Making Change Happen

In this year’s annual report, we’re celebrating how the things we do here at the Saint Louis Zoo have an impact on animals and people—both here at the Zoo and around the world. From saving millions of gallons of water each year to inspiring lifetimes of learning and appreciating the environment, we’re honored you’re along for the ride.

Hon. James F. Conway
Chair, St. Louis Zoological Park
Subdistrict Commission

Jeffrey P. Bonner, Ph.D.
Dana Brown President & CEO

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50 Years of Working on the Railroad

All visitors to the Zoo have favorite animals they want to see: elephants, giraffes, lions and gorillas.

But as they pass through the gate and hear that familiar click-clack, they can’t help but be mesmerized by one of the Zoo’s biggest attractions: the Emerson Zooline Railroad.

It’s a story that hasn’t really changed in 50 years.

On August 29, 1963, Marlin Perkins—then director of the Saint Louis Zoo—drove a golden railroad spike into the ground, marking the opening of the Zooline Railroad.

Fifty years later, Jeffrey P. Bonner, Ph.D., Dana Brown President & CEO of the Saint Louis Zoo, flanked by a host of local dignitaries, marked the railroad’s anniversary in similar fashion. A commemorative plaque and brass spike hang near the original station, now known as The Wild Station.

Believe it or not, the train hasn’t changed much since it debuted. Sure, we’ve updated some of the stations. The original station, now The Wild, is also home to our maintenance facility. And each train now features one coach that can accommodate riders in wheelchairs. But the gasoline-powered locomotives and train cars look essentially the same as they did 50 years ago.

The Zooline Railroad is the largest miniature railroad in North America—not in terms of length, but in the sheer scope of our operation. We run five trains over 8,638 ties on the 1.5-mile track, reaching a top speed of seven miles per hour.

It takes a team of about 50 people to keep the trains running: engineers, supervisors, mechanics and more. They’re out on the engines and the tracks every day, checking brake fluid, changing pads, switching out spikes. It truly is a massive undertaking.

Almost 800,000 people ride the Zooline Railroad every year—that’s about one out of every four Zoo visitors.

From day one, we’ve aimed to make riding the rails here an experience like no other. Our engineers are dressed like the real thing. It adds to the experience. And of course, it makes for a great way to welcome people to the Zoo.
Igniting the Spark for a Lifetime of Learning

You might not see them, but as you walk past the new Monsanto Education Gallery, located in the lower level of The Living World, tiny sparks abound.

Sparks of learning about the world. Sparks of appreciation for animals. Sparks of respect for the environment. Sparks that, thanks to a $2 million gift from the Monsanto Company, now start earlier than ever. The Education Gallery, which debuted in 2013, is the Zoo’s first major foray into early childhood education, serving kids under eight.

Of course, the kids don’t see it that way. They see a chance to look at things close up with real microscopes. To create their own waterfalls and animal habitats. To discover ways to attract wildlife to their own backyards. And even to dress up as their favorite creatures.

In fact, there’s so much going on that kids often have trouble deciding what they want to do when they first walk in the door. It’s not a one-time experience, either: The exhibits change throughout the year, from pollinator gardens to arctic environments to underwater adventures. There’s always something new to explore.

The Gallery is the realization of a dream that began seven years ago with a program called ZOOmagination Station. Early Childhood Program Director Laura Seger designed the gallery and its exhibits.

“We’re unique in the open-endedness of this program. Most zoos have children’s areas, but we wanted this to be multifunctional because kids learn in so many different ways,” she said.

“Finding that unique way to spark interest in wildlife is so important,” she said. “We’re here to lay that foundation for a love of animals that will stay with them for the rest of their lives.”
The Splash Felt 'Round the World

When you stand in the underwater viewing tunnel at Sea Lion Sound, surrounded by 250,000 gallons of crystal-clear water, it’s hard to imagine this stunning new exhibit actually conserves water.

A lot of it, in fact. Enough to fill 23 Olympic-sized swimming pools in 2013 alone. That’s 11 million gallons!

How do we do it? While it may seem like the action is taking place above your head in the tunnel, it actually all starts underground—and it takes a team of experts to keep everything flowing, all day, every day.

Making waves around the country.

Underneath the exhibit sits our Life Support System facility. It’s one of the most advanced of its kind—and has become a national model for U.S. zoos for filtering and saving water.

The whole process begins with tap water. We move it into one of five underground basins, where we add salt—just enough to mimic the sea lions’ natural habitat. As the salt water enters the main pool, the automated control system circulates the water and drives the filtration process, pulling water through miles of pipes and pushing it through eight-by-ten-foot fiberglass sand filters.

In the facility, the Zoo’s Life Support Team continually monitors the pH of the water to counter acidity caused by waste. The entire volume of the exhibit is filtered 25 times every single day. If you’ve seen the exhibit, you’ll know it makes a clear difference.

Just one part of the story.

“Sea Lion Sound is a major factor in our ability to cut our water use,” said Wanda Evans, Zoo Sustainability Coordinator. “But we realize that you cannot change what you do not know, so monitoring and tracking are key to reducing our water use.”

The Zoo has installed water meters throughout the park to monitor usage so we can track down and eliminate leaks—saving water and saving money, too.

All around the Zoo, we’re also educating both visitors and staff about the need to conserve water. It’s an effort we’re proud to lead both with information and by example.
Building New Adventures Together

Your hands have shaped the Saint Louis Zoo. In return, we’re working to ensure that our Zoo shapes the world for generations to come.

Every year, support from generous community members, businesses and organizations advance our conservation efforts, help us enhance our interactive educational experiences, create extraordinary spaces that our wildlife call home and ensure that visitors of all ages continue to make meaningful, lasting memories.
The best is getting even better.

The Saint Louis Zoo is already home to one of the largest zoo-based education programs in the country. The Monsanto Education Gallery, which opened in 2013, makes it even bigger and better with a range of early childhood-focused programs.

- Wild Wonder Outpost, a unique discovery room for children, families and groups
- Camp Joey, summer day camp for 4 to 5 year olds
- Preschool, a new half-day program focused on the natural world

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Estate of Edith Spink

Major Gifts $249,999 - $500,000
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$499,999 - $250,000
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* Denotes Deceased
* Denotes Planned Gift

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Fred Said Curator of the Children’s Zoo (est. 2007)
Dana Brown President & CEO (est. 2008)
Fred Said Director of Education (est. 2013)

Saint Louis Zoo Endowed Funds

Schlafly Fund for Underprivileged Students (est. 1987)
E. Desmond Lee Family Education Programs Fund (est. 1994)
Hermann Foundation Outstanding Employee Award Fund (est. 1999)
WildCare Institute (est. 2004)
Mary Gruen Conservation Fund (est. 2004)
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Kwanne Foundation Education Fund (est. 2011)
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Charles and Marilyn Hoesle Education Fund (est. 2013)
Maxine Clark and Bob Fox WildCare Institute Fund (est. 2013)

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Kent Family Makes a Splashing Gift

Judy and Jerald “Jery” Kent’s 2013 participation in The Living Promise Campaign is recognized at the Kent Family Underwater Viewing Bay at Sea Lion Sound, where visitors can see the sea lions swimming underwater at the large viewing window.
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St. Louis Children’s Hospital

Mid-America Chevy Dealers

Missouri State University

Prairie Farms Dairy

Bushnell

97.7 The Bull

Prairie Farms Summer Zoo Weekends

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Moonrise Hotel

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Build-A-Bear Workshop® at the Zoo

Coca-Cola

Coca-Cola

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Wild 104.9

Mercy Kids Boo at the Zoo

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St. Louis Children’s Hospital

Mid-America Chevy Dealers

Missouri State University

Prairie Farms Dairy

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97.7 The Bull

Prairie Farms Summer Zoo Weekends

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Fresh 102.5

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Mid America Chevy Dealers

Fox 2/KPLR 11

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Pear Tree Inn Union Station

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Making a Difference, Rain or Shine

No matter the weather, we’re always looking for ways to take it easy on the environment, and maybe save a little money while we’re at it. Atop the Safari Gift Shop at the South Entrance, we’ve installed a 3kw solar system —saving us $4,500 in electricity each year. And when it rains, water flows into our 65-gallon barrels, which is then used to water flowers and plants around the Zoo.
In 2013, longtime corporate Zoo supporter, Edward Jones, generously agreed to match Zoo member donations to The Living Promise Campaign dollar for dollar up to $1 million through the Edward Jones Challenge. This gift is recognized at the Edward Jones Pavilion in Caribbean Cove.
Asian elephant calf

James Buford
Cindy Burchfield
James Burchfield
Bob Burnemaker
Steve Burns
Erin Burson
Donna Buser
Christina Burton
Joyce Burton
Virginia Busch
Katherine Busiek
Candyce Butz
Chassey Butz
Kiffin Butz
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Sandra Graham
Dean Graves
Lisa Graves
Nancy Graves
Lindsay Gray
Linda Grayson
Marsha Grazman
Sheila Greenbaum
Donald Greer
Jamaa Grewal
Up the landfill or recycle bin.

Feeling thirsty at the Zoo? Don’t just recycle your plastic water bottles—reuse them! In 2013, we installed water bottle filling stations throughout the Zoo, so now it’s easier than ever to quench your thirst without filling up the landfill or recycle bin.
Co-chairs Barbara Archer and Steven Schankman attend ZOOFARI 2013.
2013 Financial Report

In 2013, the Saint Louis Zoo realized a 4.9 percent increase in its net financial position. It continued to be a good steward of its financial resources and to focus on building a sustainable institution into the future. The Zoo also remains committed to being transparent in all financial statements.

In 2013, the Zoo recorded its second-highest attendance in history with more than 3.2 million visitors. After a wet and cold spring, the climate was cool and dry in the summer and mild in the fall, which resulted in excellent attendance numbers in the latter half of the year. After opening in June 2012, Sea Lion Sound continued to be a major draw throughout 2013. On average, guests spent $7.67 per person, per visit, in 2013. This represents a 43-cent increase in per capita spending over 2012.

Compared to 2012, total 2013 revenue was up $4.3 million, or 6.5 percent, due to increases of 28.2 percent for contributions and 10.4 percent for investment returns. Visitor spending dropped by 1.9 percent in 2013 due to 293,000 fewer visitors than in 2012. Tax revenue was flat when compared to 2012.

Investment Portfolio

The Zoo has always been a prudent steward of its investments, which include a diversified mix of financial instruments—principally a mix of cash/cash equivalents (19 percent) and long- and short-term investments (81 percent). At year-end 2013, the Zoo’s portfolios totaled $82.5 million—a $5.9 million increase over year-end 2012.

The domestic markets showed a strong performance for the year, with a 33.1 percent return on U.S. equities. The international markets were up 15.3 percent in 2013, although economic challenges remained in Europe and emerging markets. The Long-Term Pool’s fixed income segment had a negative return for the year but still outperformed key benchmarks. The negative return was due to the declining bond prices that resulted from rising interest rates.

2013 Revenues

Tax support from the Metropolitan Zoological Park and Museum District was flat when compared to 2012. Tax receipts contributed $21 million in 2013 and represented 30 percent of the Zoo’s total revenue. The 2013 tax rate was increased to the maximum eight cents per $100 of assessed property value, compared to the 2012 rate of 7.69 cents.

The Living Promise Campaign remained strong in 2013. Since 2007, cumulative contributions to the Campaign totaled $121.6 million by year-end 2013. This $120 million campaign is dedicated to supporting the development of new animal exhibits, enhancing the visitor experience, upgrading physical infrastructure and strengthening the endowment. Total 2013 contributions to the Zoo, $18.4 million, were $557,541 above 2012, and the Endowment received $2.5 million more than in 2012.

In 2013, Membership gifts of $3.9 million exceeded 2012 by $236,207, or 6.4 percent. This was a result of achieving a new year-end record of 48,212 member households—a 4 percent increase over 2012 and 18 percent above five-year averages. In addition, the Marlin Perkins Society, for members annually contributing $1,000 or more, donated $1.7 million in 2013, eclipsing the prior year’s record by $52,085. The increase was due to a record six President Level ($25,000+) members, the addition of 103 new members and 102 current members who increased their giving. Furthermore, the major fundraiser of the year—ZOOFARI 2013—raised a record $1 million.

2013 Expenses

The Zoo’s operating expenses of $59.8 million were up 5 percent over 2012. This increase was the result of higher salaries and fringe benefits, utilities and other operating expenditures. Salaries rose due to annual increases and
the addition of new personnel, which caused an increase in fringe benefits. Fringe benefits were also affected by an increase in workers’ compensation premiums. Utilities increased due to higher rates and additional utilities used at the Zoo Expansion Site. Other operating expenses increased due to grant expenses (offset by grant revenue), entertainment costs associated with ZOOFARI, bad debt expense write-offs, and marketing and public relations expenses related to the Campaign. Depreciation rose due to an increase in the following completed construction projects: construction continued on The Living World and the North Entrance, with Phases II and III being completed in 2013 at a combined cost of more than $3 million. These projects included the new Treetop Shop in the upper level, renovation of all of the restrooms, improvements to the ramps and walkways outside The Living World, and progress on the new Welcome Center. Also in The Living World in 2013, the Zoo opened the Monsanto Education Gallery, which provides space for early childhood education programs. The Employee Learning Center, a state-of-the-art training facility, was also completed.

Construction progressed on Andean Bear Range, Sun Bear Forest and Purina Painted Dog Reserve—new animal habitats that opened in River’s Edge in June 2014. In 2013, $7.5 million was spent on these new habitats. The year also marked the groundbreaking for McDonnell Polar Bear Point. This project will create a new home for polar bears and provide a more interactive visitor experience. To date, the Zoo has spent $4.1 million on the construction of this new habitat. It is scheduled to open in 2015.

Demolition began in 2013 on the 13.5-acre Zoo Expansion Site to clear the location for future development. Immediate plans called for the renovation of the existing six-story parking structure on this site, which the Zoo purchased in 2012. The structure was completed in July 2014.

### Saint Louis Zoo – Audited Statement of Changes in Assets, Liabilities and Net Assets (Condensed) as of December 31, 2013

<table>
<thead>
<tr>
<th>Assets:</th>
<th>2013</th>
<th>2012</th>
<th>Change $</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current and other assets</td>
<td>121,005,082</td>
<td>116,724,882</td>
<td>4,280,200</td>
<td>3.67%</td>
</tr>
<tr>
<td>Capital assets (net)</td>
<td>110,607,119</td>
<td>101,189,560</td>
<td>9,417,559</td>
<td>9.15%</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$231,612,201</strong></td>
<td><strong>$217,914,442</strong></td>
<td><strong>$13,697,759</strong></td>
<td><strong>6.29%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>9,596,285</td>
<td>6,529,388</td>
<td>3,066,897</td>
<td>46.97%</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>1,190,354</td>
<td>933,830</td>
<td>256,524</td>
<td>27.47%</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$10,786,639</strong></td>
<td><strong>$7,463,218</strong></td>
<td><strong>$3,323,421</strong></td>
<td><strong>44.53%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>net assets:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in capital assets</td>
<td>110,607,119</td>
<td>101,189,560</td>
<td>9,417,559</td>
<td>9.31%</td>
</tr>
<tr>
<td>Restricted assets</td>
<td>53,170,713</td>
<td>53,135,059</td>
<td>35,654</td>
<td>0.07%</td>
</tr>
<tr>
<td>Unrestricted assets</td>
<td>57,047,730</td>
<td>56,126,605</td>
<td>921,125</td>
<td>1.64%</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$220,825,562</strong></td>
<td><strong>$210,451,224</strong></td>
<td><strong>$10,374,338</strong></td>
<td><strong>4.93%</strong></td>
</tr>
</tbody>
</table>

| Total Liabilities and Net Assets | $231,612,201 | $217,914,442 | $13,697,759 | 6.29% |

### 2013 Revenue (in thousands of dollars)

- **Salaries & Fringes**: $29,709
- **Other Operating Expenditures**: $18,980
- **Conservation & Research**: $812
- **Animal Food & Purchases**: $1,176
- **Depreciation**: $9,108
- **Visitor Spending**: $70,160
- **Contributions**: $8,434
- **Investments**: $7,521
- **Tax Revenue**: $21,058

### 2012 Revenue (in thousands of dollars)

- **Salaries & Fringes**: $20,963
- **Other Operating Expenditures**: $23,857
- **Conservation & Research**: $14,184
- **Animal Food & Purchases**: $6,810
- **Visitor Spending**: $23,144
- **Contributions**: $18,434
- **Investments**: $7,463
- **Tax Revenue**: $20,963

### 2013 Expenses (in thousands of dollars)

- **Salaries & Fringes**: $29,709
- **Other Operating Expenditures**: $18,980
- **Conservation & Research**: $812
- **Animal Food & Purchases**: $1,176
- **Depreciation**: $9,108
- **Visitor Spending**: $65,814
- **Contributions**: $10,786,639
- **Investments**: $7,521

### 2012 Expenses (in thousands of dollars)

- **Salaries & Fringes**: $28,377
- **Other Operating Expenditures**: $17,604
- **Conservation & Research**: $6,29
- **Animal Food & Purchases**: $1,266
- **Visitor Spending**: $23,857
- **Contributions**: $18,434
- **Investments**: $6,810
- **Depreciation**: $10,786,639
Conclusion

During the past decade, the Zoo has enjoyed steady growth in operating revenue and experienced positive cash flow. Net cash from operating activities increased $2 million—up 14.9 percent from 2012. This is due to increases in revenue received from visitors, donors and property tax assessments.

In 2013, the Zoo realized an increase in total net position of $10.4 million, primarily due to exceptional investment performance and a significant increase in contribution numbers. A dedicated group of supporters, volunteers and staff continue to help the Zoo pursue its mission as an organization dedicated to conservation, research and education—all while providing the best possible experience for our visitors.

The Zoo’s audited financial statements are available to any interested parties through the Office of the Dana Brown President & CEO of the Saint Louis Zoo.
The Saint Louis Zoo is grateful for the support provided by the citizens of the City of St. Louis and St. Louis County through the Zoological Park and Museum District.