



New Vision, New Experiences

a conceptual facility & site planning
report for a new Baton Rouge Zoo

REPORT

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Contents

<i>Introduction</i>	<i>1</i>	<i>Availability and Feasibility of Sites</i>	<i>32</i>
Strategic Planning Questions	2	Map of Available & Feasible Sites	33
<i>The Baton Rouge Zoo Today & Community Trends</i>	<i>4</i>	Conceptual Plan: Existing Site at Greenwood Park	37
About Today's Zoo	4	Conceptual Plan: Nicholson Corridor Zone	40
Current Zoo Visitor Demographics	5	Conceptual Plan: Airline Highway Park	43
Metropolitan Area & East Baton Rouge Parish Trends	6	Detailed Design & Implementation	46
Zoo & Location/Relocation Case Studies	7	<i>Criteria for Success & Desired Strategic Impacts</i>	<i>48</i>
Community/Audience Sentiments	8	Projected Cost Breakdown	49
<i>The New Vision, New Experiences</i>	<i>10</i>	Defining & Evaluating Criteria for Success	50
<i>Conceptual Facility Planning Process & Potential Site Identification</i>	<i>18</i>	Defining & Evaluating Strategic Impacts	54
Facility Planning Process	18	Potential Strategic Partners	57
Transitioning Vision into Conceptual Facility Plan	19	<i>Strategic Business Analysis & Impacts</i>	<i>59</i>
Animal Exhibits, Experiences & Support	24	Financial and Operational Impacts	59
Visitor Experiences & Amenities	27	Potential Financial Pro Forma Model for New Vision	62
Staff	30	<i>Conclusion</i>	<i>64</i>
Infrastructure	31	Strategic Feasibility Planning Questions	66
		Next Steps to Realizing the Vision	67
		Closing Recommendations	69
		<i>Acknowledgements</i>	<i>70</i>

Introduction

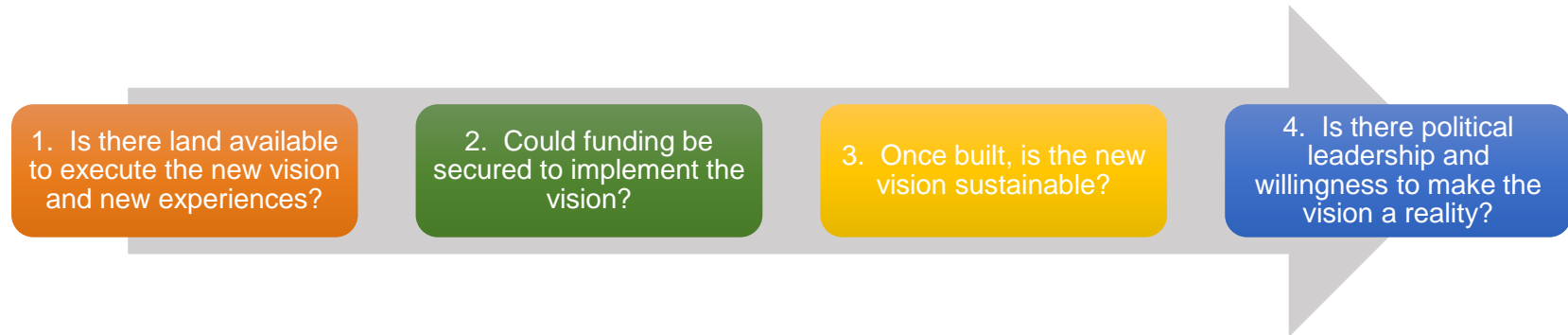
Conservation. Education. Community Engagement.

Long the hallmarks of any good zoo, a mission of conservation, education and community engagement is carefully woven into exciting visitor experiences that also serve as enjoyable recreational opportunities for families, school groups, residents and visitors. Zoos today are critical centers of community life in so many ways, offering visitors the opportunity to interact with wildlife and nature, enhance their wellness through active play, explore the local heritage, and celebrate special events. The most successful zoos are also seeking meaningful ways to collaborate with other local organizations and venues to positively impact and leverage the value of the cultural, educational and recreational offerings of a city/region for residents and visitors alike.

The mission is no different for the Baton Rouge Zoo (the Zoo). At the current time, however, the Zoo finds itself at a crossroads: make significant changes to provide for the ongoing wellbeing of the animals; make necessary infrastructure improvements; maintain the safety of the visitors and staff; update exhibits and amenities to meet today's standards and expectations; and provide unique and interactive experiences that will keep visitors engaged and wanting to return. The critical planning issue is whether the Zoo should make these significant investments at its existing site, or take the opportunity at hand to explore the option of transforming the Zoo experience at a new site that will offer advantages not available at the current site.

Strategic Planning Questions

To thoroughly consider this issue, we must address the following four strategic questions:



The purpose of this Conceptual Facility and Site Planning Report is to begin to answer those four questions.

To help us do so, we will first:



This process will help us address our questions, enabling us to then recommend next steps as the Baton Rouge community considers the potential impacts of a reimagined Zoo.

THE STATUS QUO
IS NOT AN OPTION.
CHANGE MUST
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SUSTAINABLE.

A few givens to be kept in mind throughout this report on whether the reimagined Zoo is developed at the existing site or at a new site:

- The status quo is not an option. Change **MUST** occur for the Zoo to be successful and sustainable in the future.
- The newly imagined Zoo will remain a BREC facility. The vision and all planning is committed to making decisions that advance BREC's mission and are in its best interests.
- Cost to build is not a factor in the determining criteria because it is the same – \$110 million – no matter the site, existing or new.
- Should the decision be made to build the reimagined Zoo at a new location, Greenwood Park will remain a valued asset to BREC and the surrounding community, likely even growing in relevance and popularity as the community's input is sought and considered.
- Every effort must be made to engage the community and leverage strategic partnerships with existing community resources to get the most bang for the buck and to make the best possible impact – on economics, culture, education, conservation, recreation, and vibrancy of the city.
- Ongoing communication is key. Sharing the message and vision of the transformed Zoo effectively and passionately will be of utmost importance. Ensuring that the community, local and state politicians, and potential donors understand and embrace the vision is critical to successful fundraising and “friendraising”.
- There are additional phases of planning work to be completed after this report to continue evaluating the best options at any site location for the new Baton Rouge Zoo.

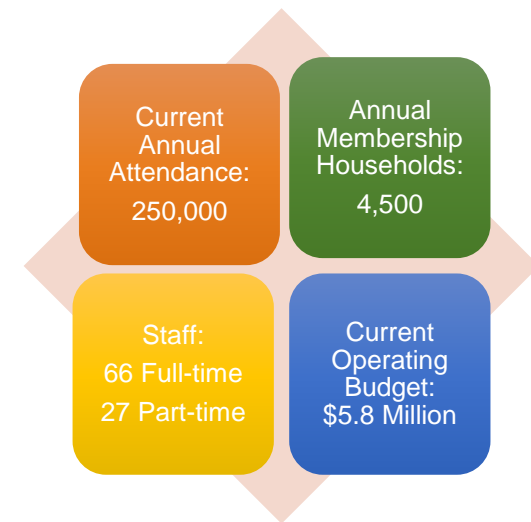
The Baton Rouge Zoo Today & Community Trends

About Today's Zoo

Opened in 1970 with the encouragement of local celebrity Buckskin Bill, the Baton Rouge Zoo has emerged as a valued community asset and a top cultural attraction in Baton Rouge. The first zoo in Louisiana to be accredited by the Association of Zoos and Aquariums (AZA), the Baton Rouge Zoo has always maintained the highest standards in animal care and zoo operations. With active education and outreach programs, the Zoo reaches thousands of school children each year with its message of conservation and appreciation for wildlife.

The Zoo is owned and operated by the Recreation and Park Commission for the Parish of East Baton Rouge (BREC), a public government agency, and is supported by the Friends of the Baton Rouge Zoo (FOZ), a 501(c)(3) organization. Working closely with BREC, the FOZ raise funds for capital projects, strive to increase attendance through special events and programming, and promote community involvement.

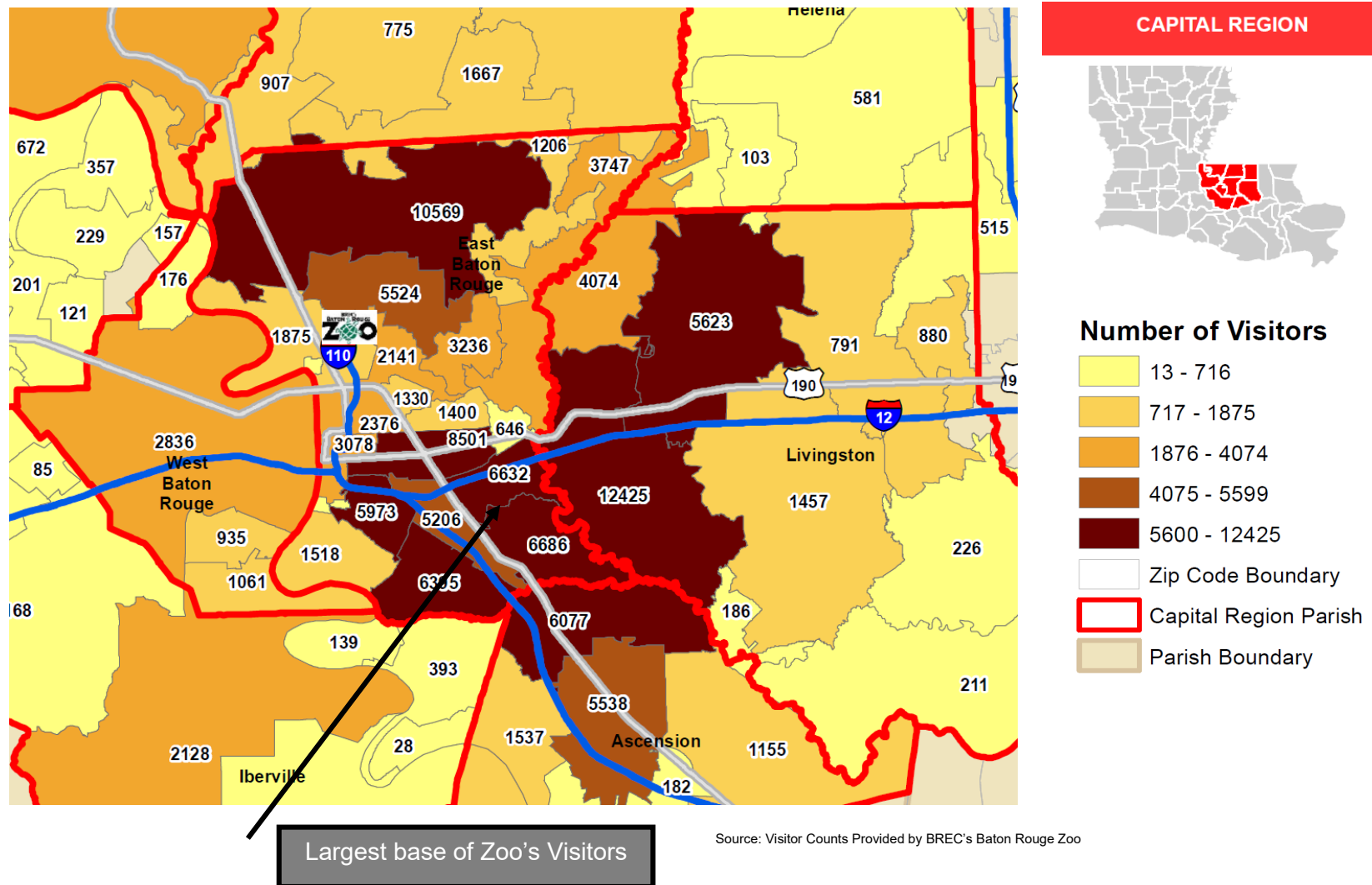
The Zoo operates under a dynamic public/private operating model with a balanced budget supported by earned revenues, contributed revenues from the Friends and community support through BREC tax initiatives. The Zoo's current \$5.8 million operating budget includes salaries and services provided by East Baton Rouge Parish through BREC. In comparison to similar zoos, the Zoo receives a lower level of funding for operating and capital needs.



The AZA did an economic impact study of the Zoo. Based on employing nearly 100 employees, generating 250,000 visitors annually, and spending \$5 million on goods and services, the Baton Rouge Zoo contributes approximately \$17.67 million annually to the local economy.

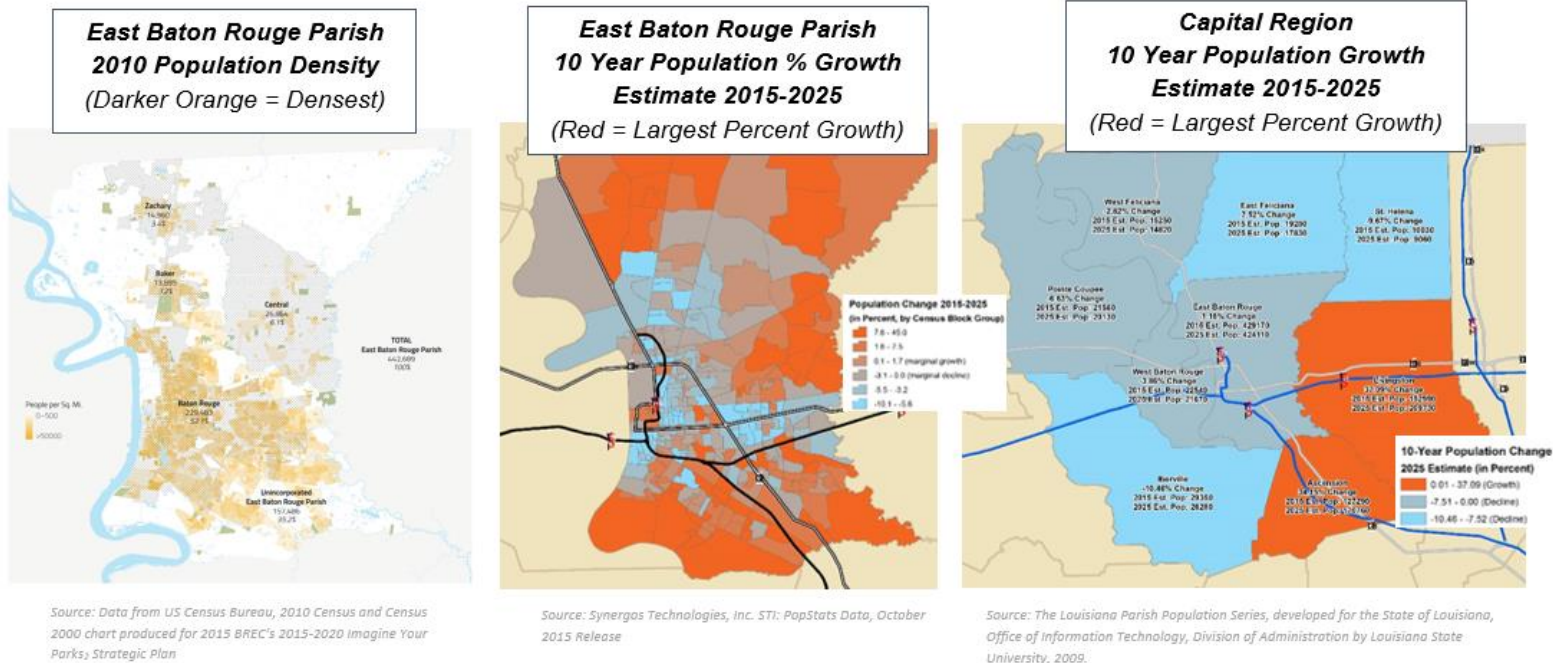
Current Zoo Visitor Demographics

Today, over 90 percent of the Zoo's 250,000 visitors come from within the state of Louisiana. The image below has the Zoo's 2015 attendance data plotted across the region, and it shows how the largest percentages of visitors are coming from south of the Zoo.



Metropolitan Area & East Baton Rouge Parish Trends

The Baton Rouge Metropolitan Statistical Area (MSA), containing 9 parishes, has been growing beyond projections over the past 15 years. The population of East Baton Rouge Parish has lagged, though, in comparison to growth in other parts of the MSA. Parishes with the highest levels of growth in the Baton Rouge MSA are Livingston and Ascension in the southeast. US Census Bureau projections indicate that East Baton Rouge Parish population growth will either remain flat or continue decreasing over the next decade. The trends in population shifts in the parish indicate that younger families prefer the southern areas of the parish (in and around the southern Baton Rouge city limits), though there is also some school-driven growth in other areas like Zachary and Central.



East Baton Rouge's population is densest towards the south, and population trends indicate that will continue.

Zoo & Location/Relocation Case Studies

It is extremely difficult to draw meaningful parallels between zoos in different cities that face significantly similar challenges due to location, local and regional economics and politics. Furthermore, it is not common for zoos to relocate.



Indianapolis Zoo (IN) Source: Unknown

Two zoos that have relocated – Indianapolis Zoo in Indianapolis, IN and Cameron Park Zoo in Waco, TX – have experienced significant growth since moving in 1988 and 1993 respectively. Attendance and memberships saw significant increases, which have fluctuated over the years but have always remained exponentially higher than prior to the move.

With the move, Indianapolis Zoo's attendance jumped from 280,754 in 1986 to 900,000 in 1988 at the new location. Today, the Indianapolis Zoo has over 1.2 million visitors annually.



Cameron Park Zoo (TX) Source: Unknown

The Cameron Park Zoo attendance increased by 25% when it moved in 1993 and has since averaged a 10% annual growth between 1994 and 2014. The Cameron Park Zoo today has around 250,000 visitors.

Additionally, as their budgets and animal collections grew so, too, did their staffing levels, providing additional jobs

and a greater economic impact on their communities.



Jackson Zoo (MS) Source: Unknown

One zoo that has repeatedly discussed relocating, but has instead stayed put is the Jackson Zoo in Jackson, MS due to lack of vision and political leadership. In its original location in an area not considered to be ideal, the Jackson Zoo has seen a general decline in attendance despite a metropolitan population that has almost doubled in the past 25 years. In the 1980s, the Jackson Zoo had around 330,000 visitors and today, it has about 113,000 visitors. The Baton Rouge Zoo could face similar circumstances if status quo is allowed to continue.

Community/Audience Sentiments



Collecting data and gaining the input of the community and Zoo visitors is a multi-step process that is crucial to the Zoo's ability to forge a strong plan for moving forward. BREC and the leadership of the Zoo are committed to responsively engaging with the residents of the surrounding neighborhoods. Therefore, BREC has made it an absolute priority to work with the surrounding neighborhood to develop BREC's Greenwood Park into an increasingly used and valued asset by those who live closest to it.

As a first step moving towards that goal, BREC commissioned a market research study by Percy & Company of 327 residents of neighborhoods within a two- to three-mile radius of Greenwood Community Park the weekend of November 7-8, 2015. Results indicated that Greenwood Park is popular among visitors for family outings for relaxation, exercise and play. Possible enhancements considered highly desirable included an adventure playground, a water park or swimming pool, and a fishing lake.



The Zoo also engaged ImPRint Communications, a communications firm, to begin conducting a guest satisfaction survey that gauged the experience of 102 Zoo visitors over a 6-day period in November 2015. From this initial survey, the overall response was that visitors were generally satisfied with their experience at the Zoo and would most likely visit more often if there were more animals, a better location, and/or more events. For the Zoo visitors, there was essentially no value added by the Zoo's location.

From our standpoint and the purposes of this Conceptual Facility and Site Planning Report, there are several major take-aways from these two reports:

For the people who live near Greenwood Park, the Zoo is not the reason they go to the Park. They go for other recreational activities. (Source: Percey & Company)

Greenwood Park has potential for alternative uses that are valued by the surrounding North Baton Rouge community. As 73% of this community does not visit the Zoo frequently, they said that significantly more people would go to the Park if it had an adventure playground and/or a water park/pool for families with children. Additional community input is being sought on these issues. (Source: Percey & Company)

The location of the Zoo is a tricky question. Most of the people there did not see the location as a big deterrent. However, the fact that they were at the Zoo when asked that question almost negates the validity of their response – if they perceived the location as a big deterrent, they would most likely not have been there at all. (Source: ImPrint Communications)

Even though most respondents did not see the location as a deterrent, over 87% of survey responders were also not spending extra time in the general area purchasing food, shopping, or partaking of additional family time together. (Source: ImPrint Communications)

For those who felt the location was a deterrent, a downtown or near-LSU location was considered more convenient. (Source: ImPrint Communications)

To generate more excitement, visitation and repeat visitation, anything the Zoo can do to dispel the perception of a static, non-interactive experience would be recommended. Most input related to what people would like to see at a nearby park suggested dynamic, active and interactive ideas, many of which would enrich a zoo experience as well. (Source: Percy & Company; ImPrint Communications)

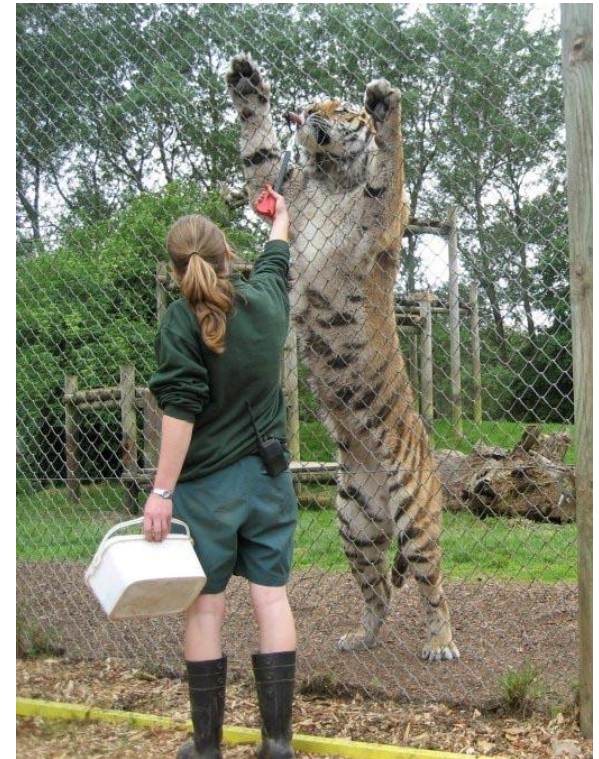
The New Vision, New Experiences

It's all about transformation. About big ideas and pushing the limits of what was thought possible. About putting together a strong team, a smart plan and the will to make things happen. About seeking and strengthening partnerships that will benefit the entire 9-parish community.

And the Zoo sits right now on the cusp of what could be a real game changer for East Baton Rouge Parish, its residents and visitors and, of course, the Zoo itself.

To test the Zoo's leadership dream to transform the Zoo, a feasibility study was conducted in spring 2015 by Schultz & Williams to gather input on the options and opportunities of a significant reinvention of and investment in the current visitor experience, including assessing the ideal site location.

This vision for a transformation of the Zoo was strongly supported by those interviewed for the feasibility study. Through the course of each scheduled conversation, most of the interviewees (over 80%) demonstrated a growing excitement about the ideas being shared and most interview encounters concluded on a very positive note with expressed support – both philosophically and eventually financially - for the Zoo's vision.



Since the conversations in May, the buzz about a newly imagined Zoo has intensified. There have been numerous articles and opinion pieces in the local newspapers, drawing passionate feelings from many local/regional residents.

This dynamic community dialogue continues on and has energized potential donors and others who want to see the Zoo's new vision realized. Through the process of reaching out to the community and building on the excitement being generated through the media, BREC engaged a group of civic-minded individuals to form a Steering Committee dedicated to realizing the Zoo's new vision.

The Steering Committee is tasked with the responsibility of:

- Keeping the conversation moving forward;
- Studying and discussing this report and the findings and recommended next steps contained herein;
- Engaging with the political leadership to help advance the next steps;
- Cultivating and soliciting donors to support the plans; and,
- Working closely with BREC to ensure that the Zoo's new vision is realized responsibly.

Included on the following pages is a portion of the vision statement that was shared with community members in one-on-one meetings as part of the feasibility study and that continues to serve as the storyline of the vision:



The New Vision, New Experiences, New Baton Rouge Zoo

A VISION FOR A NEW BATON ROUGE ZOO

Uniquely Baton Rouge—A Great, New Zoo for our Nine-Parish Area

The leadership of BREC's Baton Rouge Zoo has a vision to completely re-imagine the current Zoo through a transformation of the visitor experience into a zoological journey that offers our city, residents, families, visitors and guests a fun, unique zoo adventure.



The Zoo, Friends of the Baton Rouge Zoo Board of Directors, and BREC leadership are united and determined to give Baton Rouge the great zoo that it deserves, establishing it as a key cultural cornerstone of this growing and dynamic city. Our city should not settle for anything less.

Armed with the vision to provide Baton Rouge with a great zoo, one that is uniquely special for our city, much planning and consideration has gone into developing what hopes to be a complete transformation of the Zoo. Visitors will be engaged through interactive, highly-personalized wildlife experiences that are compelling and memorable.

Only a lucky few can afford to take a safari in the native lands of our animals, so we are bringing the experience to our community to discover, explore and connect with wildlife right here at Baton Rouge's new Zoo.

Baton Rouge's new Zoo will be the entertainment and educational destination for residents and tourists in the Baton Rouge region. Our region deserves a new and great zoo!

A Destination for All in and Around Baton Rouge

The new Baton Rouge Zoo will provide far more than an opportunity to view animals. The vision for the new Zoo, which is modeled after the leading zoo trends in the nation, is to offer fun, creative, immersive experiences that have the power to deliver a compelling message about preserving wildlife in wild places for a public that is increasingly isolated from nature.

This great, new Zoo will serve as a living classroom where visitors learn about real-life conservation and research programs – both at the Zoo and in the wild – through interactive engagement with keepers, docents and Zoo staff.

Conservation is an ever-changing need in our society. Educating our youth, families and elders will provide them with the tools and/or knowledge to help increase endangered species populations, decrease waste, conserve energy and make our world a better and safer place to live. The new Baton Rouge Zoo will continue to expand our role in community education and strive to serve as an educational hub from pre-school age to school age to those pursuing advanced degrees.

As a cornerstone of the new Zoo, the leadership plans to build a Conservation Learning Center, which will be the site for summer and holiday camps, overnight programs and school group activities. The Baton Rouge Zoo strongly believes in the philosophy of the African ecologist Baba Dioum:

“In the end we will conserve what we love, we will love only what we understand, and we will understand only what we are taught.”



Our New Zoo – A Whole New Adventure

The goal of the new Zoo experience is to take visitors through a multi-dimensional adventure to visit exhibits that are naturalistic and make visitors feel as if they have traveled into the wild. Learning from the trends among zoos today, the new Zoo's exhibit will connect the visitor to the animals through up-close perspectives and the opportunity to engage with the animals.

Imagine feeding a giraffe a lettuce snack, having a lemur jump next to you, or even having a bird land on your shoulder.



No longer will the Zoo visit be experienced just by foot – the wild and fun experience hopes to include:

- Ziplines and adventure courses;
- A train ride to take visitors behind the scenes;
- A bird's eye view of the animals riding a sky lift over the Zoo;
- Cooling off like elephants in wildlife-themed splash pads and water rides;
- A carousel featuring endangered species; and
- Other unique venues that give our visitors 360 degree views of wildlife.

Young children are curious and eager to learn about the natural world. Climbing, building, splashing, play-acting and daydreaming are fun and important for children's social, intellectual and physical well-being. When children play and explore in nature, they become more vigorous, cooperative and imaginative learners.

The adventure will continue at the new Baton Rouge Zoo as the visitor dines and shops. As visitors dine, their tables will overlook exhibits to create the feeling of sharing a meal with an animal while introducing them to the highest levels of eco-friendly restaurant practices. The shopping adventure continues the experience, with the opportunity to share the culture of different lands while building on the conservation message of the surrounding exhibits and overall mission of the Zoo. The visitor amenities have an extraordinary opportunity to help teach how conservation and culture interact and affect the world we share.

Supported by strong community partnerships, the new Baton Rouge Zoo will remain dedicated to being affordable, safe and accessible for all. As our Zoo is enhanced physically, careful consideration is made to design the Zoo to allow for easy navigation.

The Baton Rouge Zoo will no longer just be a place for day-time visits. The Zoo will offer businesses a progressive location for innovative corporate retreats. The new Zoo will be designed for fun-loving couples looking for a unique, memorable wedding venue. Additionally, zoos across the country are also creatively responding to the growing request to go beyond great group space by adding lodging that takes the experiences of the day into the overnight. Mission-driven designs of tents, lodges and more bolster the role of the Zoo as a tourist destination. As the vision for the new Baton Rouge Zoo is further developed through facility and business planning, lodging will be considered for the Zoo.

The collective leadership of the Baton Rouge Zoo feels it is critical that the new Zoo be created in close partnerships with our community. Strong support for the new Zoo to create synergistic relationships through partnerships with fellow cultural attractions, universities, corporations and government allows the Zoo to help generate a greater educational, conservation and economic impact for our region. The real value of the new Zoo will be in future synergistic relationships that will make it a true civic asset.



Baton Rouge deserves a great zoo that serves as a key cultural cornerstone of our growing and dynamic community.

Baton Rouge should not settle for anything less.

Conceptual Facility Planning Process & Potential Site Identification

Facility Planning Process

To begin addressing the critical questions outlined in the Introduction and build on the information gained through consultations, workshops and the feasibility study conducted beginning in November 2014, the Friends of the Baton Rouge Zoo (FOZ) retained Schultz & Williams (S&W) to prepare this Conceptual Facility and Site Planning Report in collaboration with CLR Design.

Utilizing information gained in this Conceptual Facility and Site Planning Study conducted throughout the fall of 2015, we have carefully developed findings and recommendations in support of a significant reinvention of and investment in an unparalleled zoo experience for the residents of and visitors to Baton Rouge.

Throughout the summer and fall of 2015, S&W and CLR Design visited Baton Rouge multiple times, carefully examining and assessing the current site, as well as other potential sites.

Transitioning Vision into Conceptual Facility Plan

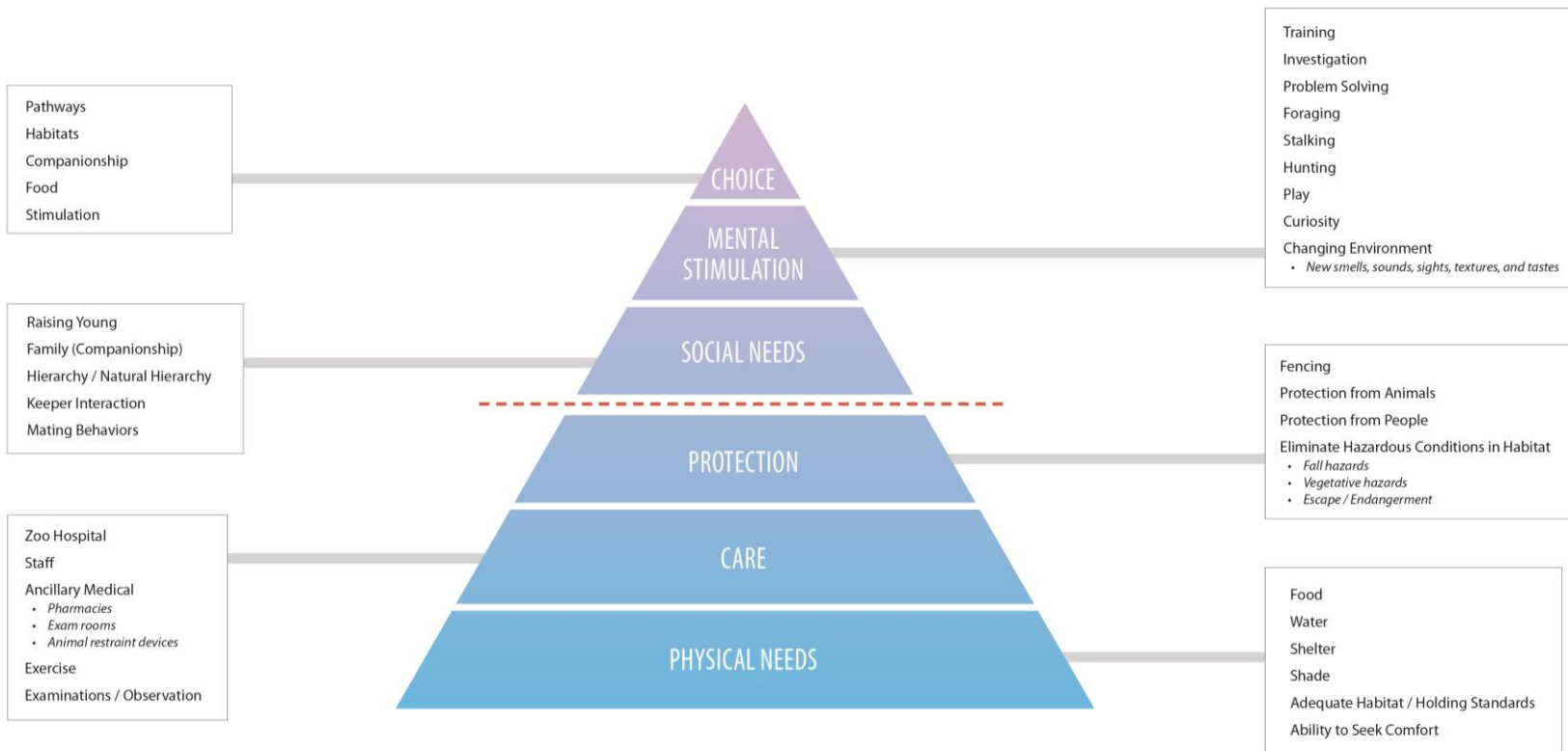
In developing this Conceptual Facility Plan, CLR Design and S&W kept at top of mind the mission and vision of the Zoo. We took a 360-degree view, thinking and planning from all perspectives: animals; visitors; staff; residents and taxpayers of Baton Rouge; philanthropic entities and potential donors; potential strategic partners; existing cultural/community organizations; and tourists and conventioners.

The planning approach for zoos is unique as there are really three clients that are being designed for – the animals, the zoo staff, and the visitors – rather than just one. Each client group influences the design with their specific needs and wants. This provides the opportunity to design a zoo with creative strategies for building the best environment and experience for each.



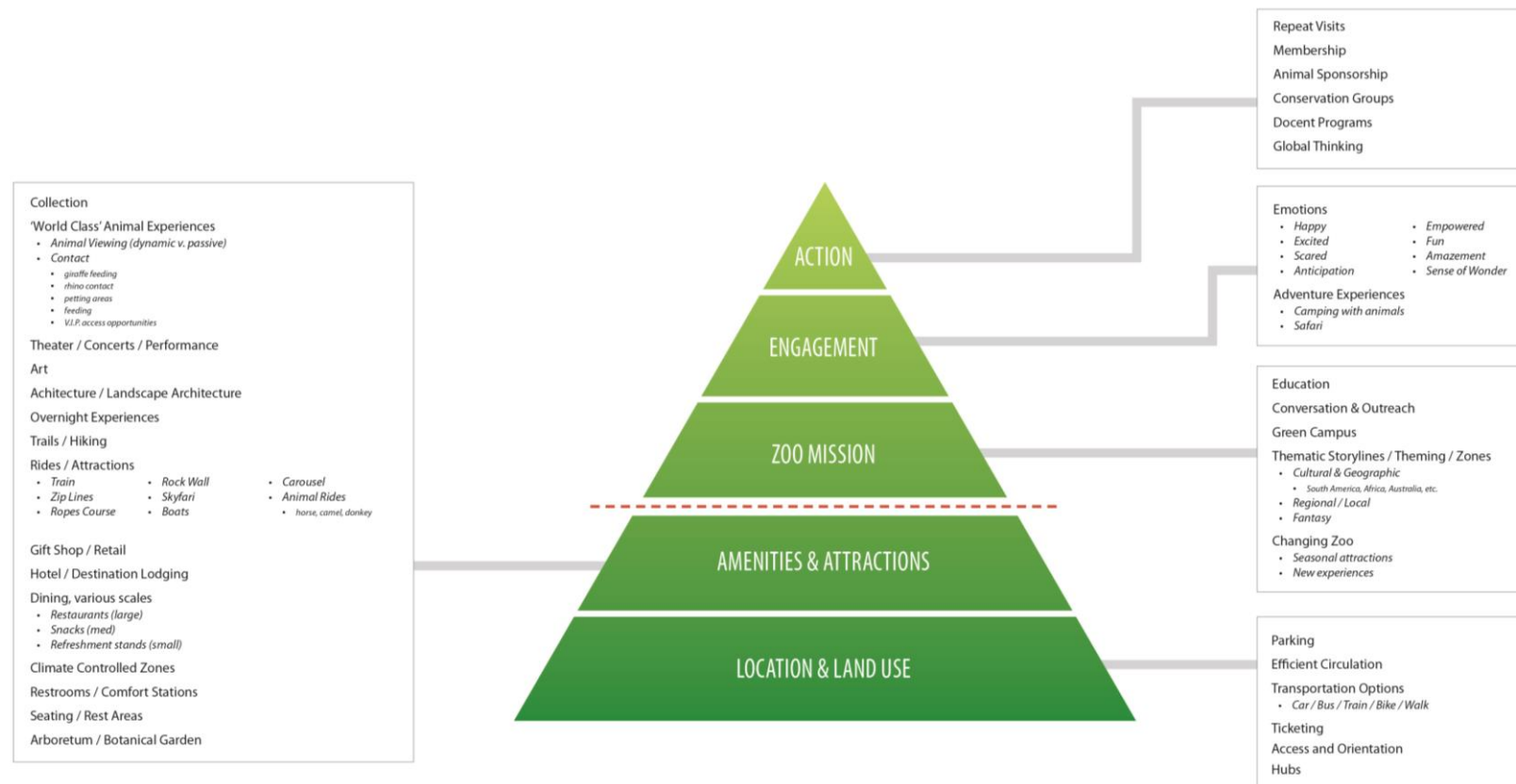
Providing animals the highest quality environments is top priority. When addressing the needs of the animals, the following diagram outlines the hierarchy of animal needs taken into account in zoo planning. The aim is to be innovative, resulting in both a safe and natural-looking habitat that provides an optimum lifestyle for the animals, while making visitors feel as if they are immersed in the space, rather than standing outside as an observer.

Animal Hierarchy of Needs



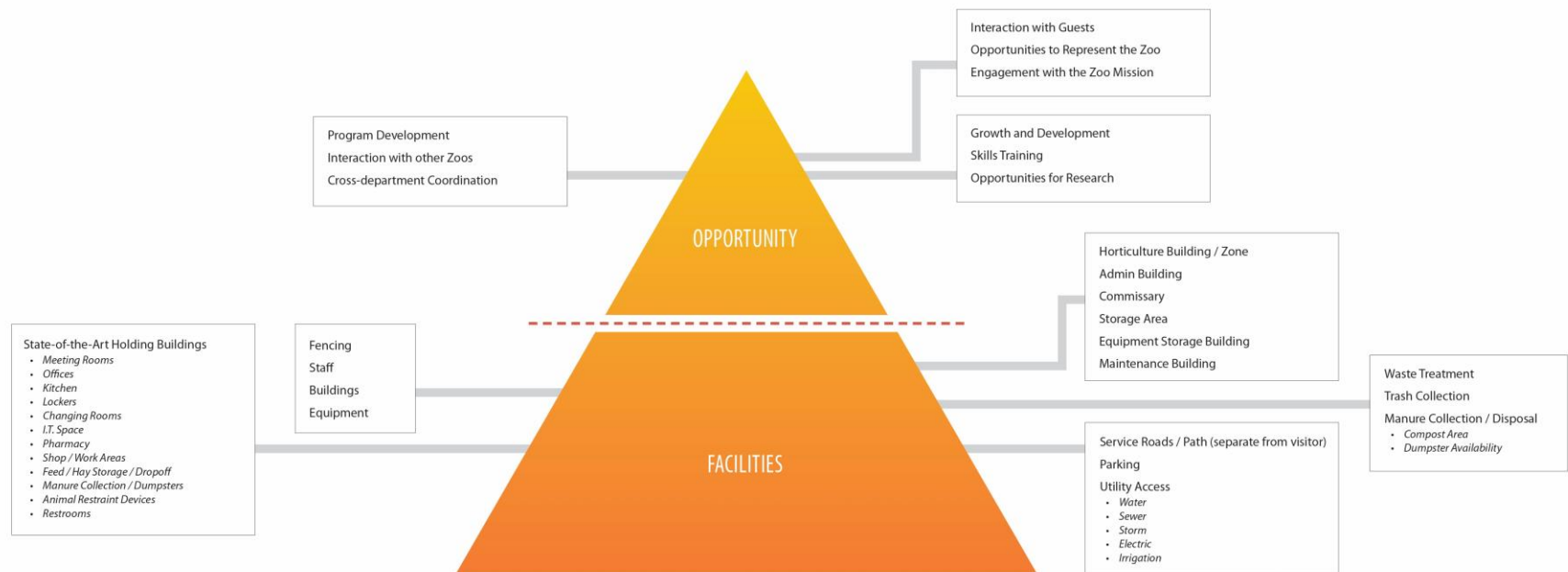
In planning, the most successful zoos have demonstrated how to create experiences that maximize the positive impact and connection of the visitors with the animals and conservation mission. The following chart outlines the planning approach to addressing hierarchy of visitor needs for that maximum impact and connection. Research continues to show that safe and fun environments set the stage for learning followed by action and then engagement.

Visitor Hierarchy of Needs



Throughout all zoo planning, we recognize that it is the staff that ensure the needs are met of both the animals and the visitors. And in order to do their job, the physical design of the zoo must incorporate their needs and create opportunities for them to excel. The chart below outlines the hierarchy of needs for zoo staff in planning.

Staff Hierarchy of Needs



The outcome of taking all the needs of our three clients into account is a safe, stimulating environment that satisfies the staff's requirements and animals' needs while providing the ultimate educational and fun experience for visitors.

As dreams grow and details emerge, so, too, does the need to evaluate and assess costs associated with realizing those dreams and what the expected return on investment (ROI) will be.

Careful consideration was given as we calculated the costs of transforming the existing site in comparison to creating a transformed Zoo at a new site. We developed projections on attendance, revenue generators, build-out costs, etc. and based our conclusions on our extensive experience working with zoos across the nation and on our detailed analysis of the proposed sites in relation to Baton Rouge's specific opportunities and challenges.



Our planning started by unpacking the vision and defining its key components as outlined below:

Animal Exhibits, Experiences & Support – A Wild, New Animal Exploration Experience

The zoological adventures at the new Zoo will offer a complete transformation for our visitors as they experience these key exhibits and experiences:

Life in the African Savanna – Elephants, Giraffes, Zebra, Rhino & Birds

A dramatic mixed-species exhibit built with rolling grasslands much like they would exist in the wild.

Elephant Oasis

Through the passion of our community, elephants have made their home in Baton Rouge for decades. Elephants are a flagship species for our Zoo; therefore, we are building them a brand new home. Specially designed for our elephants, this oasis will offer a stimulating, updated environment for the elephants by enhancing and expanding their habitat and enrichment. The Elephant Oasis provides

wonderful viewing areas for visitors, where they can see the animals at rest and at play and participate in educational lectures and demonstrations.

Giraffe Encounters

With an African-themed feeding platform that reaches out into the African Savanna, visitors will not only be eye-to-eye with these mighty giants, but they will also be able to touch, feel and feed the giraffes.



An Asian Escape – Tigers, Primates, Antelope & Birds

As visitors travel throughout their new Zoo journey, they will be immersed in the sights and sounds of Asia and see a range of animals from small primates to different wild cats to many types of hooved animals. This exhibit will build on the culture and experiences in the currently accessible Realm of the Tiger.

The South American Cloud Forest Adventure – Jaguars, Bears, Primates, Birds & Other Small Mammals

Visitors to Baton Rouge's new Zoo can embark on an enchanting journey through the forests of Central and South America in this exhibit, which will be filled with fascinating creatures. The scenery will be set with dozens of unique, beautiful and interesting plants, trees and shrubs. Cloud forests are higher ground areas covered in moisture and mist. These "islands in the sky" are filled with several species that are not found anywhere else in the world. Visitors will have to keep their eyes and ears peeled for all the wild animals in the Cloud Forest.



Walk-Through, Free-Flight Aviary Experience

Visitors will be invited into a large walk-through exhibit which creates an experience unlike any other – an intimate, up-close interaction between visitors and free-flying birds, including opportunities to hand-feed and meet many species from around the world.

Wild Louisiana: Atchafalaya Basin – Cougars, Bobcats, Bears, Birds of Prey & Aquarium

The Atchafalaya Basin is the nation's largest river swamp, stretching across 14 parishes in south-central Louisiana. It is home to thousands of species of bird, fish, and animals. At the new Zoo, visitors can learn about this critical ecosystem and animals including the many endangered species in Baton Rouge's backyard.



Many more wildlife experiences are envisioned for the new Zoo, which will showcase animals from around the world.

As the facility master plan is developed for the new Zoo, every exhibit will be designed and built with our animals and guests in mind. Additionally, all exhibits will be built to meet, if not exceed, the Association of Zoos and Aquariums' (AZA) guidelines. These are standards the Baton Rouge Zoo has practiced and adhered to since 1977 when it became the first Zoo in Louisiana to gain accreditation and the 19th Zoo in the nation to achieve this distinction.

Visitor Experiences & Amenities

People will not come to the Zoo more than once, if at all, if it is not relatively easy to get there.

Having multiple transportation options (car, bus, train, bike, hike, and walk) is extremely important for the success of the newly imagined Zoo. As most visitors will arrive by car, safe, affordable and easily accessible parking is also critical. Also important is the efficiency and safety of drop off points for school buses, vans, wheelchair accessible vehicles, etc.

Upon arrival, a welcoming, efficient, dynamic entry and ticketing point will draw visitors in, generating excitement for the visit ahead.

Visitors will be made to feel comfortable and cared for through climate-controlled zones; many, clean, and easily accessible restrooms; and comfortable and plentiful seating areas and resting places.

Visitors will enjoy a world-class animal collection with dynamic viewing opportunities and many chances to interact with the animals and staff.



Contact points between visitors and animals and staff may include:

- Animal training demonstrations with guest participation
- Giraffe feeding
- Hands-on learning
- Animal feeding experiences
- Other VIP access opportunities

There will be numerous chances and areas for visitors to get active at the Zoo and experience it through new and exciting perspectives that could include:



Creation of an amphitheater may provide a venue for a variety of special events and offerings including: live theater, concerts, performances, outdoor movie screenings and more. Public art may be incorporated into the design of the Zoo space and will be enjoyed by visitors along with the architecture and landscape design of the newly imagined Zoo. Other possibilities include an arboretum and natural areas for visitors to explore, enjoy, and edify themselves.

A themed destination lodging on Zoo grounds would provide an exciting and immersive experience for visitors and tourists, giving them an unforgettable experience unique to the Zoo.



A gift shop and other retail venues would enable visitors to take a tangible memory of their experience home with them. Various dining options would be available from a full-service restaurant, to convenience food snack areas, to refreshment stands – something to meet everyone's dietary needs. Special event catering (for weddings, corporate events, birthday parties and other celebratory gatherings) could be made available through the restaurant sites or through permanent and/or temporarily tented sites.



We would expect visitors to approach the Zoo with the thrill of anticipation and to experience the Zoo with a sense of wonder and amazement at the beauty and power of wildlife and our natural world.

Visitors' emotions throughout their visit might range from happy to excited to scared (these are wild animals after all!). They will marvel at the animals they encounter, have fun on the carousel, and feel empowered at mastering the rock wall. Without even realizing it, they will learn something about their regional/local culture, about geography, and about animal life through our themed exhibit story lines and our exceptional staff and educational programming. They will want to return, not only to revisit

their favorites, but also to see what's new with changing seasonal attractions and special events. They will want to become members – to achieve cost savings while also becoming a part of this truly wonderful organization. They will learn to care about our world's animals – especially those many species in danger of extinction. They will be moved to donate towards worldwide conservation efforts or adopt an animal. Some will even want to get more involved and volunteer at the Zoo or train to be a docent.

Staff

This transformation of the Zoo also offers an unparalleled opportunity to engage and energize the staff. With the proposition of new exhibits, educational components and programming, staff members can take an active role in defining how they will advance the Zoo's mission. The Zoo's staff has tremendous influence over every aspect of zoo operations— animal care and health, the efficiency and pleasantness of visitor encounters/transactions, physical appearance of the Zoo, quality of educational offerings and programs, etc.

Zoo staff were engaged throughout this planning process and should be encouraged to provide their continuing input on the unfolding plans and decision points. Specific attention should be paid to exploring opportunities for interaction/partnering with other zoos, cross-department coordination of zoo programs and special events, and internal and external opportunities to represent the Zoo. Every consideration should be given to promoting staff growth and development, advancing skills and training through additional education/courses/accreditation opportunities, and providing opportunities and incentives for staff-driven research projects.

In terms of facility needs for staff, consideration was made for necessary space such as parking, lockers, changing rooms, restrooms, and a commissary in addition to administrative space, professional offices and meeting rooms, I.T. space/requirements, etc.

Infrastructure

Though the least exciting to think about, the infrastructure is arguably the most important aspect of creating a successful, efficient, people-/animal-friendly, and sustainable zoo.

A strong and well-planned infrastructure lays the groundwork (literally) for smooth operations for decades and decades to come. Included in this are:

- Access roads/service roads and/or paths separate from visitor paths
- Parking lots
- Utility access (water, sewer, storm, electric, irrigation)
- Water treatment
- Trash collection - dumpsters
- Manure collection/disposal – compost area
- Feed/hay storage/delivery
- Fencing
- Equipment storage/maintenance sheds/buildings

Our plans promote easy access to the Zoo, no matter the site; efficient circulation in and around the Zoo; ease of entry and ticketing to create a welcoming approach and a positive first impression; and access and orientation hubs to provide visitors convenient meeting places and good access to food, restrooms, maps, information, directions, and seating areas.

The newly imagined Zoo will boast state-of-the-art facilities, taking into account the latest and best information about highest quality animal care and holding.

Availability and Feasibility of Sites

Is there land available to execute the new vision and new experiences?

Empowered with the positive results of the Spring 2015 feasibility study, the leadership of the Zoo, with the help of S&W and CLR Design, began collecting an inventory of available land sites that were over 75 acres. The project's Steering Committee was very helpful in providing information about possible sites. Throughout Fall 2015, several dozen conversations took place with land owners and representatives about the willingness to allow their land to be considered as a potential site for the new Zoo.

It is important to note that the Zoo will continue to evaluate both the currently identified sites as well as any new site options that may emerge from future conversations.

The main two criteria used to determine if a site should be evaluated further were: acreage over 75 acres and cost of the land.

Land would only be considered if were to be offered as a donation, as a land swap or as a long-term management lease. If the sites met those two criteria, additional land form and land use criteria were assessed including: current land use, adjacent land use, expansion potential, landform/terrain, existing vegetation, floodplain, aesthetic qualities, road access, public transportation access, zoning and any other restrictions.

As of February 2016, based on careful analysis of all of the land form and land use criteria information, the leadership of the Zoo identified three possible areas that are available:

- Greenwood Park/Existing Site
- Nicholson Corridor Zone
- Airline Highway Park

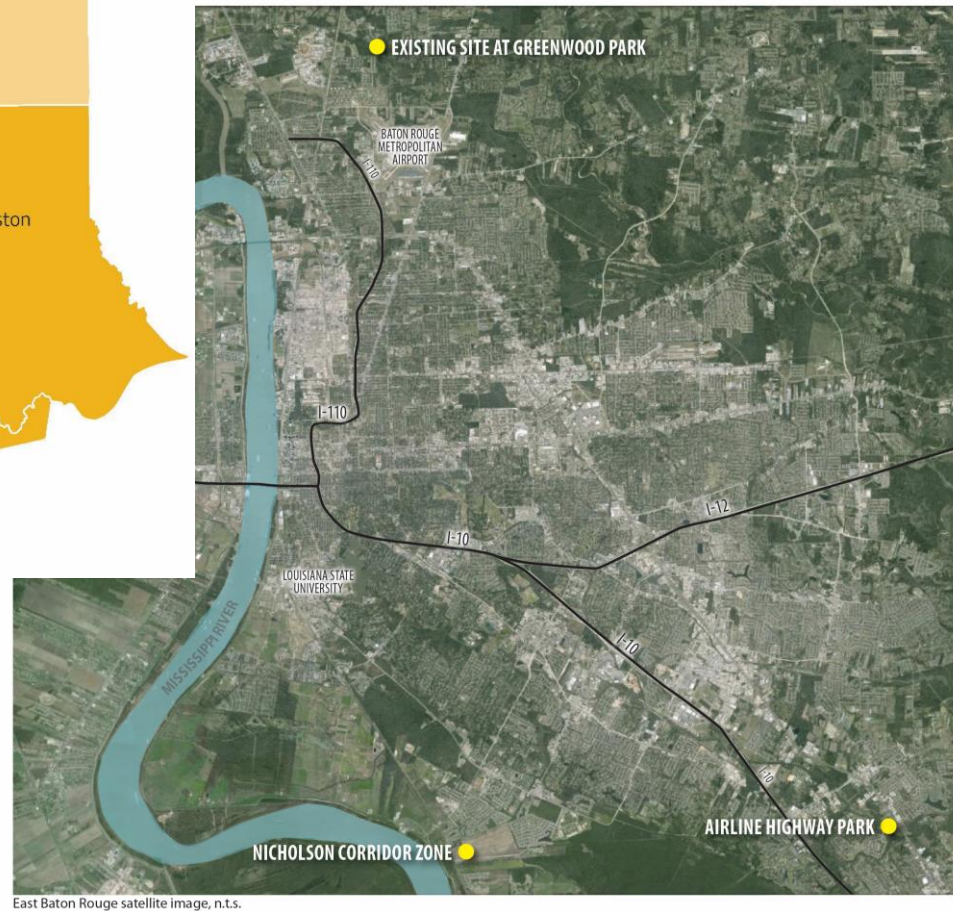
Additional discussions and phases of planning work needs to be done before the ideal site location is determined.

Map of Available & Feasible Sites

Percent Change in Population, 2000–2010



Source: US Census Bureau, 2010 Census and Census 2000



Knowing there are at least three viable site locations available with the possibility of others being brought forward and with the answer to the first strategic question answered – *Is there land available to execute the new vision and new experiences* – the planning focus shifted to testing the ability to conceptually design the vision on each of the three sites. We worked together to evaluate each site's physical layout, transportation accessibility and zoning.

The following chart compares each known site's assets and quality. As physical sites, each of the three sites has a good physical layout and no major negative site issues. If additional sites are identified, each will be compared with similar site criteria.

EXISTING SITE AT GREENWOOD PARK			NICHOLSON CORRIDOR ZONE			AIRLINE HIGHWAY PARK		
SITE CRITERIA								
Available Land (AC)	147 AC	GOOD	100 AC	GOOD	133 AC	GOOD		
Cost of Land	B.R.E.C. Property	GOOD	Donated / Land Agreement	GOOD	B.R.E.C. Property	GOOD		
Current Land Use	Zoo	NEUTRAL	Agriculture	GOOD	Recreational	GOOD		
Adjacent Land Use	Recreational	GOOD	Residential	GOOD	Residential / Light Commerce	GOOD		
Expansion Potential	Easy	GOOD	Restricted	NEUTRAL	Restricted	NEUTRAL		
Landform / Terrain	Flat	GOOD	Flat / Open	GOOD	Flat to Gently Rolling	GOOD		
Existing Vegetation	Mature Trees	GOOD	Open	NEUTRAL	30% cover by mature trees	GOOD		
Floodplain	100-Year Flood (AE)	NEUTRAL	No	GOOD	100-Year Flood (AE)	NEUTRAL		
Aesthetic Qualities	Attractive Site	GOOD	Plain	NEUTRAL	Attractive Site	GOOD		
TRANSPORTATION AND ZONING								
Road Access to Site	Interstate 110 to 19 to 423	NEUTRAL	Interstate 10 to Bluebonnet or 30	GOOD	Interstate 10 or 63	GREAT		
Public Transportation	No	NEUTRAL	No	NEUTRAL	No	NEUTRAL		
Zoning Designation	A1 Residential	NEUTRAL	PUD Planned Unit Development	NEUTRAL	Rural	NEUTRAL		
Other Restrictions	----	----	----	----	15% Landfill	NEUTRAL TO CHALLENGED		

Next in the conceptual planning process, CLR design identified the optimal area for implementing the new vision at each of the identified site locations, tested the vision with rough sketches and then drew a full conceptual plan of how the vision could be implemented for an investment of \$110 million.

The following section lays out three illustrative maps and plans for each of the three available site locations. These comprehensive design and analysis documents are developed to identify and balance critical programmatic and operational needs within the framework of previously developed and undeveloped sites.

Existing Conditions Analysis

Site criteria for land development is studied including topography, geology, hydrology, and vegetation. Location use and accessibility are evaluated; major roads, adjacent land use, and property boundaries are assessed and documented.

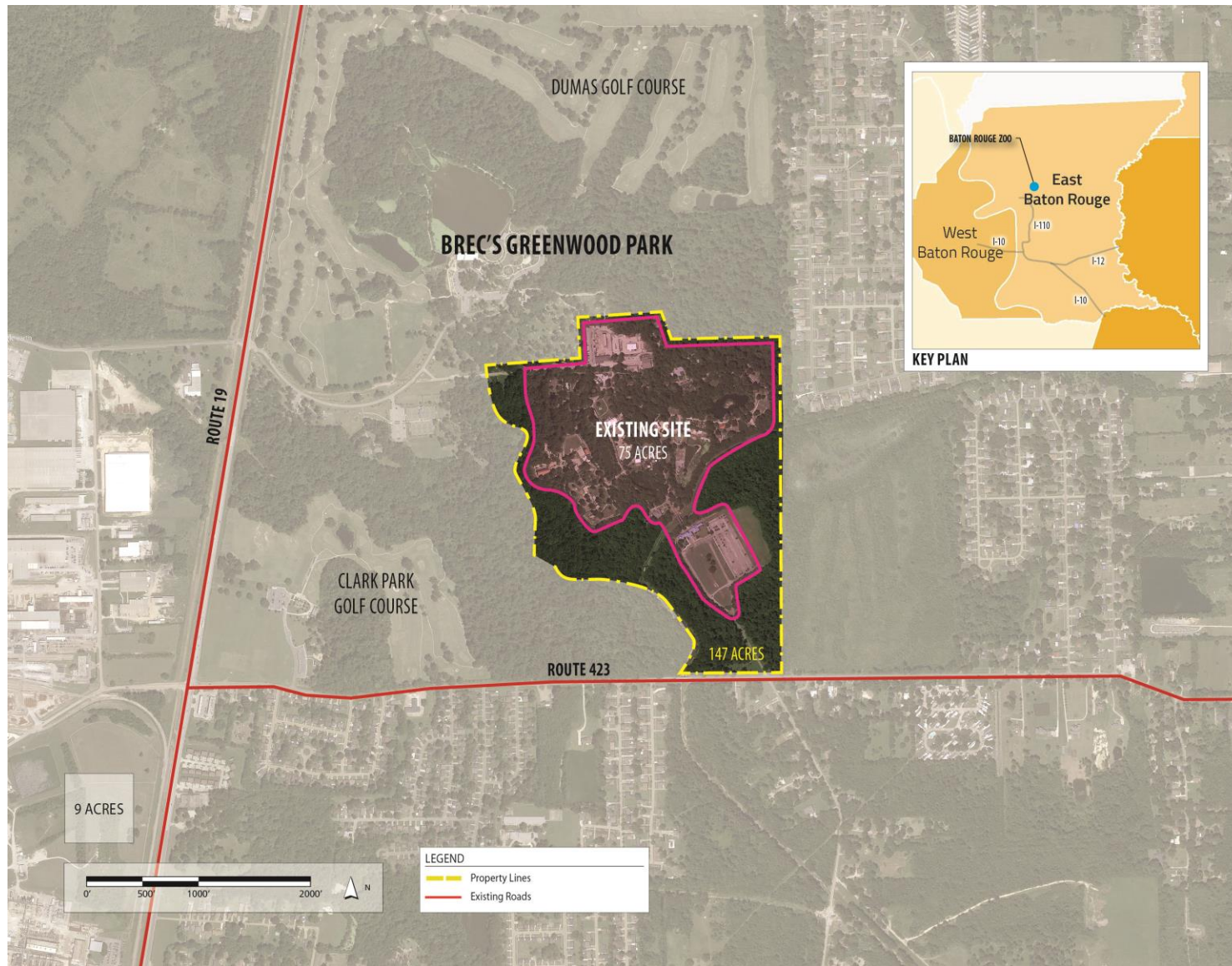
Conceptual Site Diagram

Program priorities are identified and tested in a corresponding layout of diagrammatic zones with major circulation patterns distinguished throughout these zones. A basic understanding of the feasibility to achieve program needs while balancing existing site advantages and constraints is examined.

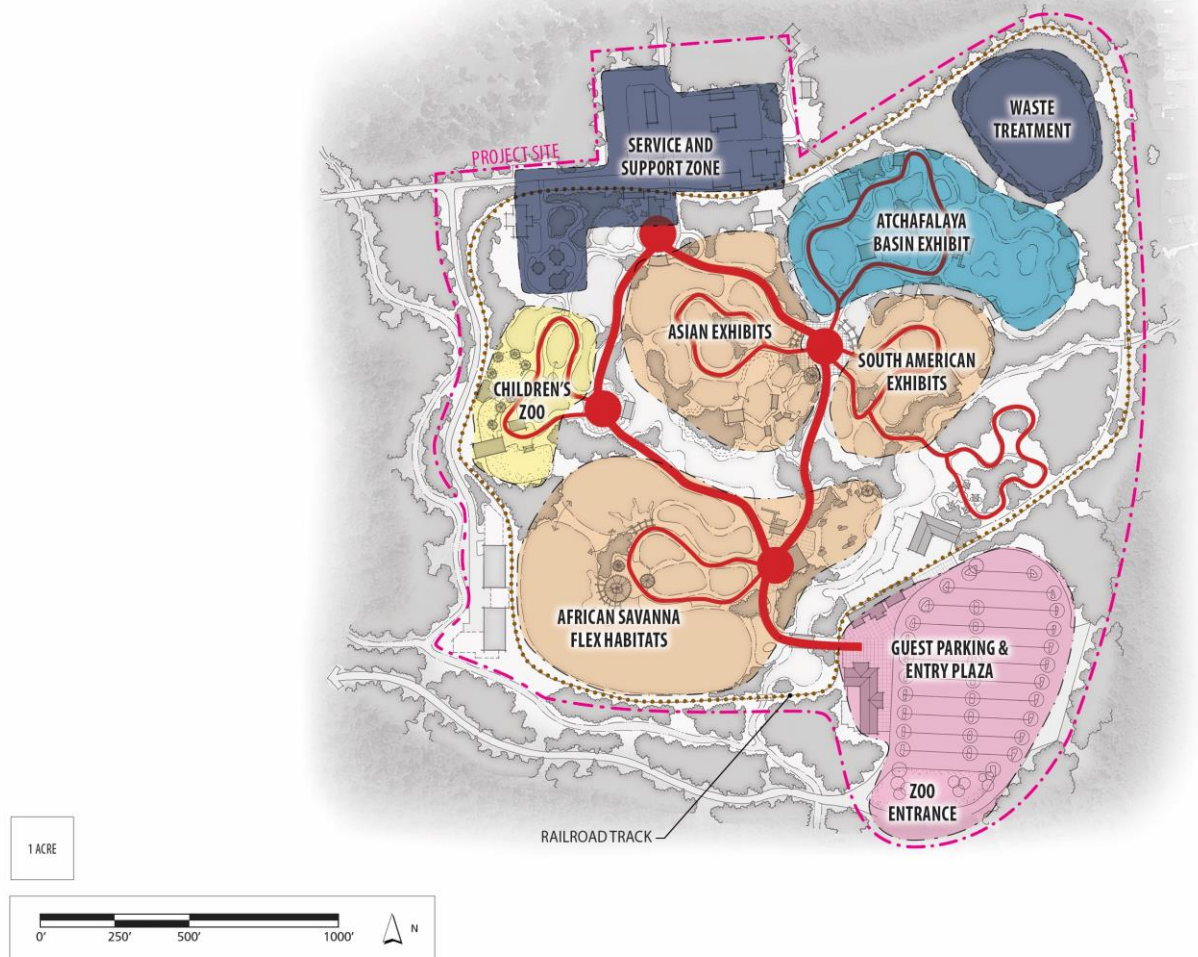
Illustrative Site Plan

Based on the priorities identified by the planning participants in the conceptual site diagrams, several concepts are applied for consideration within illustrative site plans. Integration with strategic objectives then help to shape the overall direction of the plan. These concepts include a more detailed design including exhibits and attractions, infrastructure systems, and operational facilities.

Conceptual Plan: Existing Site at Greenwood Park – Existing Conditions



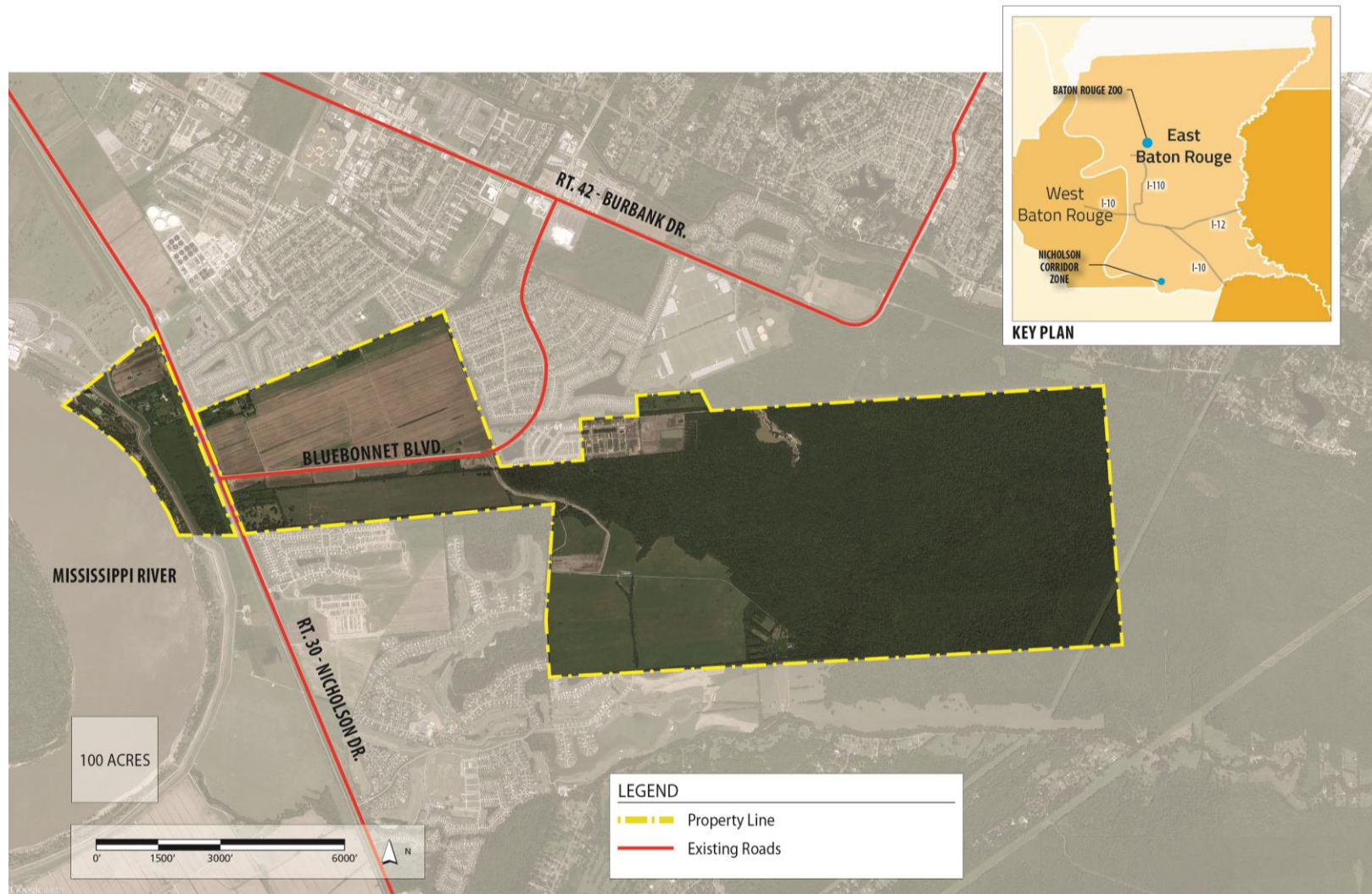
Conceptual Plan: *Existing Site at Greenwood Park -- Conceptual Site Diagram*



Conceptual Plan: *Existing Site at Greenwood Park – Illustrative Site Plan*



Conceptual Plan: Nicholson Corridor Zone – Existing Conditions



Within this zone, there are actually several large parcels of land. Further conversations with land owners and study of site planning needs to be completed prior to determining the final site location.

Conceptual Plan: *Nicholson Corridor Zone – Conceptual Site Diagram*



Drawn here is a conceptual site diagram on one of the possible 100-acre parcels of land within the Nicholson Zone, which meets the Zoo's site criteria. Further conversations with land owners and study of site planning needs to be completed prior to determining the final site location.

Conceptual Plan: *Nicholson Corridor Zone – Illustrative Site Plan*



Drawn here is an illustrative site plan on one of the possible 100-acre parcels of land within the Nicholson Zone, which meets the Zoo's site criteria. Further conversations with land owners and study of site planning needs to be completed prior to determining the final site location.

Conceptual Plan: Airline Highway Park – Existing Conditions



Conceptual Plan: *Airline Highway Park – Conceptual Site Diagram*



Conceptual Plan: Airline Highway Park – Illustrative Site Plan

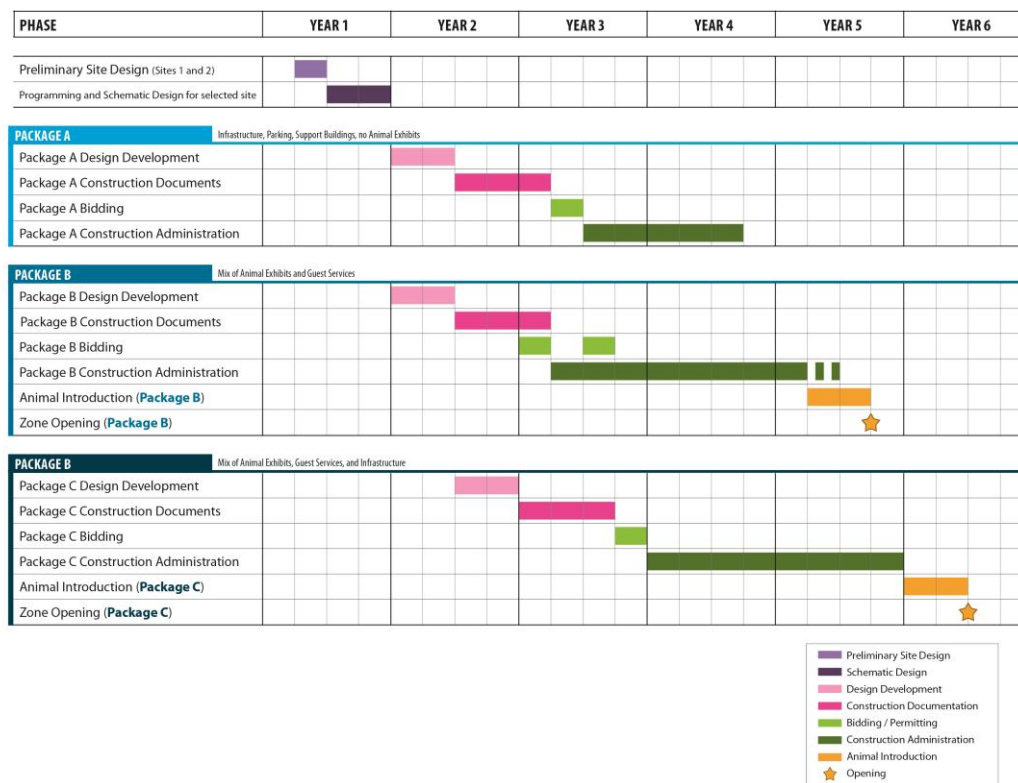


Detailed Design & Implementation

When a site is ultimately selected, there will be additional site planning work required to take the selected site from conceptual design to construction. This additional planning work will require about a five- to six-month effort to begin to program and plan the new Zoo on all levels – this phase is called detail design. This includes infrastructure projects, animal exhibits/guest attractions, and strategic services projects. As the rough scope is developed, the team will be tracking an order of magnitude overall budget, and various project timelines can be developed.

The duration of the implementation and construction phase can last three to five years and is broken into several sub-design phases and staggered construction efforts. Towards the end of this phase the goal is to be able to officially open the Zoo to visitors and begin operations while holding back some of the designed exhibits to be rolled out in the following two to three years in an effort to keep the momentum, the excitement, and the growth of the Zoo vibrant and appealing.

Implementation & Construction Buildout Timeline



The implementation timeline above is very likely for two of the three sites. For the existing site, however, the timeline will lengthen as the Zoo will need more time to secure the significantly higher percentage of public dollars required for this scenario. Therefore, it is likely that it will take 15 years or more to complete the full buildout at the existing site and most likely at a higher overall cost or less overall improvement current facilities if the budget remains fixed. At the existing site, it is possible to aim for 40-60% buildout with the timeline above, yet this is still very aggressive and optimistic.

Criteria for Success & Desired Strategic Impacts

Now more than ever, nonprofit organizations must consciously be thinking of sustainability and impact as they plan for the future. The most successful organizations are those that are forward-thinking and embracing of mutually beneficial collaborations. They seek to develop and leverage strategic partnerships that advance their mission, promote their financial stability, and make a significant impact on their communities. Working with the Zoo to define and pursue a transformative vision, we quickly realized that a thorough and considered approach called for the identification and assessment of the ideal site characteristics that would best position the Zoo for a successful and sustainable future.

Key Factor: *In most cases the cost to build would be one of the primary considerations in a study like this. However, in this case, the cost to build is not different whether the transformation occurs at the existing site or at a new site due to the significant infrastructure and deferred maintenance issues at the existing site compared to the suitability of the other two sites under assessment.*

In addition, since we have assumed that the capital investment will be \$110 million at any of the available sites, we recognize that the cost to build at the existing site will take longer than five years. With the additional construction time, inflationary dollars must be accounted for in the \$110 million investment. Therefore, at the existing Greenwood site, the full vision is not likely to be completely achieved as scaled-down experiences and/or attractions will be built to account for the inflationary costs.

Projected Cost Breakdown for Implementation of the New Vision

	EXISTING SITE AT GREENWOOD PARK	NICHOLSON CORRIDOR ZONE	AIRLINE HIGHWAY PARK
INFRASTRUCTURE	21.6%	24.8%	24.4%
450 Guest Parking Spaces, Entry Buildings, and Plaza	\$5,500,000	\$5,500,000	\$5,500,000
Water Treatment Plant Relocated	\$1,000,000	\$0	\$0
Underground Utilities, Water, Sewer, Storm, Electric	\$8,000,000	\$10,000,000	\$10,000,000
250,000 SF of Paved Guest Paths and Service Roads	\$2,500,000	\$2,500,000	\$2,500,000
Overall Landscaping - Trees and Shrubs	\$250,000	\$1,000,000	\$500,000
Major Earthwork - Site Regrading	\$300,000	\$800,000	\$800,000
Support and Maintenance Buildings	\$750,000	\$3,000,000	\$3,000,000
Animal Hospital	\$1,000,000	\$2,500,000	\$2,500,000
Zoo Administration Building	\$2,000,000	\$2,000,000	\$2,000,000
Demolition of Existing Buildings/Exhibits	\$2,500,000	\$0	\$100,000
TOTAL	\$23,800,000	\$27,300,000	\$26,900,000
ANIMAL EXHIBITS / GUEST ATTRACTIONS	61.8%	48.2%	48.2%
Africa Exhibits Phase I	\$19,000,000	\$19,000,000	\$19,000,000
Africa Exhibits Phase II	\$9,000,000	\$9,000,000	\$9,000,000
Asia Exhibits	\$12,000,000	\$12,000,000	\$12,000,000
Atchafalaya Basin Exhibits	\$6,000,000	\$6,000,000	\$6,000,000
South America Exhibits	\$5,000,000	\$5,000,000	\$5,000,000
Aviary	\$2,000,000	\$2,000,000	\$2,000,000
Upgrade Existing Facilities to Keep	\$15,000,000	\$0	\$0
TOTAL	\$68,000,000	\$53,000,000	\$53,000,000
STRATEGIC SERVICES	16.6%	27.0%	27.4%
Food and Restrooms, Gift-Buildings, Outdoor Space	\$5,150,000	\$6,000,000	\$6,000,000
Ropes Course, Zipline, Nature Playspace	\$2,000,000	\$2,000,000	\$2,200,000
Event Zone and Rental Spaces	\$1,000,000	\$3,300,000	\$3,300,000
Waterpark (Splash-Pad)	\$2,800,000	\$2,800,000	\$2,800,000
Train, Station, Carousel, Other Rides (Boats)	\$3,250,000	\$6,800,000	\$7,000,000
Destination Lodging	\$0	\$2,000,000	\$2,000,000
Education Hubs	\$4,000,000	\$6,800,000	\$6,800,000
TOTAL	\$18,200,000	\$29,700,000	\$30,100,000
	\$110,000,000	\$110,000,000	\$110,000,000

Defining & Evaluating Criteria for Success

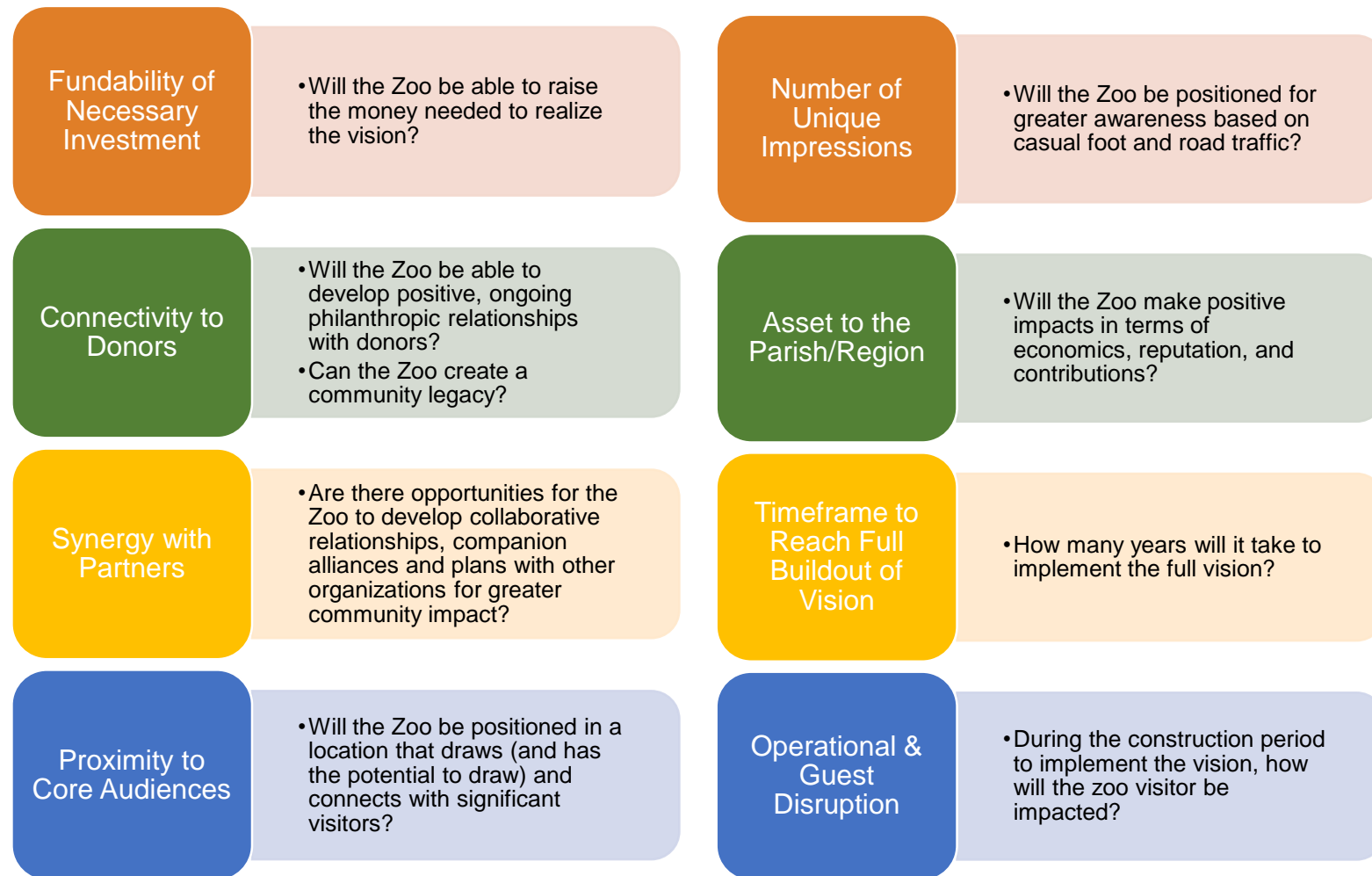
What are the specific attributes and characteristics that are absolutely vital to the success of the Zoo in terms of securing the necessary philanthropic support now and ensuring sustainability moving forward?

In order to determine that a \$110 million investment in a transformed Baton Rouge Zoo makes sense and will yield a stronger and better organization that will serve the residents and visitors to Baton Rouge for generations to come, it was necessary to define what would make the Zoo successful.

The criteria we developed are focused on securing and leveraging the long-term potential of the Zoo as a community asset, an economic driver, and a unique, engaging visitor destination for all to enjoy.

Defining Criteria for Success

Given that cost to build remains “fixed” regardless of the site, the criteria for success in priority order include:



Assessing Criteria for Success

	EXISTING SITE AT GREENWOOD PARK	NICHOLSON CORRIDOR ZONE	AIRLINE HIGHWAY PARK
MOVING FORWARD			
Fundability of Necessary Investment	Limited willingness to fund from private sector; higher reliance on public dollars NEUTRAL TO CHALLENGED	Willingness by philanthropic community to fund, which will maximize the public investment GOOD	Willingness by philanthropic community to fund, which will maximize the public investment GOOD
Connectivity to Donors	Limited willingness to donate CHALLENGED	Willingness to donate GOOD	Willingness to donate GOOD
Synergy with Partners	Limited due to distance CHALLENGED	Strong due to proximity GREAT	Good due to proximity GREAT
Proximity to Core Audiences	Far CHALLENGED	Close GREAT	Close GREAT
Visibility (Number of Unique Impressions)	Limited passing foot and road traffic CHALLENGED	Good levels of passing foot and road traffic GREAT	High levels of passing foot and road traffic GREAT
Asset to the Parish / Region	Limited visitation and community impact NEUTRAL TO CHALLENGED	Strong visitation and ability to have community impact GREAT	Strong visitation and ability to have community impact GREAT
Timeframe for Full Buildout	15+ years due to time needed to secure financial investment CHALLENGED	5 years due to strong public / private funding partnership GOOD	5 years due to strong public / private funding partnership GOOD
Operational & Guest Disruption	On-site construction NEUTRAL TO CHALLENGED	Off-site construction GOOD	Off-site construction GOOD

We determined a significant discrepancy between the existing site and any potential new site at the issue of fundability: our research throughout the feasibility study and in conversations with a variety of community leaders has led us to conclude that it would be significantly more challenging to raise funds to transform the existing site than it would be to build a newly imagined Zoo on a new site at different location within the Parish.

With viable site locations identified, the philanthropic leadership in the community should be engaged again in more specific conversations about their interest and willingness to support the new Baton Rouge Zoo.

Several of the factors potential donors mentioned as influencing their likeliness to give were identical to many of our key criteria points:

- Potential partnerships with existing community organizations/corporations that could lead to exciting collaborations and programming
- Accessibility to other cultural and recreational amenities
- Proximity to core audiences and potential new visitors, as well as to areas of projected growth in Baton Rouge
- Ability for the Zoo to be considered an asset and a driver for a growing, dynamic city
- Potential for leveraging economic impacts including infrastructure improvements, transportation options, food and hospitality offerings, and sites where lots of people are already coming

KEY FACTOR: *If private support of the Zoo would be more challenging to secure at the existing site, then it would be highly likely that the existing site would require a much higher level of public funding both for initial capital investment and ongoing operating support. This would also impact the timeline for implementation as significant public support is very challenging to secure.*

Defining & Evaluating Strategic Impacts

One of the biggest and best reasons to create a newly imagined Zoo is to enable more people to visit, have active outings with family, learn about conservation, engage with the animals, and leave with a positive impression and compelling reasons to return.

The current visitation of the Zoo is 250,000 visitors. Projections indicate that a \$110 million investment in the existing site would optimistically yield a 50% increase in visitation to 375,000 annually, while the same investment would yield a 100% increase to 500,000 or more at a new site which could leverage other existing attractions, expected population growth, and strategic partnerships with other organizations.

At Current Site

The attendance figure projections for the transformation of the current site are based on a traditional 9am-5pm Zoo experience with only limited potential for evening and off-hour events and programming.



At One of the New Sites

The 100% increase over the current baseline attendance baseline projected at a new site arises from the ability of the Zoo to leverage additional programming with 7am-10pm seasonal experiences including destination dining and lodging, evening/catering capabilities, and expanded programs such as pre-school, night tours, and special events.

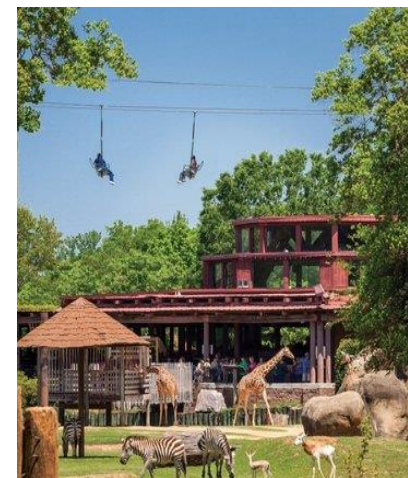
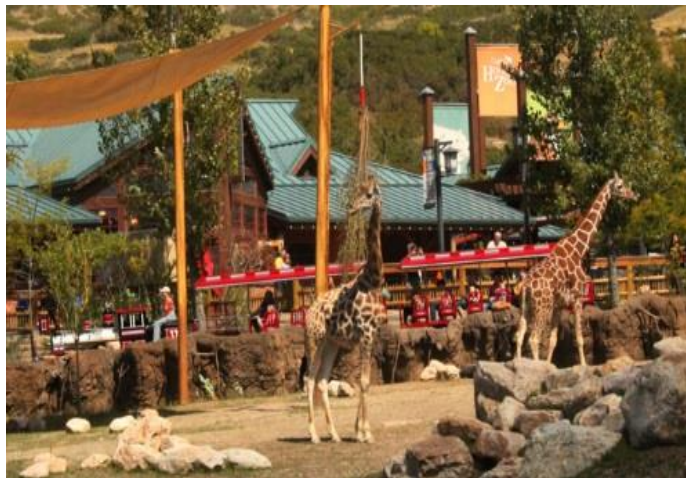
The programming additions and special event capabilities are not considered to be a viable option at the current site because the core audiences do not exist and adding amenities will not create enough of a reason to visit due to location and ease of use. Furthermore, the greatest population growth is projected to be moving southeast of East Baton Rouge Parish – away from the existing site. While there is growth projected to continue in Zachary and Central, the total population is still much less than in the southeast areas of the Parish and is projected to remain less densely populated.

Another critical factor that limits the strategic impact of the new vision at the existing site is that the implementation funding will be more heavily dependent on public sources, which will probably cause full buildout to take 15 years or more to complete. This will slow the ability of that site to attract 375,000. S&W projects that implementation will have to be done over time and result in probably an initial 40-60% buildout of vision, which would attract approximately 290,000 guests until future phases are funded and completed. As stated above, with the expanded timeline for buildout, inflationary costs would impact the ability to fully invest \$110 million in the vision; therefore the experiences and attractions offered would have to be scaled down.

With the visitation impact in mind, the ability to raise at least \$25 million from private sources as an indication of philanthropic confidence and as a first step in forging a strong public/private partnership is severely compromised. Therefore, the opportunities to implement the Zoo's vision are considerably more feasible at a new site. This confidence is also swayed by the Zoo's increased ability to promote its education and conservation mission at a new site that could better accommodate more school children and a possible pre-school offering, as well as increased opportunities for retail and special events, including destination lodging and other exciting visitor amenities.

A transformed zoo experience at either the existing site or a new site would certainly raise awareness of the Zoo and of BREC's image and brand. Though added excitement would be generated if the existing site were redeveloped into a new and engaging community amenity and with the Zoo transformation occurring at a new site – essentially doubling BREC's community visibility and impact.

Key Factor: *The successful transformation of the Zoo, based on a careful assessment of the criteria and potential strategic impacts, will rely primarily on funding ability, and leveraging the Zoo's connection with its core audiences and partners.*

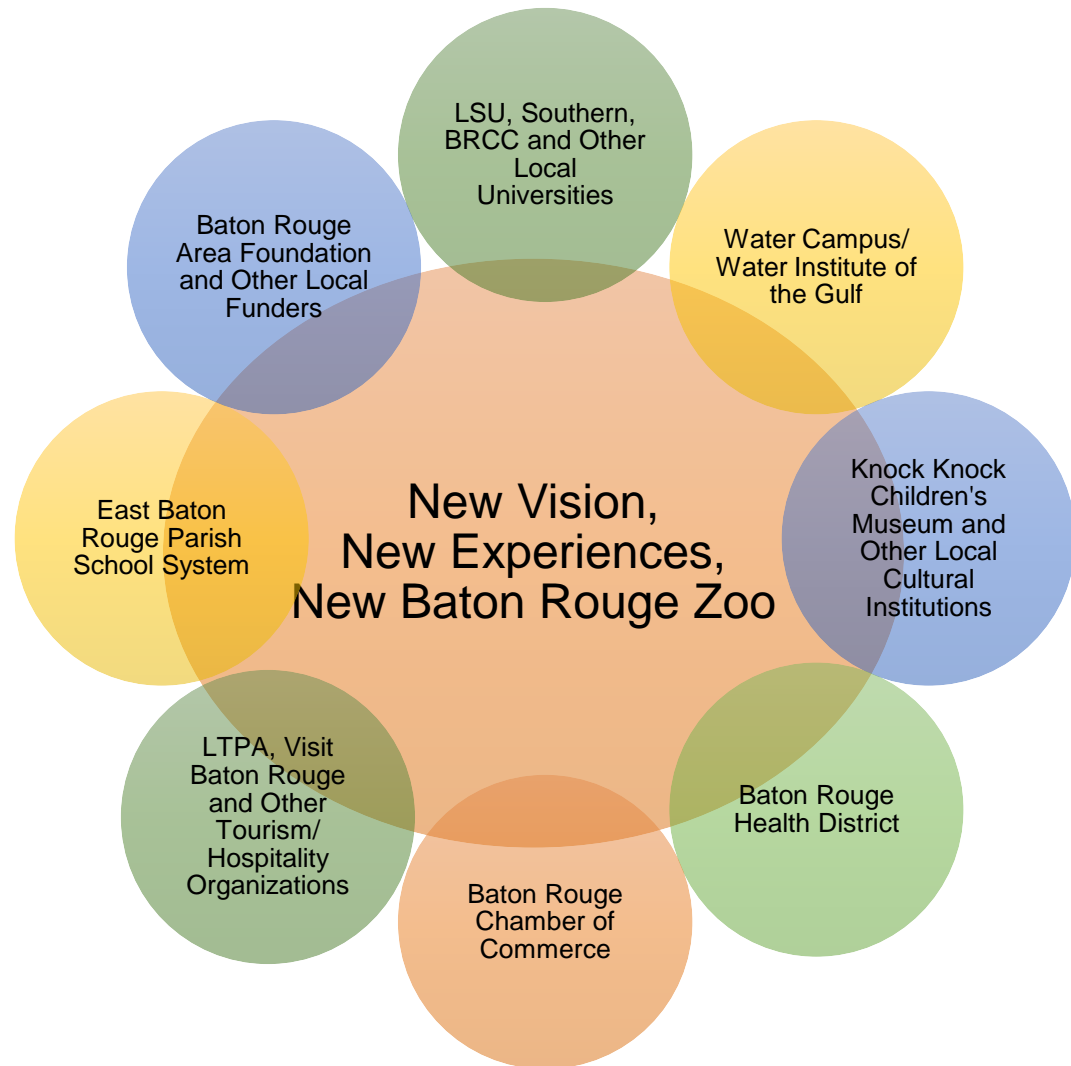


Potential Strategic Partners

In order for the transformed Zoo to play a larger role as a community stimulator and leader, the Zoo leadership will need to seek out and nurture new strategic partnerships and strengthen current partnerships.

These partnerships will create synergy that advances and raises awareness of the Zoo's mission. Working collegially, the Zoo and its partners can identify common goals and develop opportunities to align their efforts, thus creating a powerfully leveraged movement for cultural and community impact.

We were impressed and inspired by the model developed and promoted by the Baton Rouge Area Foundation for the development of the Baton Rouge Health District, Destination: The Lakes, and the Water Campus. It is that kind of collegial, synergistic thinking that will help make the Zoo's vision a reality.



The prospects for these potential strategic partnerships are incredibly exciting. Here are just a few of the many possible partnerships the Zoo should explore as it looks forward to the implementation of the new vision:

The Zoo already has a productive relationship with LSU's veterinary school. Imagine the possibilities if the Zoo were located closer to the LSU campus?! In addition to the vet school, the Zoo could function as a real-world learning lab for other LSU students as well. The Zoo could develop a mutually beneficial program for students studying business, marketing, education and more. Through this hands-on approach, the students would gain invaluable experience, while offering the Zoo a new perspective and genuine assistance with special projects and new initiatives such as the potential pre-school program. Options for class credits, apprenticeships, and/or internships could be explored and formalized in dialogue with LSU leadership.

Enhanced exhibits highlighting the Zoo's location in Baton Rouge, in neighboring to the Atchafalaya Basin, offer special opportunities to develop programming and events in concert with the Water Institute/Water Campus.

With this location right in the midst of the largest wetland and swamp in the United States, the Baton Rouge Zoo is uniquely situated to work together with these organizations to highlight the inter-connectedness of people and the natural world, especially in relation to conservation efforts.

Strategic Business Analysis & Impacts

Financial and Operational Impacts

Baton Rouge's newly imagined Zoo will contribute significantly to the region's future. Strengthened by synergistic relationships with the state, city, and fellow organizations, this transformation will position the Zoo as a vibrant destination for generations of visitors, and enhance the quality of life in Baton Rouge through education and tourism.

Currently, the Zoo has an operating budget of \$5.8 million based on receiving about \$3 million from BREC tax and support, earned revenues from 250,000 visitors, and about \$440,000 raised by the Friends of the Zoo through special events, fundraising and membership.

The new vision for the Zoo has the potential to leverage a larger role as a community asset to create a stronger and more robust financial operating model for increased viability and sustainability.

As explained in the section above based on zoos across the country with similar metropolitan area populations, including regions with multiple zoos within 100 miles, the new Zoo is projected to draw 500,000 visitors annually if at the right location.

This increase in visitation as articulated in the vision is based on broadening the audiences that the Zoo serves by expanding programming, hours, and educational services as through a pre-school; hosting retreats, special events and wedding receptions; and creating unique dining and lodging experiences – these experiences would largely be possible only at an alternative site, not the existing one. With the overall transformation of the Zoo, many of the visitors' favorite experiences will be enhanced including the train, carousel, animal feeding, behind-the scene tours and night tours. In addition, new experiences and amenities will be added including splash pads, gardens, amphitheater, zip lines and ropes courses, lights shows, and boat rides. These experiences and amenities will also support longer stay-time for visitors, more frequent repeat visitation, and increased likelihood for participation in programs.

The Zoo's funding model, while it would continue to receive BREC support, is expected to be strengthened in the following ways. Outlined below are the business planning assumptions for the new Zoo:

Operating Revenue Assumptions:

- *Earned revenue:* Earned revenue includes admission revenue, membership sales, food and retail sales, ticket sales for rides, shows, and experiences, group sales, catering and private rentals, and overnight experiences.
- *Program revenue:* Program revenue includes educational programs including a pre-school, camps, and conservation-focused outreach events and programming.
- *Contributions & Sponsorship:* Contributions and sponsorship includes private operating support from individuals, foundations, and corporations.
- *BREC Support:* BREC tax revenue is a dedicated property tax of which the Zoo receives a portion. BREC also supports the Zoo by providing the salaries and benefits for the auxiliary services provided to the Zoo through BREC. Projections for this support is based on the current 2015 budget. It is projected that the new Zoo would receive a similar level of support from BREC.

Operating Expense Assumptions:

- *Salaries & Benefits:* Salaries and benefits for all employees including the Friends of the Zoo employees, which are not covered by BREC. With the expanded visitor experience, additional staff will be needed to operate the Zoo.
- *Animal Care & Supplies Expenses:* Animal care and supplies includes all animal food, enrichment supplies, veterinary services and supplies, and any other animal care needs.
- *Operating Expenses:* Operating expenses includes marketing, development, guest services, education, conservation, technology, ride operation, and cost of goods.
- *Utilities:* Utilities include water, water treatment and electricity.
- *Maintenance & Horticulture:* Maintenance and horticulture includes all maintenance, facility support, environmental services, and horticultural goods and services.

Potential Financial Pro Forma Model for New Vision

In an effort to understand the business implications of an investment of \$110 million at each potential site, S&W outlined the following projections:

	Greenwood Park/Existing Site	Greenwood Park/Existing Site	Nicholson Corridor Site	Airline Highway Park
<i>Buildout Timeframe</i>	Initial Buildout - Partial Completion (5 Years)*	After \$110MM Full Buildout (15+ Years)	Full Buildout (5 Years)	Full Buildout (5 Years)
Attendance	290,000	375,000	500,000	500,000
Operating Revenue				
Earned Revenue	2,900,000	4,125,000	8,000,000	8,000,000
Program Revenue (Education & Conservation)	100,000	125,000	1,000,000	800,000
Contributions & Sponsorship	200,000	250,000	800,000	600,000
BREC Support	3,000,000	3,000,000	3,000,000	3,000,000
Total Operating Revenue	\$6,200,000	\$7,500,000	\$12,800,000	\$12,400,000
Operating Expenses				
Salaries & Benefits	3,800,000	4,300,000	7,650,000	7,400,000
Animal Care & Supplies	500,000	600,000	700,000	700,000
Operating Expenses	1,000,000	1,500,000	2,200,000	2,050,000
Utilities	400,000	500,000	900,000	900,000
Maintenance & Horticulture	500,000	600,000	1,100,000	1,100,000
Total Operating Expenses	\$6,200,000	\$7,500,000	\$12,550,000	\$12,150,000
Net Operating Margin	\$0	\$0	\$250,000	\$250,000
Economic Impact with \$110 Million Investment**	\$138.1MM	\$230.2MM	\$230.2MM	\$230.2MM
Economic Impact Annually	\$21.4MM	\$23.9MM	\$34.1MM	\$33.3MM
Personnel Earnings Annually	\$7.4MM	\$8.3MM	\$11.9MM	\$11.6MM
Jobs Supported Annually	214	243	360	351

*Based on the dependence on public support, which is more difficult to secure, to implement the \$110 million vision, it is projected that the Zoo will only be able to buildout 40-60% of the vision within five years from site selection.

** Total economic impact based on an one-time capital investment of \$110 million.

The major distinction between the existing site and the other available sites is visitation, which will be based on proximity to primary audiences and partners and ability to implement all elements of the vision.



The operating potential and economic impact of the two alternative site locations is greater than the existing site primarily due to proximity to core audiences and partners. Also, it is unlikely based on population demands that a pre-school will be able to generate positive net revenue at the existing location. Also, because the convention and tourism business is stronger in the central and southern ends of the Parish, a destination lodging experience would be unlikely to be viable and sustainable at the existing site.



Conclusion

Since status quo is not an option, change MUST occur. The status quo at the existing Zoo site is not sustainable and investment in the status quo is not a responsible financial decision.

The condition of the Zoo and its facilities - through aging, deferred maintenance, changes in best practices in animal care and higher expectations in visitor services and amenities – would require a significant upgrade.

In addition, the Zoo's existing location is not ideally suited to take advantage of population shifts and growth expectations, interstate tourist routes, and proximity to potential strategic partners that would advance the Zoo's mission while creating a powerful synergy that would have exponential impacts on the region's economic, cultural, and tourism realms.

Taken all together, these issues raise serious concerns that need to be recognized by the community about making long-term investments in the existing site.

The potential new sites better serve and support the entire East Baton Rouge Parish by allowing the Zoo to truly reach its potential in having a positive impact on the quality of life in the region.

From this conceptual facility and site planning project, the key findings demonstrate there are significant challenges with implementing the full vision of a new Zoo at the Greenwood Park site.

Without a strong public/private partnership to both fund the initial investment and operating and capital needs in the future, the vision is unlikely to become a reality.

Potential donors express a significantly greater willingness to invest in a new site for a transformed Baton Rouge Zoo.

Therefore, at this time, we recommend that the existing site be eliminated as a possibility and the Zoo instead focus on determining which of the two remaining potential site areas or any additional sites identified offers the Zoo the best potential for successful operations for generations to come.

With alternative site availability confirmed, the two key questions about the fundability and sustainability of these potential sites can be answered with a resounding **YES**.

The final key planning question about political leadership and willingness remains open at this time.

Strategic Feasibility Planning Questions



BREC's main challenge in the coming months will be to ensure that those who play leadership roles in local/regional politics understand the issues that are driving this initiative and appreciate its potential impacts on the local economy, cultural fabric, recreational opportunities and community-centered engagement of East Baton Rouge.

Next Steps to Realizing the Vision

Communication, cultivation and collaboration will be BREC's primary tools in taking the necessary next steps on the path to realizing the vision.



It is critical for the Zoo to be in control of the messages to the community and to ensure its broad dissemination through a variety of vehicles. Given the lean internal staffing levels and the importance of this work, we expect that an external marketing/public relations partner would be engaged to increase the bandwidth in awareness building, communications, and media relations. Working from the existing vision statement, a dynamic and cohesive message should be shared with all existing and potential stakeholders.



Closing Recommendations

We further recommend that the Zoo update the initial feasibility study by re-engaging a broad cross-section of the community and philanthropic leadership and to determine the true willingness of the community to fund a newly imagined Zoo and at a specific location. Throughout 2015, the Zoo conducted only limited surveying of on-site visitors as well as a market research study of a few hundred neighbors of the existing site/Greenwood Park. As part of our work, we have met with a variety of community leaders and potential donors, but a significant amount of attention must be paid to gathering additional community input. The community's voices must be heard and they must be engaged in and valuable to this process.

We recommend that the Zoo continue to encourage and initiate as much dialogue as possible with all of its stakeholders – visitors, members, current donors and strategic partners, potential donors and strategic partners, local and regional politicians, and community leaders.

While undertaking this bold initiative, BREC should remain focused on making the most of this opportunity to embrace change and position the Zoo for a dynamic, viable and sustainable future. The Zoo has untapped potential to play a larger role for the East Baton Rouge Parish and the entire region while advancing its mission. We are excited by the possibilities ahead for the Baton Rouge Zoo and are eager to see this initiative move forward.



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