

**CITY OF BLOOMINGTON  
CITY COUNCIL WORK SESSION  
109 E. OLIVE ST.  
MONDAY, JANUARY 13, 2014, 6:00 P.M.**

1. Miller Park Zoo Master Plan Funding (*45 minutes*)
2. Adjourn at 6:45pm

# Zoo Master Plan Funding Options

## **Executive Summary:**

This document is an attempt to describe two options of funding regarding the City / private split for the Miller Park Zoo's Master Plan. All options include the City paying 100% of infrastructure costs like roads, fences, and concession stand. These items would be difficult for the private sector/Miller Park Zoological Society (MPZS) to fundraise. The percentages listed below are a breakdown on animal exhibit costs. By establishing a funding strategy, it allows both sides (City/Private) to plan for the expenditures for a particular year. It also gives a target for fundraising for the MPZS. A listing of projects and estimated costs are listed within this document. City Staff have worked with the MPZS Board to create these options. Please see the attached MPZS letter for their recommendation.

Master Plan Website Link: (<http://www.cityblm.org/index.aspx?recordid=40&page=18>).

The City Council approved the Zoo's Master Plan in September 2012. No funding plan was approved along with the Master Plan. Staff with input from the Miller Park Zoological Society has developed different funding options. The Infrastructure Committee of the City Council selected Option 15 as proposed below in October 2013 as the recommended funding option plan. The MPZS selected Option 13 as their most desired funding option but was also open to Options 14 and 15.

The Miller Park Zoo has developed a partnership with the Miller Park Zoological Society for the betterment of the Zoo. The MPZS is the non-profit support organization that most all of the donations will be gifted. The MPZS has provided support for many years and has made significant strides in the last year especially. The MPZS recently hired a Development Director to assist in the fundraising for the Master Plan. This is the second employee hired by MPZS since 2009 and shows the dedication of the MPZS towards supporting the Miller Park Zoo. The public / private partnership is crucial for the Zoo's future success.

David Walsh, strategic plan consultant, recommended a 40% City / 60% Private. He also recommended City dollars to "kick start" early phases and that the City would fund infrastructure projects (roads, fences, concessions facility, etc.). The MPZS needs time to establish a fundraising foundation to get started, although Zoo shouldn't lose momentum in getting master plan started.

It is important to note that the Zoo is not asking for the cost of the Master Plan in the next fiscal year. The cost of the Master Plan is spread out over the next 15 – 20 years. The average cost to the City is \$222,500 over the next four fiscal years.

The Zoo and MPZS staff will continue to look for additional funding at many different levels including state and federal granting opportunities. Every time a funding opportunity arises, MPZS and Zoo staff collaborates to develop an application. The Miller Park Zoo hopes to enhance the Zoo's financial sustainability by increasing earned and contributed income while growing attendance and membership households.

The Zoo's Master Plan is set to strengthen the Zoo as a vibrant part of the community and central to a strong quality of life in the area. A stronger Zoo could lead to a stronger Bloomington West Side. The Zoo has partnered with the Miller Park Neighbors and will look to identify opportunities to further integrate and collaborate with the neighborhood and contribute to the area's economic and social vitality.

### **Definitions**

Phase I – This list of projects would be the first projects completed. These projects have been chosen due to replacing high priority needs, underutilized space, and/or low cost of project.

Phase II – This project list would be completed after the Phase I projects are accomplished. This list of project is next in line in priorities. Some of these projects fill the void as first phase projects open up space like otter.

Projects of Opportunity – These projects could be more donor driven like Orangutan. If a non-City funding source becomes possible, one of these projects could become a higher priority than a project in Phase I or II. Funding will not be sought for these projects until after all of the first two phases are accomplished. The majority of these projects are located outside of the current footprint of the Zoo.

City funding source would come from the General Fund subject to the annual budgeting process.

Option 13—City 60% on Phase I, 50% on Phase II, 40% on Projects of Opportunity

Option 13-- Private 40% on Phase I, 50% on Phase II, 60% on Projects of Opportunity

This option has the South expansion exhibits (Pallas' Cat, Red Panda and Aviary, see page 21 in Master Plan book) being moved from Phase I to Phase II. It would be best to include this project into the Katthoefer Animal Building outside exhibit project (Snow Leopard, Crane/Muntjac.) This move makes sense as when the outside Katthoefer Building exhibits are constructed, the south expansion exhibit would not be visible by the public. This change would also eliminate stress on the animals in those exhibits during construction.

With an upfront City cost of 60% in Phase I but decreasing to 50% in Phase II and 40% for projects of opportunity, this option gives the MPZS the most time to grow the fund-raising capacity. This option has the highest total City payout at 52.97% which equates to \$12.5275 million.

Option 15—City 60% on Phase I, 40% on Phase II, 10% on Projects of Opportunity

Option 15-- Private 40% on Phase I, 60% on Phase II, 90% on Projects of Opportunity

This option has the South expansion exhibits (Pallas' Cat, Red Panda and Aviary, see page 21 in Master Plan book) being moved from Phase I to Phase II. It would be best to include this project into the Katthoefer Animal Building outside exhibit project (Snow Leopard, Crane/Muntjac) because when the outside Katthoefer Animal Building exhibits are constructed, the south expansion exhibits would not be visible by the public. This change would also eliminate stress on the animals in those exhibits during construction.

The final breakdown for this option maintains the Master Plan's recommendation of 40% City funding. It "kick starts" the first phase enabling the MPZS to establish a fundraising foundation. Also, this option provides a gradual decrease for Phase II. The Projects of Opportunity would be nearly completely paid for by the private sector as only 10% would come from the City. Orangutans and Penguins (Projects of Opportunity) could have a greater appeal to receive near full funding from donations. This option has the lowest City total percentage at 39.96% which equates to \$9.45 million.

The listing below includes exhibit completion, 2012 cost estimations, and the page numbers the projects can be found in the Master Plan book.

**EXHIBITS**

**PHASE I PROJECTS**

2014 Flamingo \$250,000 p. 13 - 14

2015 Red Panda, Pallas' Cat, aviary (Eagle-Owl) \$300,000 p. 21 – 22 (possible move to Phase II)

2016 Giant Anteater, Galapagos Tortoise, Bush Dog \$350,000 p. 19 - 20

2017 Tayra, Bald Eagle \$175,000 p. 19 – 20, 15 - 16

2018 Harbor Seal \$3,000,000 p. 15 - 16

2019 River Otter \$1,200,000 p. 15 - 16

**Subtotal \$5,275,000**

## PHASE I NARRATIVE

Phase I exhibits were determined for a number of reasons.

- The flamingo exhibit was determined to be the first project because of the relatively low cost and location of the exhibit. This exhibit will be the closest animal exhibit in relationship to the entrance. The land is basically unused other than landscaping. A new flamingo exhibit at the entrance will bring color, sound, and activity to the front of the Zoo, creating an arrival experience the Zoo currently lacks.
- The southern expansion exhibits of Red Panda, Pallas' Cat, and aviary are currently in Phase I but may make the most sense to move to Phase II and combine with the Snow Leopard/Muntjac/Crane project. It saves money as a larger project is cheaper than the two smaller projects. This project was selected as a way to make room for the next project which is South America.
- Giant Anteater, Galapagos Tortoise, Bush Dog, and Tayra (South America) solve a need by replacing many of the wooden exhibits near otters (Red Panda, Pallas' Cat, lemur, and Rainforest Theatre). These exhibits are showing their age as they have already lived past their expectancy.
- A new Bald Eagle exhibit will be built closer to Red Wolves to make room for Otter and Seal exhibits.
- A much larger new Harbor Seal exhibit will be built between the entrance building and Bald Eagle. The new exhibit will feature underwater viewing opportunities for guests to view these amazing creatures swimming. It will also include an amphitheater-style seating to increase and improve viewing for the Seal show.
- A new River Otter exhibit will be built in the current location of the Bald Eagle. The new exhibit will provide an underwater viewing and improve management for staff of this species.

## PHASE II PROJECTS

2020 Rare Breed Ranch, Debrazza Monkey \$450, 000 p. 17 – 18,

2021 Snow Leopard, pheasant, crane, Muntjac \$1,500,000 p. 21 - 22

2022 Katthoefer Animal Building (tropical Asia) \$3,200,000 p. 21- 22

2023 Andean Bear, Chacoan Peccary \$750,000 p. 19 - 20

2024 Lemur, Fossa, sifaka, relocate carousel, koi pond \$725,000 p. 13 – 14, 17 -18, 21

2025 Sumatran Tiger, Malayan Tapir \$3,000,000 p. 21 -22

**Subtotal \$9,625,000**

**EXHIBITS TOTAL \$14,900,000**

## PHASE II NARRATIVE

Phase II exhibits were determined for a number of reasons.

- Rare Breeds Ranch will be home to domestic animals that are rare breeds to give the Zoo the opportunity to talk about conservation, even in the Children’s Zoo. The expanded Children’s Zoo will provide more animals like cattle and sheep.
- Debrazza Monkey exhibit will be built next to the new flamingo exhibit and will display another primate for guests to enjoy.
- Outside area of the Katthoefer Animal Building will be demolished for new Snow Leopard exhibit and Crane/Muntjac exhibit. These animals are cold-hardy and can be exhibited every single day. These exhibits will replace the older exhibits that are beginning to show their age.
- Renovating the inside of the Katthoefer Animal Building into tropical Asia is the next project. This building is a significant piece to the Zoo’s history and will be completely renovated. The spotlight animal after the renovation will be the Komodo Dragon.
- Andean Bear and Chacoan Peccary will replace the otter and seal exhibits after demolition. These projects complete South America and give the Zoo a bear and pig-like species to show guests the diversity of the animal world.
- Madagascar (lemur, Fossa, and Sifaka) completes Africa and adds more primates to our collection and showcases the uniqueness of this island. Moving or purchasing a new carousel is set for this project as well as developing a new Koi pond in Asia.
- Providing a larger Sumatran Tiger exhibit is the first project that expands the footprint of the Zoo. A larger complex will allow the Zoo to breed this critically endangered species. A Malayan Tapir is a unique animal that will be added along with the tiger.

## INFRASTRUCTURE

## PHASE I PROJECTS

2014 North parking, drives, south parking & perimeter fence \$400,000 p. 11, 21

2015 Concessions and gift shop expansion \$250,000 p. 11

**Subtotal \$650,000**

## PHASE I NARRATIVE

- Parking was listed as a concern with AZA Accreditation. These projects expand parking and the Zoo to the south. This project allows the road to the east to be closed for future expansion but mainly for safety.
- A new concession stand and expanded gift shop will allow the Zoo to increase the revenue generated. A concession stand will service guests both inside the Zoo and visiting the many other park amenities outside the Zoo. Lack of food and drink is one of the most heard complaints of Zoo guests.

## PHASE II PROJECTS

2020 New drive around pavilion \$150,000 p. 9

2023 New east perimeter fence and landscaping \$100,000 p. 9

2024 Zoo Lab education addition \$100,000 p. 15

2025 Education and Events building \$800,000 p. 11

**Subtotal \$1,150,000**

**INFRASTRUCTURE TOTAL \$1,800,000**

## PHASE II NARRATIVE

- Building a new drive around the pavilion will prepare the Zoo to expand to the east
- New fencing and landscaping establishes the new eastern boundary for the Zoo.
- Expanding ZooLab for education will give a chance to grow the Zoo's educational programming. This project could also be utilized as more exhibit and holding space when the Education and Event Center is completed.

- By building the Education and Events Center, the Zoo will be able to increase revenue by providing more classrooms for education while also providing space for rentals such as birthday parties and after hour events.

ADDITIONAL PROJECTS OF OPPORTUNITY (not included in phase totals)

Orangutan, gibbon \$4,000,000 p. 21 - 22

Asian hoofstock, amphitheater \$450,000 p. 21 – 22, 12

Little Blue Penguin \$1,700,000 p. 23 - 24

Australia, Cassowary, Tree Kangaroo, Black Swan \$800,000 p. 23 – 24

PROJECTS OF OPPORTUNITY NARRATIVE

- Orangutan and Gibbon area will provide the Miller Park Zoo to promote the only great ape in Central Illinois. Orangutans will become a guest favorite after its completion.
- Asian hoofstock exhibit will provide a group of animals the Zoo lacks due to lack of acreage to properly address until now.
- Penguins are a favorite at zoos. By choosing Little Blue Penguins from Australia, the Zoo will exhibit a species not found at very many zoos in the country.
- Accomplishing a renovated and additional Australian exhibits completes the Zoo's Master Plan. The Penguins and Black Swans will also provide a viewing while guests are eating from the concession stand increasing stay times.

Fiscal Year	Revenues	Expenses	Subsidy %
2013 – 14 est.	\$657,300	\$1,308,889	49.7%
2012 – 13	\$552,975	\$1,221,571	54.7%
2011 – 12	\$558,800	\$1,068,533	47.7%
2010 - 11	\$500,499	\$1,088,507	54.0%
2009 – 10	\$537,505	\$1,077,622	50.1%



The table shows the previous four years of actual Zoo finances and the current budgeted amounts for the Zoo. Although still early in the fiscal year, the Zoo is currently over 13% ahead of last year's attendance.

Following the recommended funding option, the breakdown for City funds and Private are below for Phase I with the assumption of the Red Panda, Pallas' Cat, and Aviary is postponed to Phase II:

<b>Year (Projected)</b>	<b>Project</b>	<b>City</b>	<b>Private</b>
2015	Flamingo Exhibit	\$150,000	\$100,000
2016	North Parking and Drives, Gift Shop expansion and Concessions	\$425,000	\$0
2017	Anteater, Galapagos Tortoise, Bush Dog,	\$210,000	\$140,000
2018	Tayra, Bald Eagle	\$105,000	\$70,000
2019	Harbor Seal	\$1,800,000	\$1,200,000
2020	River Otter	\$720,000	\$480,000
	TOTAL for Phase I	\$3,410,000	\$1,990,000