

FOR IMMEDIATE RELEASE
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SAINT LOUIS ZOO ANNOUNCES LONG-RANGE STRATEGIC PLAN

New visitor experience, conservation education, animal habitats, infrastructure included

The Saint Louis Zoo today announced a comprehensive long-range plan for the future, to be accomplished over the next 25 years, with the focus on the next five years. The Zoo's seven major goals are:

- to provide for the highest standards of animal care and welfare with dynamic exhibits
- to build upon one of the nation's best zoo visitor experiences
- to position the Zoo as a leader in wildlife conservation, research, development and advocacy
- to develop conservation education that connects all ages and backgrounds to nature and wildlife
- to upgrade the 100-year-old physical infrastructure
- to develop employee and human resources to support the Zoo as a workplace of choice
- to generate continued financial resources and relationships to build a sustainable institution.

The Zoo leadership and staff worked over a two-year period with members of the community, zoo experts and strategic planning professionals to advance a plan that is far-reaching and farsighted. The Saint Louis Zoo Strategic Vision Task Force, made up of members of the St. Louis Zoological Park Subdistrict Commission, the Zoo Friends Association Board, the Saint Louis Zoo Trustees and Zoo staff, has now formed a Strategic Plan Implementation Committee.

"We are excited about the most comprehensive strategic plan in the Zoo's history," says Zoo Commissioner Susan B. McCollum, chair of the Strategic Vision Task Force, chair of the Implementation Committee. "Our process was thorough and highly valued the community's input. As a result, our strategic plan ensures that the Saint Louis Zoo will remain a world-class zoo and continue to lead in visitor experience, conservation and animal welfare."

"Our Strategic Vision Task Force looked at the infrastructure needs of a 100-year-old campus, as well as the needs of the Zoo for the next 100 years to keep us

Zoo strategic plan
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among the nation's outstanding zoos," explains Dr. Jeffrey P. Bonner, CEO & President of the Saint Louis Zoo. "Though several of the action items are already under study or in preliminary discussion, we do not yet have a timetable set in place. We will look for private funding as we go forward. Tax revenues and other general operating funds are used only for day-to-day operations of the Zoo itself.

"We are sure that when we achieve these seven goals, the Saint Louis Zoo will be a better place in the coming years," Bonner adds. "In fact, we have already begun to achieve some of our objectives. The William R. Orthwein, Jr. & Laura Rand Orthwein Animal Nutrition Center, providing state-of-the-art animal diet preparation and nutrition research, was opened in 2007 thanks to the help of generous private support.

"The Saint Louis Zoo cares about animals and their future," says Bonner. "We also care about the people who connect with them."

The seven goals are:

Goal One:

Provide the highest standards of animal care and welfare while creating dynamic habitats, which link the public to the Zoo's conservation message.

Grizzly and Polar Bear Exhibit. This initiative incorporates the historic Bear Pits into an exciting new exhibit which features both grizzly bears and underwater viewing of polar bears. Polar bears have become a conservation priority in our world as climate change has affected their habitat, and they just went on the Endangered Species list last week. This exhibit allows the Zoo to tell their important story. The new exhibit, located on either side of Penguin & Puffin Coast, will relocate the train track and guest path toward the East Lake.

California Sea Lion Exhibit. A major new project will provide an enhanced home for some of the Zoo's most popular animals, the California sea lions. This exhibit will combine two popular areas, the Sea Lion Basin and the Sea Lion Show, into one area. Saltwater pools and new animal management facilities will allow the Zoo keeper staff and Sea Lion Show staff to more effectively offer its important conservation messages to an engaged public.

Spectacled Bear – River's Edge. This highly endangered bear species will move to a new exhibit within River's Edge. This will allow continued conservation work with the spectacled bear and a naturalistic habitat within the South American section.

Malayan Sun Bear Exhibit. The Malayan sun bears, orphaned and rescued from a logging operation in Borneo, will enjoy a significantly enhanced home with places to climb and to explore. The historic rock backdrop will be maintained.

Asian Elephant Habitat Expansion. With an increase in the Zoo's Asian elephant family and two births in the past three years, this expansion will create additional visitor viewing opportunities and an additional area for elephant management and breeding.

William R. Orthwein, Jr. & Laura Rand Orthwein Animal Nutrition Center. Opened in 2007, the new Animal Nutrition Center provides for state-of-the-art animal diet preparation and nutrition research, thanks to the help of generous private support.

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Goal Two:

Build upon the nation's best visitor experience among zoos and aquariums.

- Use market research to maximize the visitor experience around existing and new animal habitats.
- Create an engaging and visitor-friendly culture that encourages repeat visitation and support.
- Engage visitors with innovative experiences that blend education with entertainment.
- Develop a comprehensive traveling exhibits program to host new and compelling exhibitions.
- Improve The Living World's visitor amenity and orientation space.
- Ensure accessibility to the Zoo through adequate parking, traffic circulation and public transportation.
- Improve the Zoo's South Arrival Experience to be safer, more streamlined, more accessible and more welcoming for the visitor. The Zoo will "green up" the south parking lot with additional landscaping.
- Ensure that the Zoo's commercial activity and donor recognition blends with the beauty of the campus.
- Integrate the Zoo's conservation mission into its commercial activities.

Goal Three:

Position the Zoo as a world leader in wildlife conservation, research, development and advocacy.

- Develop plans for conservation-related collaborations at the national and international levels.
- Create a long-range plan for working with each WildCare Institute Center for Conservation that addresses programmatic growth from sources and partnerships outside the Zoo.
- Create local conservation activities in ways that enhance the goals of the Zoo's twelve WildCare Institute Centers and other emerging conservation initiatives.
- Establish a Research Institute to encompass efforts in genetics and population biology, animal behavior, animal health, reproduction and animal nutrition.
- Create an integrated communications strategy to promote the conservation mission and best practices to key audiences including visitors, peer institutions, business partners, legislators and government agencies.
- Enhance the Zoo's potential to generate self-supporting funds for conservation and research activities through grants, earned income and by other means. This will strengthen the institution and its activities. Tax revenues and other general operating funds are used only for day-to-day operations.

Zoo strategic plan
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Goal Four:

Develop a new paradigm of conservation education that connects people of all ages and backgrounds to nature and wildlife.

- Become an international convener of educators and local partners in developing new methods of engaging people's love of animals with conservation and science education.
- Create a comprehensive interpretation experience with a strong conservation focus that embodies this new approach to learning in zoos and links interpretation in the Zoo to Missouri Botanical Garden, Forest Park, the bi-state region and beyond.
- Develop new types of learning experiences that focus on the Zoo's varied conservation activities and result in specific changes in audience knowledge, actions and attitudes about wildlife conservation.
- Engage our diverse audiences in new conservation education opportunities and programs including distance learning, outreach programs, high-tech delivery systems, Zoo travel programs and other international cooperative educational programs.
- Develop new funding strategies for education.
- Expand educational programs to reflect expanded Zoo facilities.

Goal Five:

Upgrade and further develop the physical infrastructure of the Zoo, emphasizing innovative technology and environmentally sensitive design.

- Develop a ten-year comprehensive plan for facilities repairs and improvements to modernize the campus, including train trestles and tunnels, lake shoreline projects, general site development, utilities expansion, first aid and restroom improvements.
- Repair or replace structures, improve site lighting, make fire safety improvements, replace walkways and repair roofs on the Zoo buildings and grounds to provide a fully modern and safe environment for people and animals.
- Set and achieve resource conservation goals that position the Zoo as a global leader in environmental stewardship and high performance facility design and operation.
- Become a leader among zoos in demonstrating a conservation ethic through on-site programs, from recycling and purchasing practices to resource conservation strategies and construction of environmentally sensitive facilities.
- This year a new phone system replaced one which could no longer be repaired.
- Currently a campus-wide announcement system is being installed, in case of climatic or other emergencies.

Zoo strategic plan
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Goal Six:

Support the human resources necessary for the Zoo to remain world-class and an innovative workplace of choice.

- Improve internal communications among and between employees and volunteers.
- Enhance employee and volunteer training, professional development and recognition.
- Improve overall safety for the Zoo.
- Codify Zoo operational procedures, protocols and structural lines of authority and responsibilities.
- Refine the roles and responsibilities of each of the three governing organizations as relates to operations, external affairs, finances, fundraising and marketing. Develop coordinated systems for governance that encourage collaboration and maximum volunteer participation among Commissioners, Trustees and Zoo Friends.

Goal Seven:

Generate sufficient financial resources and relationships to build a sustainable institution into the future.

- Build on the Zoo's position as a community leader, regional asset, economic resource and good neighbor.
- Reaffirm the Zoo's heritage and commitment to be "forever free" to the public, by continuing to develop and maintain a broad base of alternative revenue sources.
- Enhance the Zoo's endowment to secure the Zoo's future and provide good stewardship of our donors' gifts. In 2004, the Zoo created an Endowment Fund. Interest income from the Fund will supplement public support, earned income and philanthropy at the Zoo.
- Continue efforts with sister Zoo-Museum District institutions to broaden dialogue and consider mutual opportunities.
- Continue to grow attendance through an innovative mix of marketing strategies.
- Continue to build support through expansion of the Zoo's membership and loyalty programs, both locally and nationally.
- Increase the Zoo's earned revenues through careful cultivation of audiences and creation of appropriate new experiences and products.
- Increase the level of private philanthropic support to meet the Strategic Plan's capital and operating needs.

Zoo strategic plan
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Reaffirming the Mission

Despite its long history, the mission of the Saint Louis Zoo has remained relatively unchanged since 1910, and it will continue to guide the institution into the future.

Mission Statement

The mission of the Saint Louis Zoo is to conserve animals and their habitats through animal management, research, recreation, and educational programs that encourage the support and enrich the experience of the public.

Vision Statement

ANIMALS ALWAYS – Our vision for the Saint Louis Zoo is a seamlessly integrated, world-class conservation organization which links an engaged local audience and high-quality programs to our local, regional and worldwide wildlife conservation efforts.

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