forest". This entry structure is designed to shield visitors from the weather without sacrificing the sensation of the outdoors.



Entry Plaza



View from Parking

# Completion of a Great Zoo...

## The Ultimate Plan

How do you measure the "greatness" of a zoo? The number of animals? The kind of exhibits? The fun you have while visiting? The discoveries you make?

We think the greatness of a zoo is exemplified by all of this, and more. The combination of what you see, hear, feel and learn adds up to a total experience. And the quality of that experience is the measure of its greatness.

The Master Plan for the Metro Washington Park Zoo is unmatched by any other zoo in the world. The balance of animals, natural habitats, native culture, technology, plantings, architecture, discovery and fun will allow visitors to understand and personally experience the zoo's commitment of "Caring Now for the Future of Life."

As microcosms of the natural world, zoo exhibits link us to exotic lands far removed from our daily lives. The five sections outlined in the Master Plan will take visitors on a journey that begins at home and travels through terrain as diverse as the world itself.

**Entrance** The entrance to the zoo will evoke the essence of Oregon. Our state lies within the greatest temperate rain forest on earth. The entrance will reflect the majesty of this ancient forest and the intrigue of its native people. Brilliantly painted totems will stand silhouetted against the entrance structure's forest-green glass. Tall rock walls with cascading waterfalls and interpretive displays will set the stage for the Oregon section.

Once inside the zoo in the Orientation Plaza, visitors will be provided with clear directions which will lead them along a main pathway to the five sections outlined below.

**Oregon** The Oregon exhibit will encompass the diverse landforms of the state, from the coastal cliffs to the Cascade Range to the high desert. Features include:

- a salmon run;
- an indoor exhibit for native plants and animals;
- an aviary with rocky cliff walls, tidal pools and a wave machine;
- major exhibits for sea lions and sea otters; black bear, cougar, wolf and fresh water animal exhibits;
- nature trails;
- children's contact area for sheep, chickens, cows and rabbits.



**Waters** The waters exhibit will use the Pacific Ocean as its theme, and will be divided into temperate, tropical and Arctic sections. Features include:

- an indoor exhibit tracing the Amazon River;
- coral reefs of tropical south Pacific islands;
- a renovated Penguinarium with outdoor pools housing animals of the equatorial coast;
- a renovated polar exhibit, replicating the high Arctic ecosystem.

**Asia** Continuing along the main pathway, visitors will embark on a journey through Asia. Features include:

- exhibits for Siberian tigers, gibbons, snow leopards, red pandas and indigenous reptiles;
- a butterfly house;
- outdoor exhibits for orangutans;
- exhibits for tapirs and small mammals placed along the pathway leading to the Asian elephants;
- children's contact area with pot belly pigs and silky chickens.

**Africa** The next stop along the main pathway is the place known as the greatest wildlife spectacle on earth. Africa, traced along the equatorial belt from the tropical rain forests of Senegal to the dry savannahs of Tanzania, will include the following additions:

- an exhibit for lions, called a kopje, a rocky outcropping which is an unusual characteristic on the East African savannah;
- new exhibits for chimpanzees.

**Discovery Complex** A center for learning, the Discovery Complex will be used year-round by zoo visitors. It will also serve as a focal point for the nearly 100,000 school children that visit the zoo annually. The Discovery Complex will have an additional entrance from the parking lot to allow easy access for these groups as well as for other events such as lectures and classes. Integrating the most advanced technology, the Discovery Center will include:

- hands-on activities;
- animals;
- video imagery, computers and interactive displays.

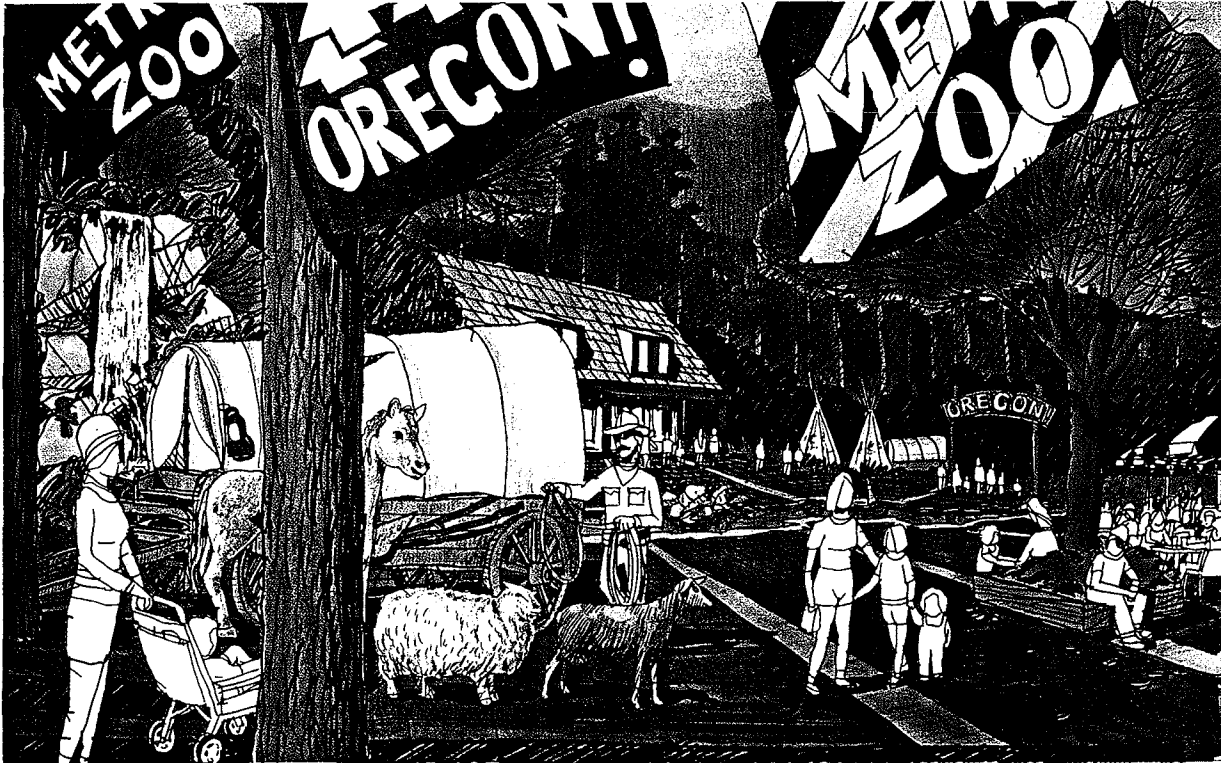


# Exploring Oregon...

## People and Places

The cultural history of native Americans and the first settlers of Oregon will be featured in the Oregon exhibit. A prairie schooner laden with agricultural tools and other supplies needed by the hardy pioneers will be juxtaposed with native American dwellings and graphics describing their hunter-gatherer life in Oregon. Along the trail through this exhibit, visitors pass a turn-of-the-century Oregon town, and find a resting point at a rustic lodge

with an expansive deck overlooking a meadow. A thunderous 40-foot waterfall cascades into the Columbia Gorge section. Fallen logs, mosses, lichens and indigenous plants illustrate this unique microclimate known as the splash zone.



Pioneer Exhibit, Orientation Plaza



Columbia Gorge, Oregon Exhibit



# ...And the rest of the World.

## The Waters, Asia, Africa...

### Waters

Coral reefs, tropical rivers, temperate coastlines and the harsh Arctic region will be highlighted in this exhibit. Using the Pacific Ocean as its base, the Waters section focuses attention on the diversity of life found beneath the surface of the earth's largest ocean. Renovation of the Penguinarium and the polar and sun bear exhibits will increase the number of animals zoo visitors can view, as well as give them a greater opportunity to learn more about these very dissimilar ecosystems.

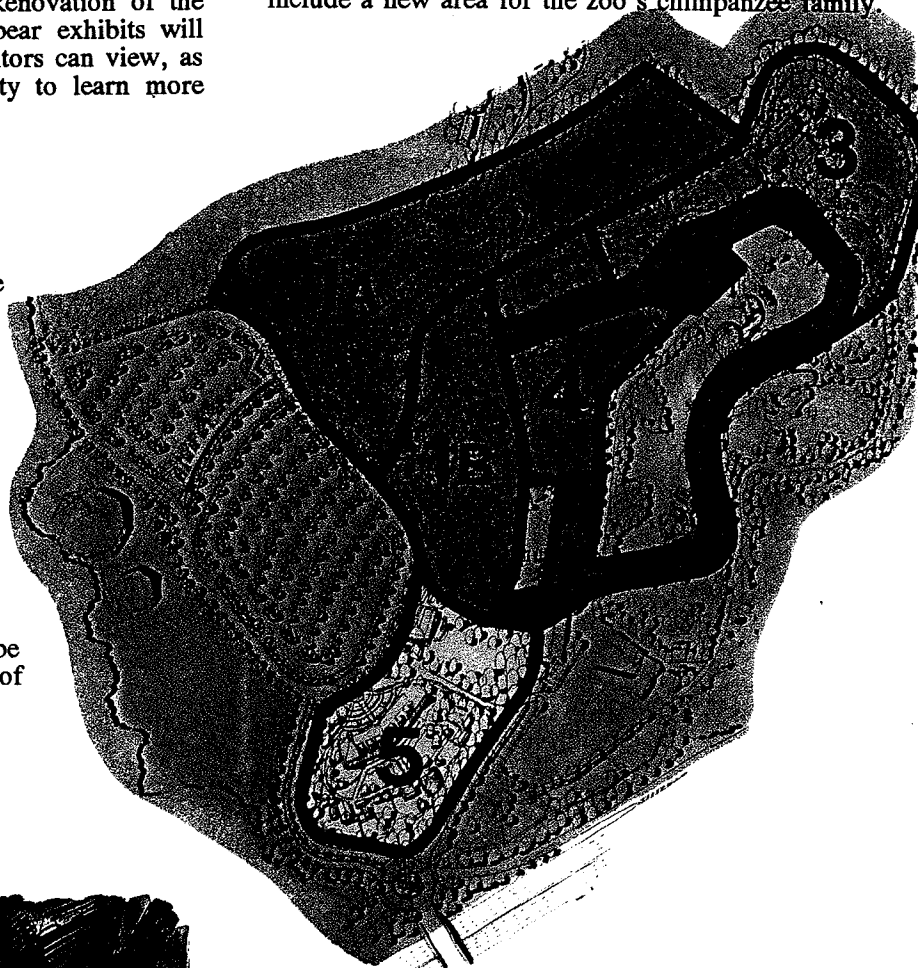
### Asia

This part of the world will be simulated in an exhibit featuring animals, architecture and landscaping that calls to mind regions as diverse as the remote steppe lands of Mongolia and the tropical islands that make up the archipelago of Indonesia. In addition, the Asia exhibit will feature a Chinese Temple in which the tea ceremony and other rituals can be demonstrated. Visitors will also have the opportunity to enjoy tea as well as traditional foods. Formal gardens complement the section.

### Africa

The entrance to the Africa section will be dominated by the kopje. These islands of huge, rounded boulders break the visual expanse of the rolling grasslands, and serve as watchtower, sanctuary and food source for a variety of animals,

from lions to hyraxes to baboons. From the dry plains East Africa, visitors follow a path to steamy West Africa: tropics, home to monkeys, bats, birds, reptiles and other creatures of the rain forest. The African section will include a new area for the zoo's chimpanzee family.

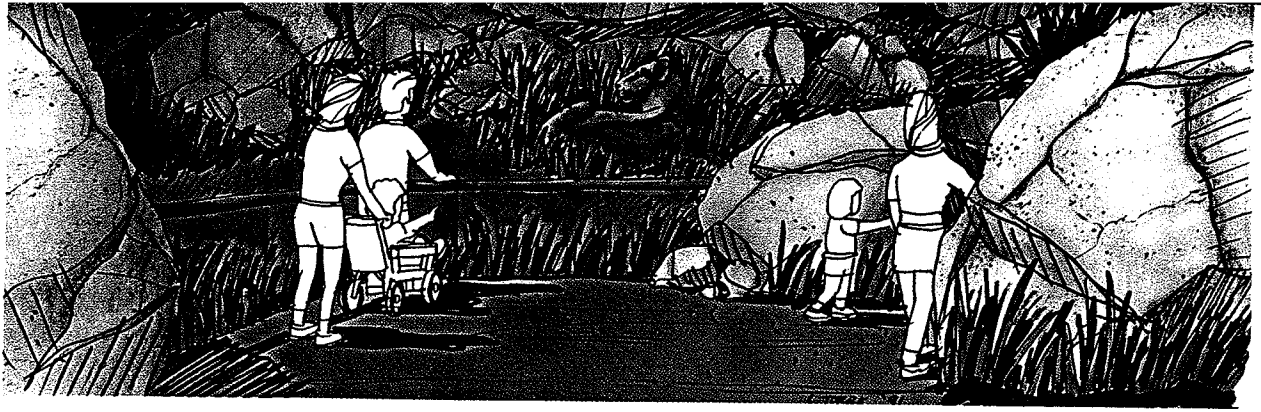


When completed, the Metro Washington Park Zoo will provide visitors the chance to experience the natural world through animals, habitats and native cultures. This, combined with a wide variety of educational and entertainment opportunities, will make it the greatest zoo in the world.

Our plan will span 25 years, and will follow the recommended phasing schedule:

Phase 1	Entry & Oregon Exhibit	A. \$16 million B. \$16 million
Phase 2	Main pathway, Africa kopje, chimpanzee exhibits	\$5 million
Phase 3	Asia	\$15 million
Phase 4	Waters	\$35 million
Phase 5	Discovery Complex	\$13 million

Total: \$100 million

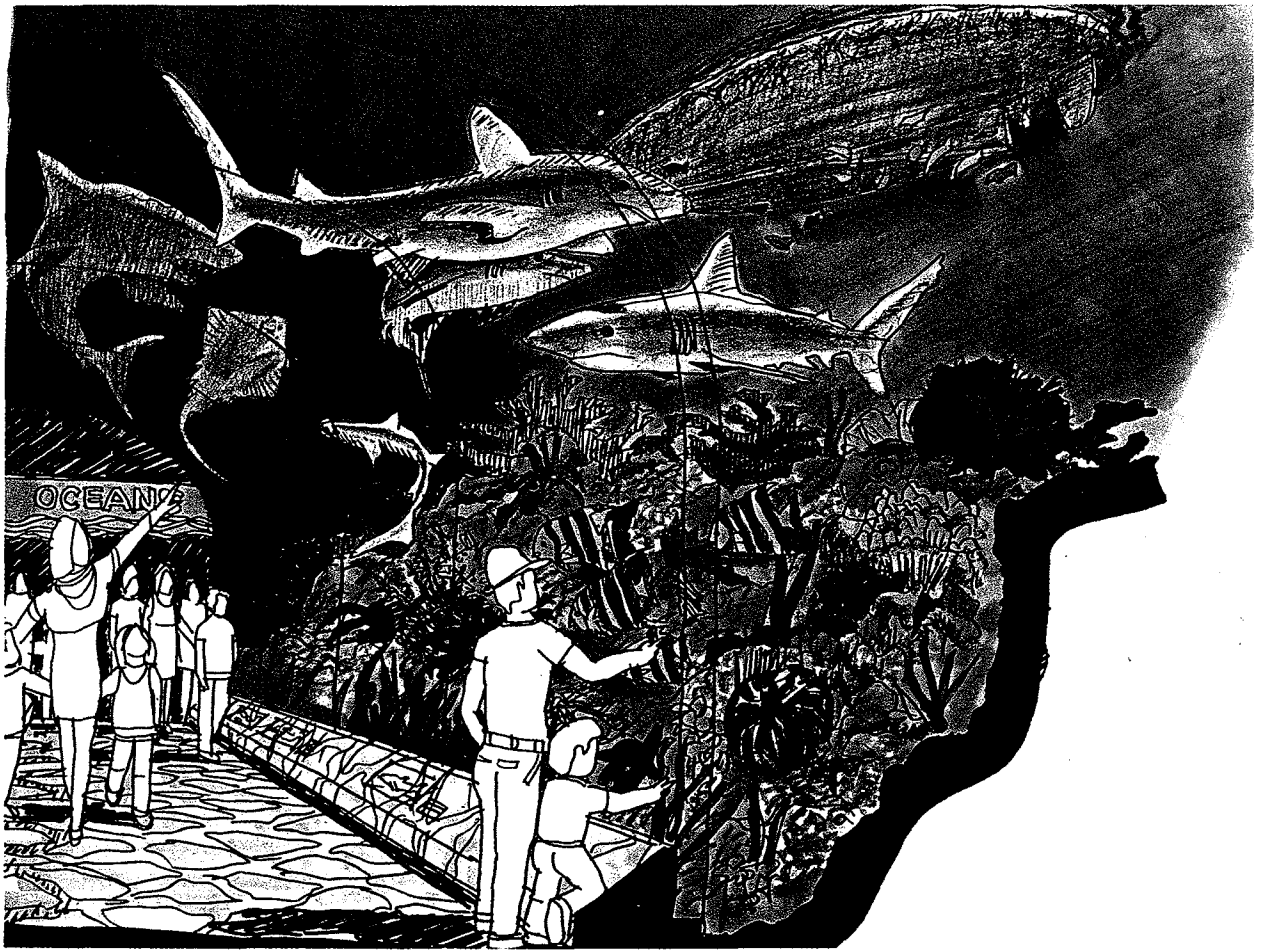


A pride of lions will live in a kopje exhibit at the entrance to the Africa section. Kopjes, made up of huge, rounded granite boulders, are important to a variety of wildlife.



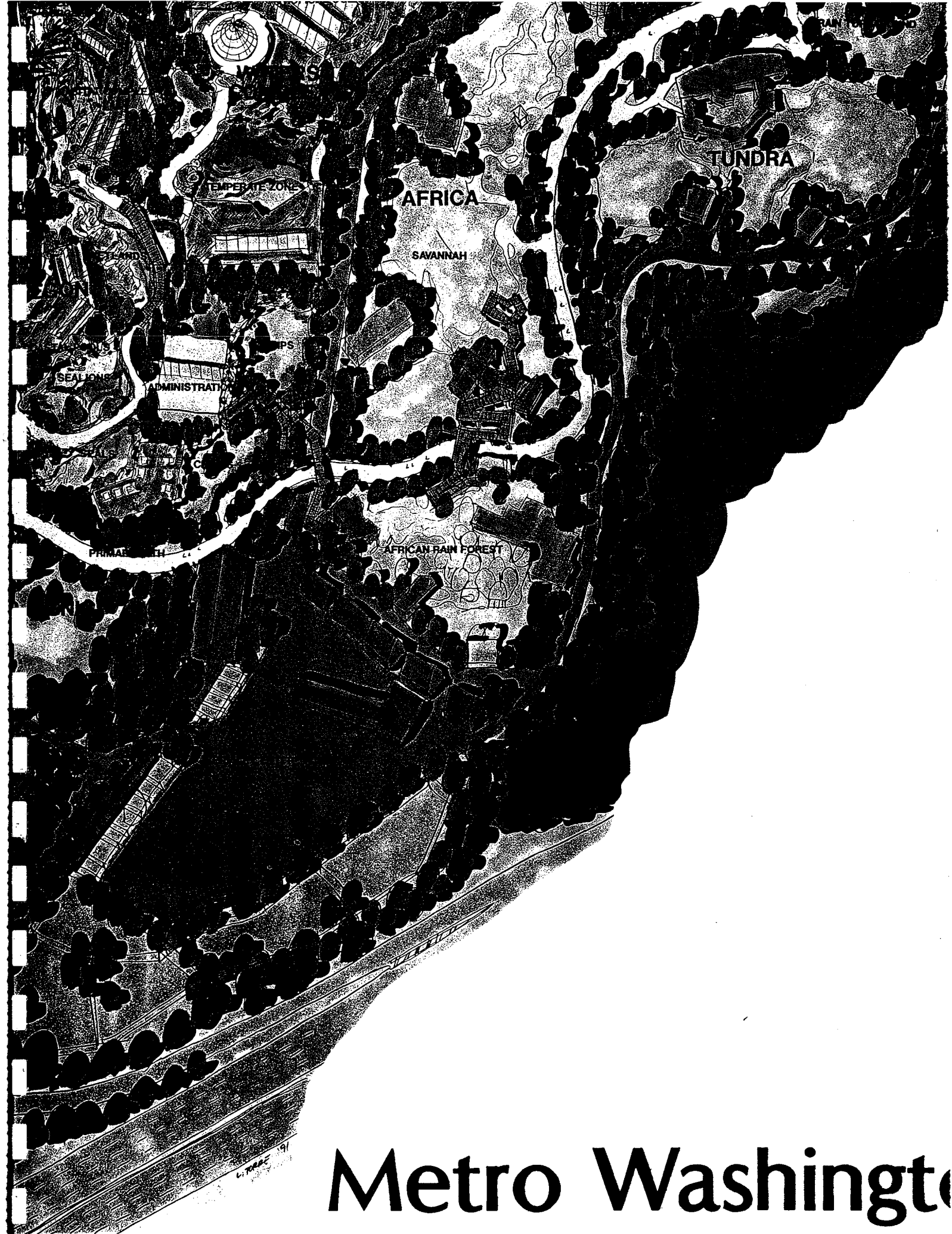
The Discovery Center, a learning facility for children of all ages, will incorporate the newest in computer, video and electronic technology.

# Park Zoo Master Plan



A wide variety of marine life will be exhibited in the Waters section, an area incorporating animals from the South Pacific to the Arctic Ocean.

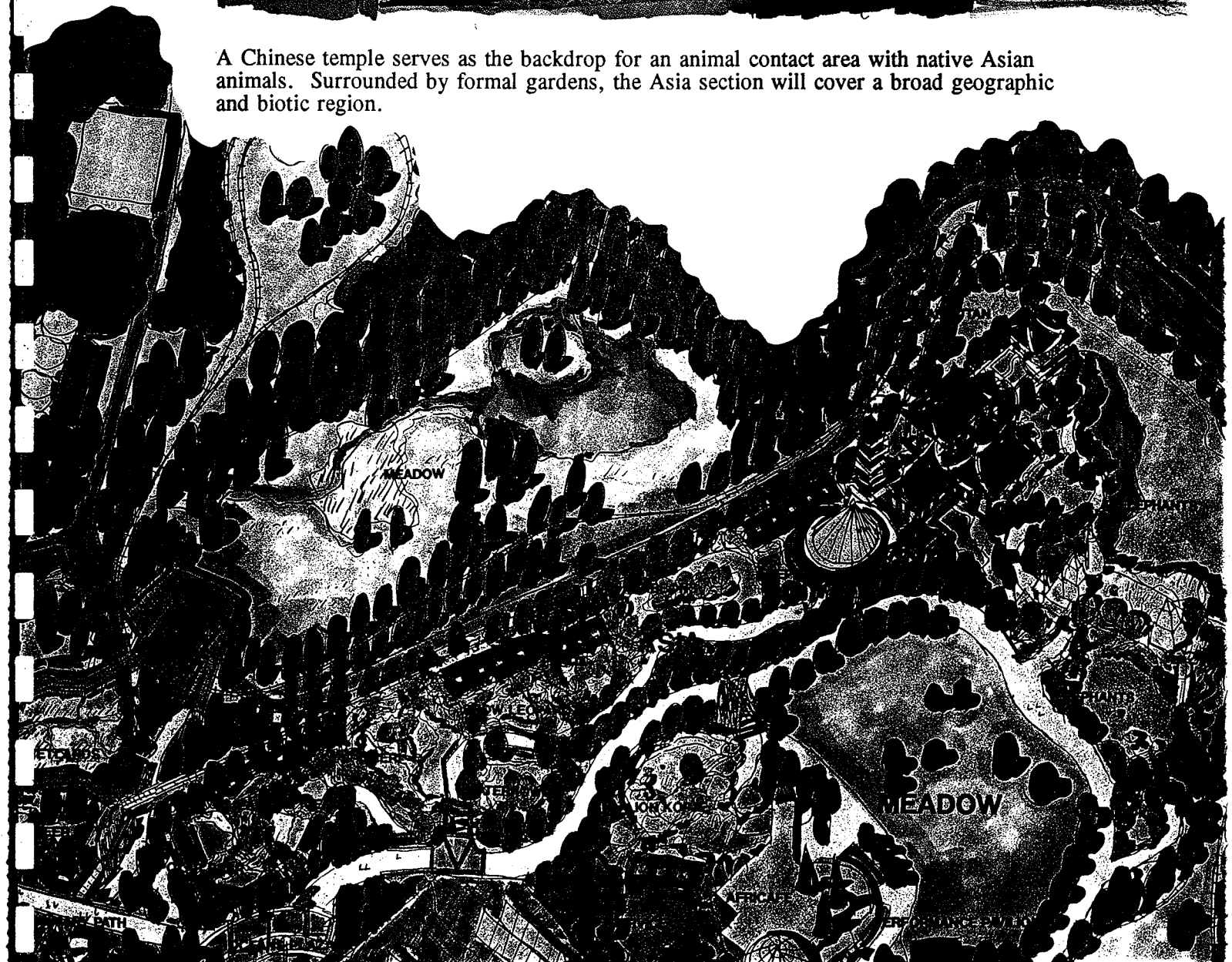




**Metro Washington**

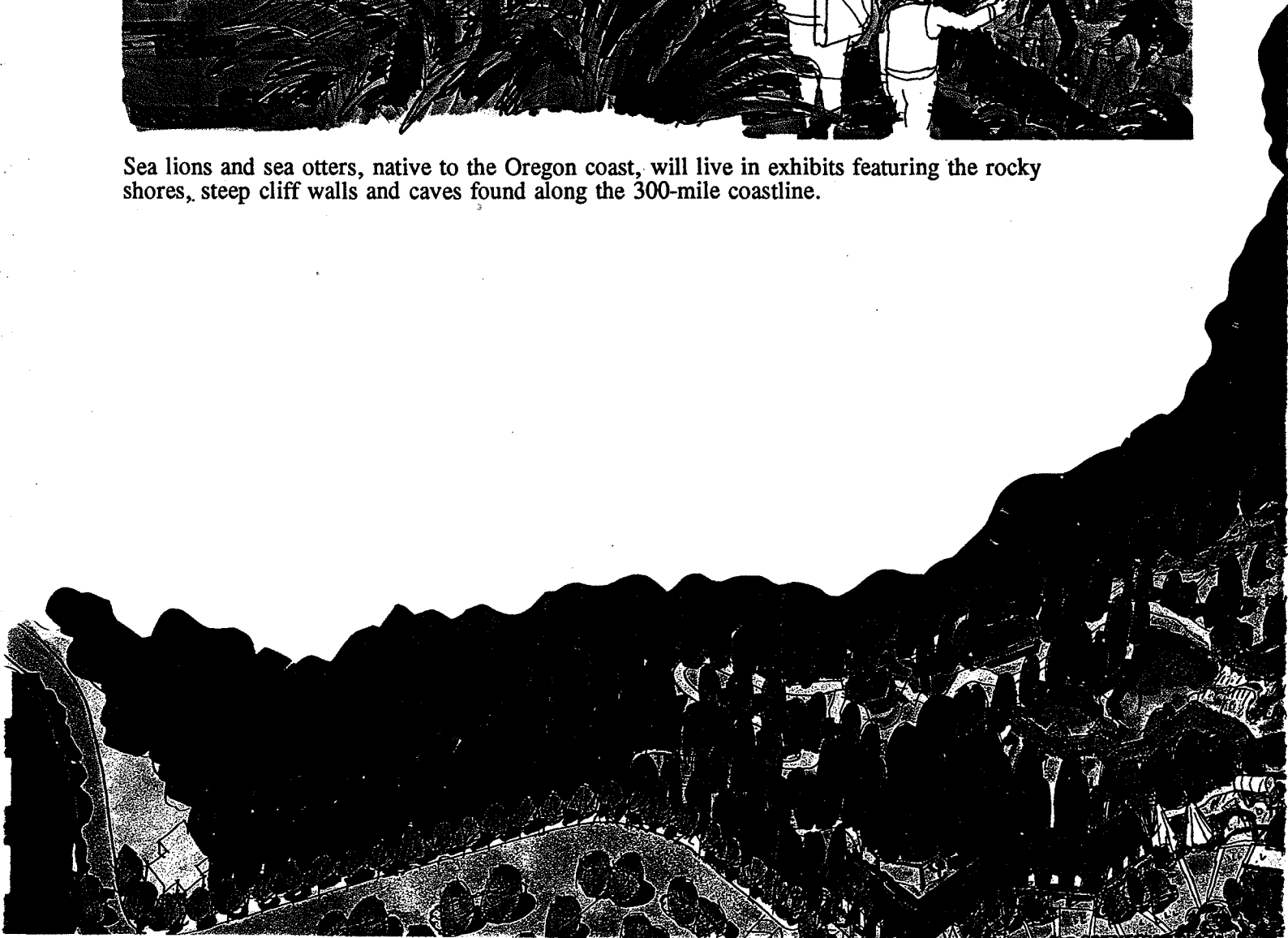


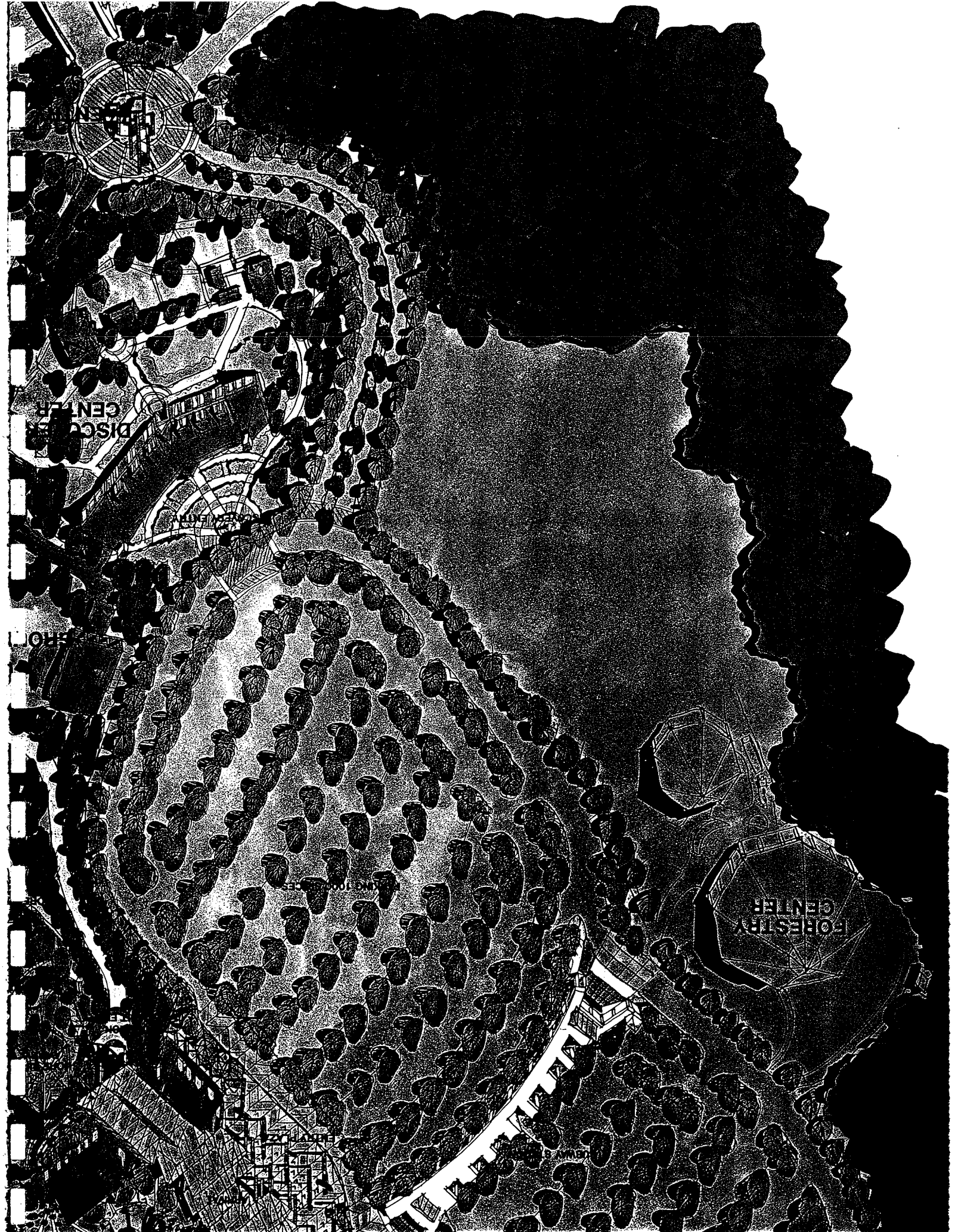
A Chinese temple serves as the backdrop for an animal contact area with native Asian animals. Surrounded by formal gardens, the Asia section will cover a broad geographic and biotic region.





Sea lions and sea otters, native to the Oregon coast, will live in exhibits featuring the rocky shores, steep cliff walls and caves found along the 300-mile coastline.





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