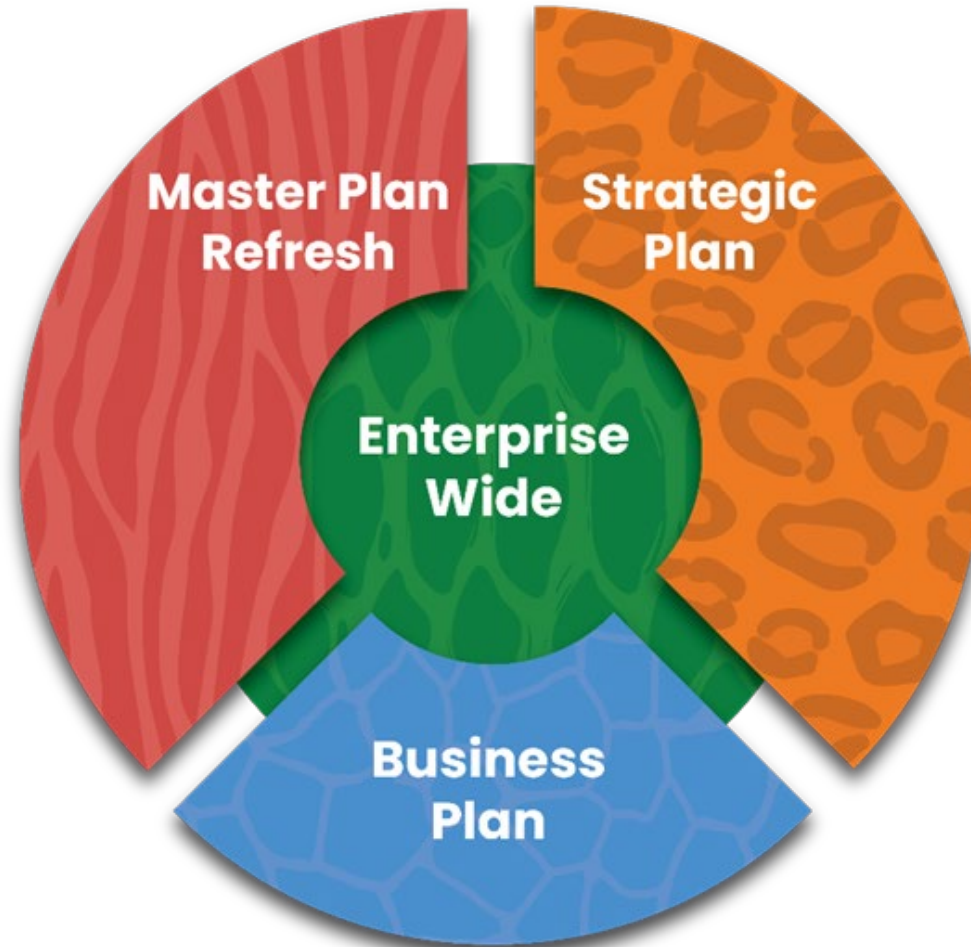


Our Zoo, Our Future

Milwaukee County Zoo &
Zoological Society of Milwaukee -
Coalition-Wide Strategic Plan

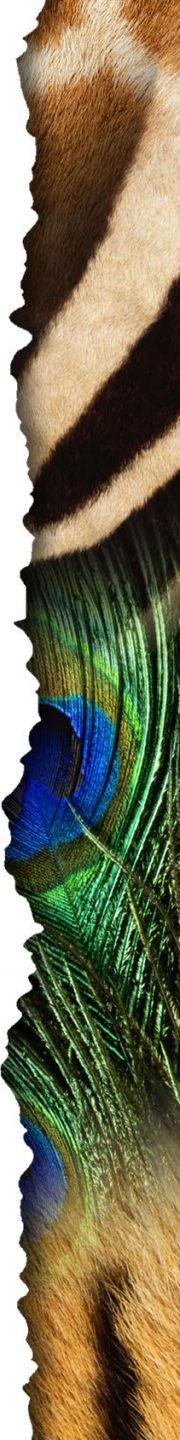


MCZ+ZSM



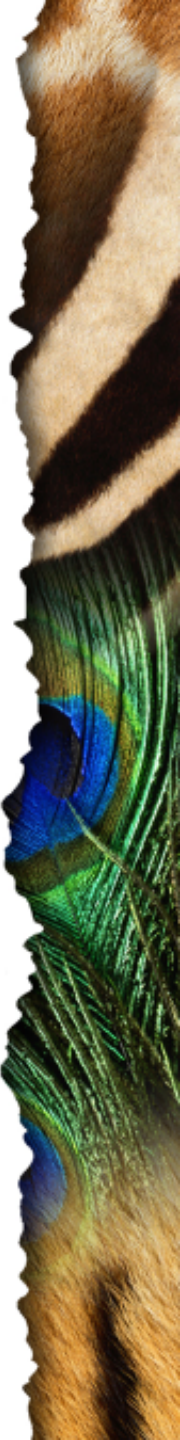
Organizational Plan Components

Component	Duration/ Perspective	Purpose
Vision & Mission	Evergreen (30,000 feet)	View of the world we want to see (vision) and our unique role in achieving it (mission) in the long term
Strategic Plan	7-10 years (15,000 feet)	Framework which defines our north star and highest aspirations during this timeframe; inspirational and forward-looking document which articulates the priorities for achieving our vision and mission in the mid term ; cohesively connects our vision and mission with our actions and helps us galvanize support
Operating/Action Plan(s)	1+ year(s) (ground-level)	Tactical actions to operationalize our highest aspirations in the near term ; tracked via metrics and KPIs; living document which adjusts as needed to achieve our strategic plan in service of our vision and mission



Strategic Plan Components

Component	Definition/Deliverable
Vision	Our view of the world we want to see; destination; may be shared by others
Mission	Our unique role in achieving the vision
Key Commitments	Our promises; areas of focus to advance our mission
Values	Our core beliefs; motivate our actions and culture
Foundation Principles	Our essential enablers



KEY COMMITMENTS

VALUES

VISION

A world where wildlife and people thrive.

MISSION

Inspire people to conserve wildlife and wild places.

CARE

Enhancing wellbeing and pursuing the highest standards in veterinary care, husbandry and zoo habitat design.



CONNECT

Immersing people in nature and creating memorable, educational experiences that inspire empathy and environmental action.



CONSERVE

Saving wildlife and wild places here and across the globe by leading and partnering on conservation projects.



INCLUSION

We strive to create and reinforce a sense of belonging within our culture and operations. We value individuals for their unique perspectives, capabilities, and contributions. We welcome them to fully and authentically participate.



INNOVATION

We bravely pursue and are willing to try new ideas. Even mistakes help us learn and grow.



COLLABORATION

We build strong relationships that seek out different perspectives, and work together to maximize our collective impact.



EMPATHY

We demonstrate the ability to understand the diverse experiences and perspectives of our animals, our team, our communities and our planet. We foster understanding in our communities to promote conservation action.



FUN

We embed fun in the work that we do. It creates an enriching and memorable experience for guests and employees alike.



RESPECT

We are committed to caring for our animals, guests, and each other with compassion, consideration, and kindness.



ACCOUNTABILITY

We create a culture of transparency and integrity. We hold ourselves to the highest standard. We accept responsibility for our actions and intentionally strive to improve.



CULTURE

COMMUNITY IMPACT

FINANCIAL STRENGTH AND STEWARDSHIP



CARE

Enhancing wellbeing and pursuing the highest standards in veterinary care, husbandry, and zoo habitat design

- Continuously innovate to define what the next generation of animal care can be, leading the way in establishing and implementing practices, processes, and systems that enhance animal wellbeing
- Elevate zoo habitats (exterior and interior) to support the wellbeing of animals under the Zoo coalition's care 24 hours a day
- Invite our community into the work of animal care in all its complexity, using increased and intentional transparency while centering the perspectives and experiences of wildlife

CONNECT

Immersing people in nature and creating memorable, educational experiences inspiring empathy and environmental action

- Deliver educational experiences that inspire and empower all members of our community to take conservation action
- Engage the community more deeply and directly with the Zoo coalition's care and conservation work across its many communication vehicles
- Create more meaningful and personal experiences for everyone in our community that build on generations of memories while highlighting the continuum of care and conservation work the Zoo coalition now performs
- Make the Zoo coalition a more accessible place and partner for all our neighbors, with a focus on new and more diverse audiences

CONSERVE

Saving wildlife and wild places here and across the globe by leading and partnering on conservation projects

- Identify three to five signature initiatives where we can make a unique and meaningful impact, focusing on those that align with the Zoo coalition's experience and expertise
- Lead by example as we live our conservation values at the Zoo, routinely evaluating our operations to ensure that we are prioritizing sustainability and reduced resource consumption
- Use animal husbandry to support research and conservation
- Elevate conservation as a central piece of the Zoo coalition's DNA, integrating it into educational programs and community-based activities while also continually seeking opportunities to communicate with and engage both internal and external stakeholders through effective storytelling
- Reach and inspire audiences and activate conservation work across the state, leaning into our unique position and role while further credentialing the Zoo coalition as the leading conservation organization in Wisconsin

2025 Strategic Goals



Key Commitment: CARE

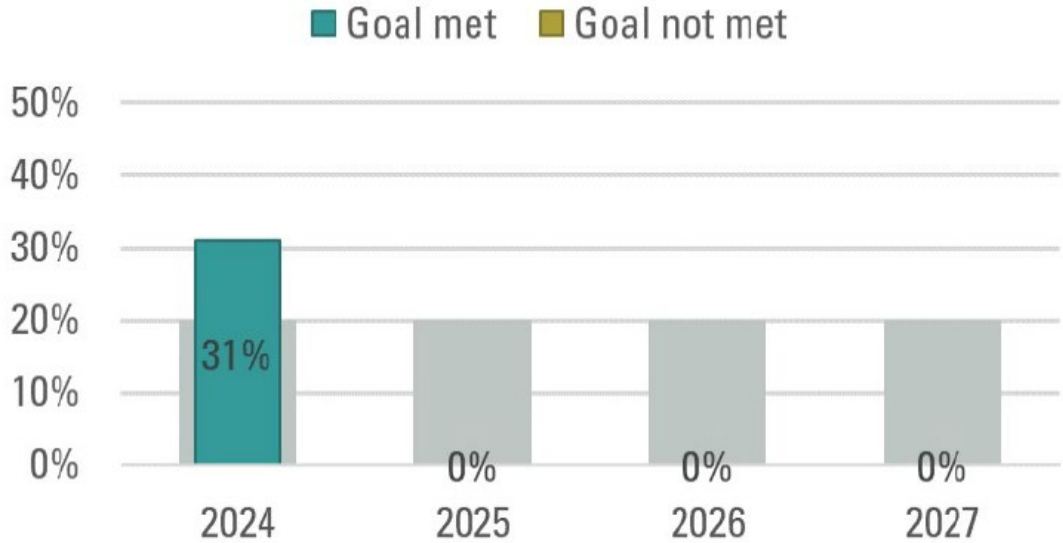
Continuously Maintain Professional Accreditation and Licensing

	2021	2022	2023	2024
Assoc. of Zoos & Aquariums	✓	✓	✓	✓
USDA License	✓	✓	✓	✓

Accreditation includes: Animal Welfare, Care & Mgmt.; Veterinary Care; Conservation; Education & Interpretation; Scientific Advancement; Governing Authority; Staff; Support Organization; Finance; Physical Facilities; Safety/Security; Guest Services; Master & Strategic Planning; AZA Standards for Elephant Management Care

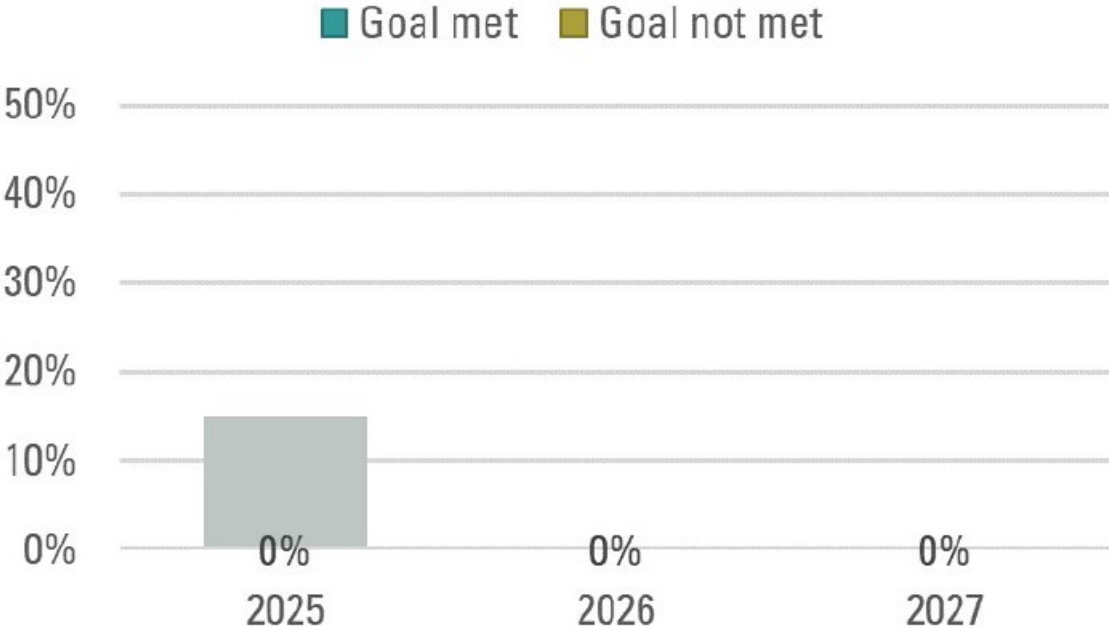
Key Commitment: Connect

20% of Social Media Impressions are Directed Toward Diverse and Underrepresented Audiences



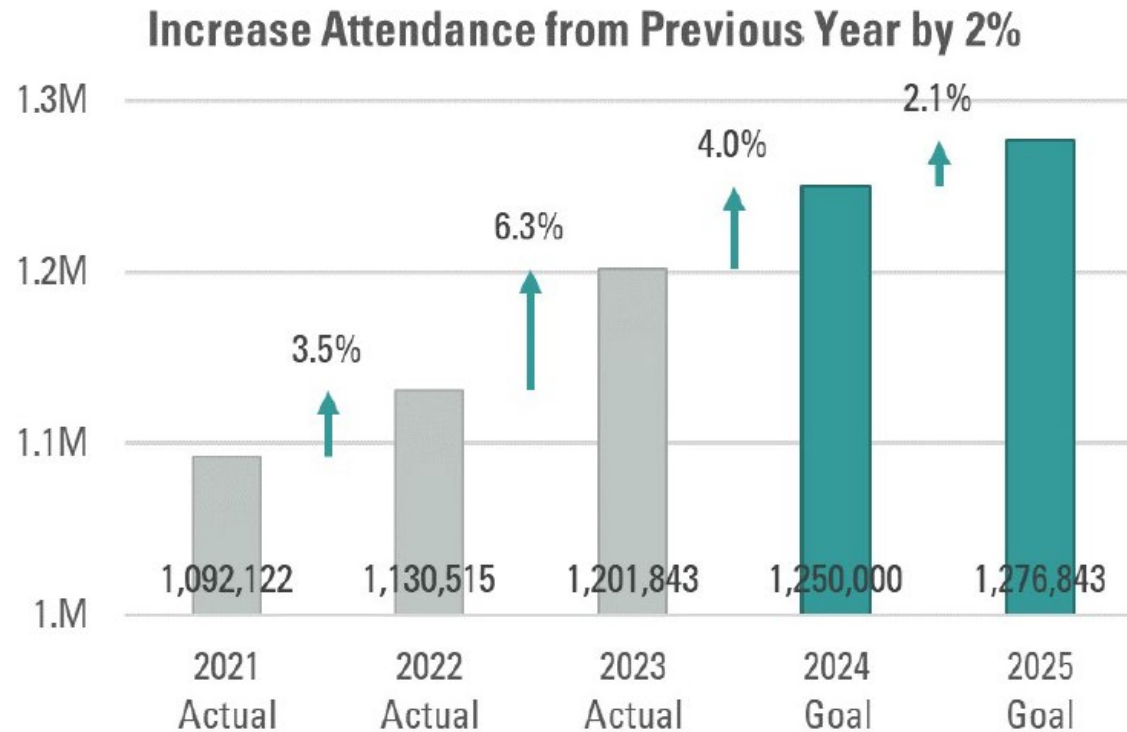
Data for 2024 is as of June 30, 2024

15% of Social Media Impressions are Directed Towards New Audiences



This is a new goal starting in 2025.

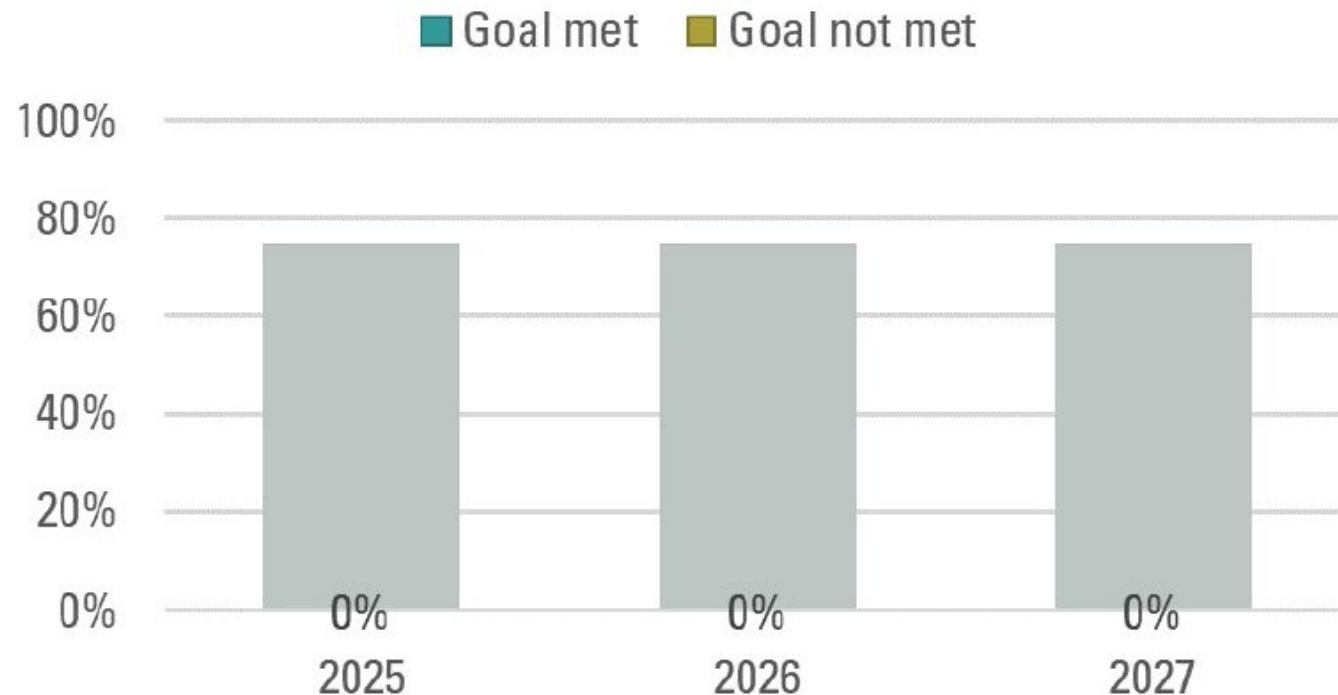
Key Commitment: Connect



Attendance growth projection is determined on an annual basis during the budget preparation stage.

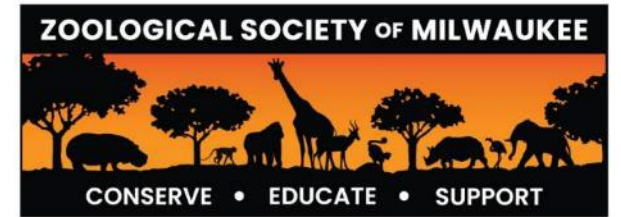
Key Commitment: Conserve

75% of Staff Participate in One Conservation Project Outside of the Zoo



This is a new goal starting in 2025.

Master Plan Refresh

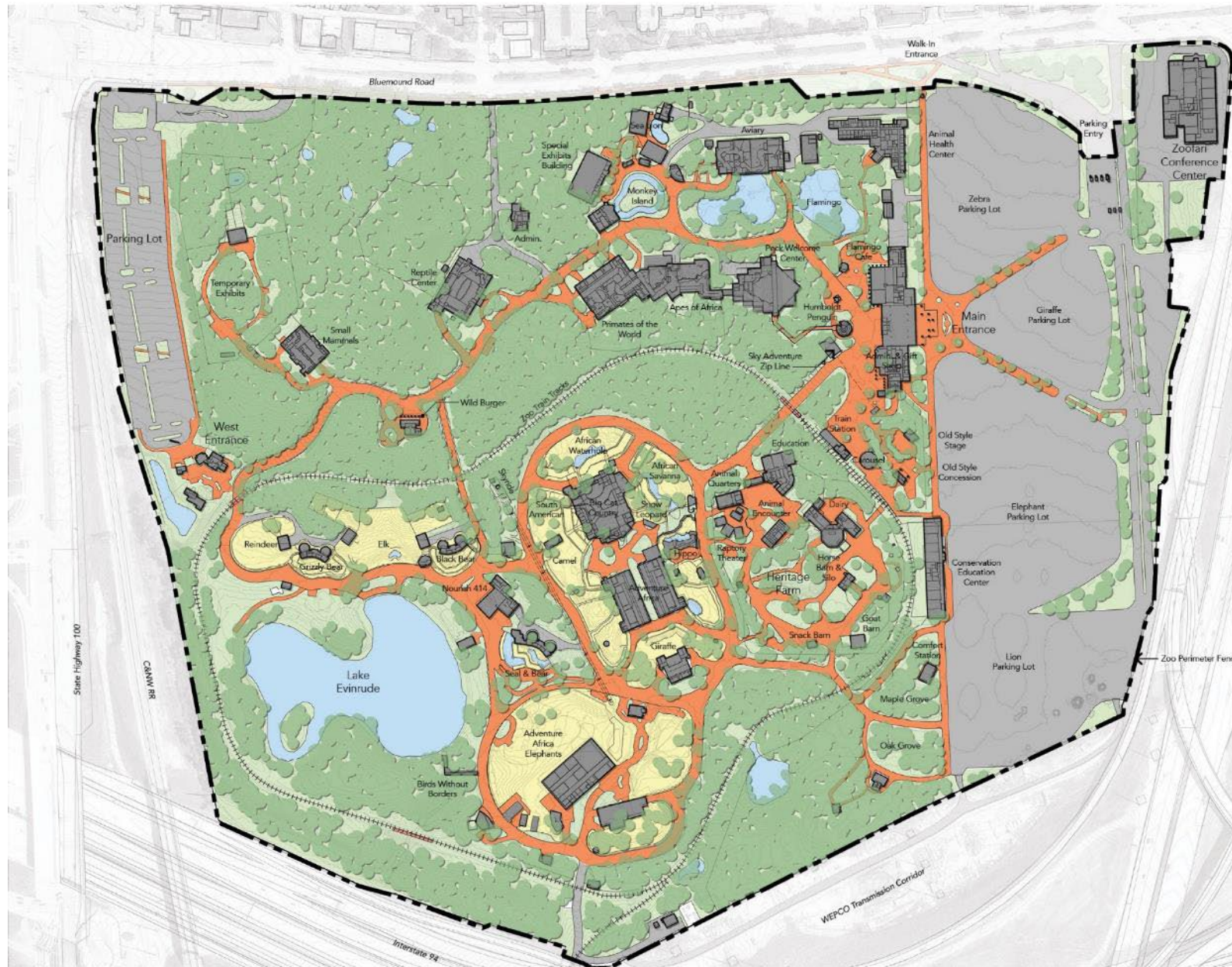


Master Plan Refresh Components

Component	Deliverables
Plan	Recommendations and drawings for priority facility and major exhibit upgrades and/or additions
Cost Estimates	Wide range of cost estimates in 2023 dollars for illustrative purposes; exact costs and financial commitments to be determined at the time of the project



Existing Conditions Plan



- Legend:
- Habitat Area
 - Service Area
 - Water
 - Collector Path
 - Visitor Pathway
 - Primary Path
 - New Visitor Buildings
 - Existing Support Buildings
 - New Support Buildings
 - Zoo Perimeter



Master Plan Projects:

Animal Habitats

1: Latin American Tropics

A rich and diverse indoor tropics experience to showcase the Zoo's conservation work in Central and South America complete with an indoor rainforest and salt water shark tank.

2: Primates of the World

A renovation of the beloved Primate Building, Primates of the world will focus on developing state-of-the-art, immersive outdoor habitats for the great apes.

3: The Wild North

A journey to the northern latitudes of North America this project provides an immersive walk through the habitats of bears, moose, wolves, eagles, and cranes.

4: Sea Lion Cove

Activating the plaza by Lakeview Place, a new sea lion habitat will show guest these animals in their underwater world and provide an amphitheater for natural behavior demonstrations.

5: Reptile House Renovation

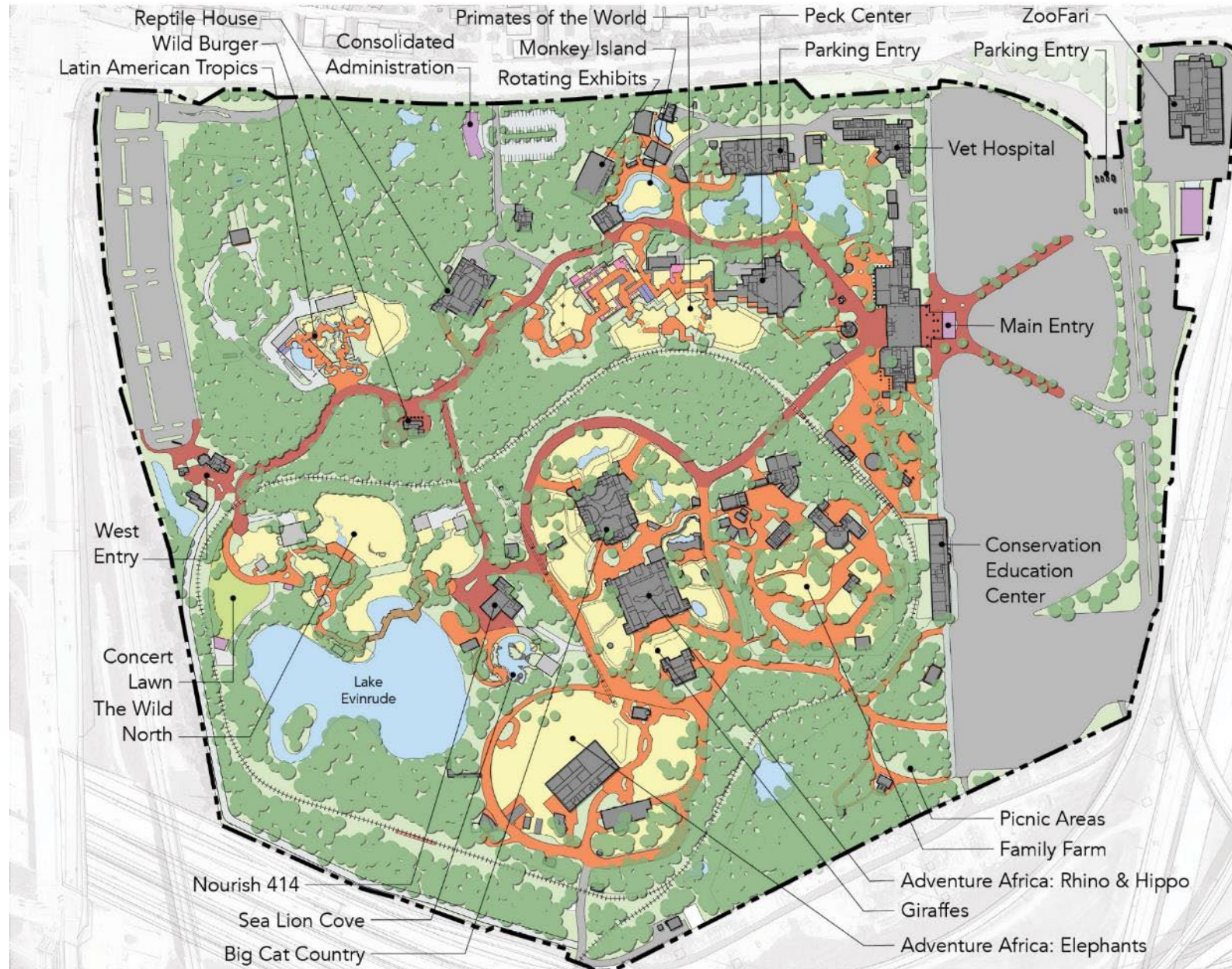
With the aquarium function moving to the Latin American tropics, the Reptile House can be renovated as pure reptile and amphibian experience, increasing the longevity of this building.

6: Cheetah Habitat

The unused goat habitat will be renovated to house cheetah, increasing the animal attractions at the south end of the Zoo and makes room for hyena at the current cheetah habitat.



Master Plan Update:



- Legend:
- Habitat Area
 - Service Area
 - Water
 - Collector Path
 - Visitor Pathway
 - Primary Path
 - New Visitor or Staff Buildings
 - Existing Support Buildings
 - New Support Buildings
 - Zoo Perimeter





The Latin American Tropics

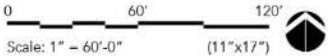
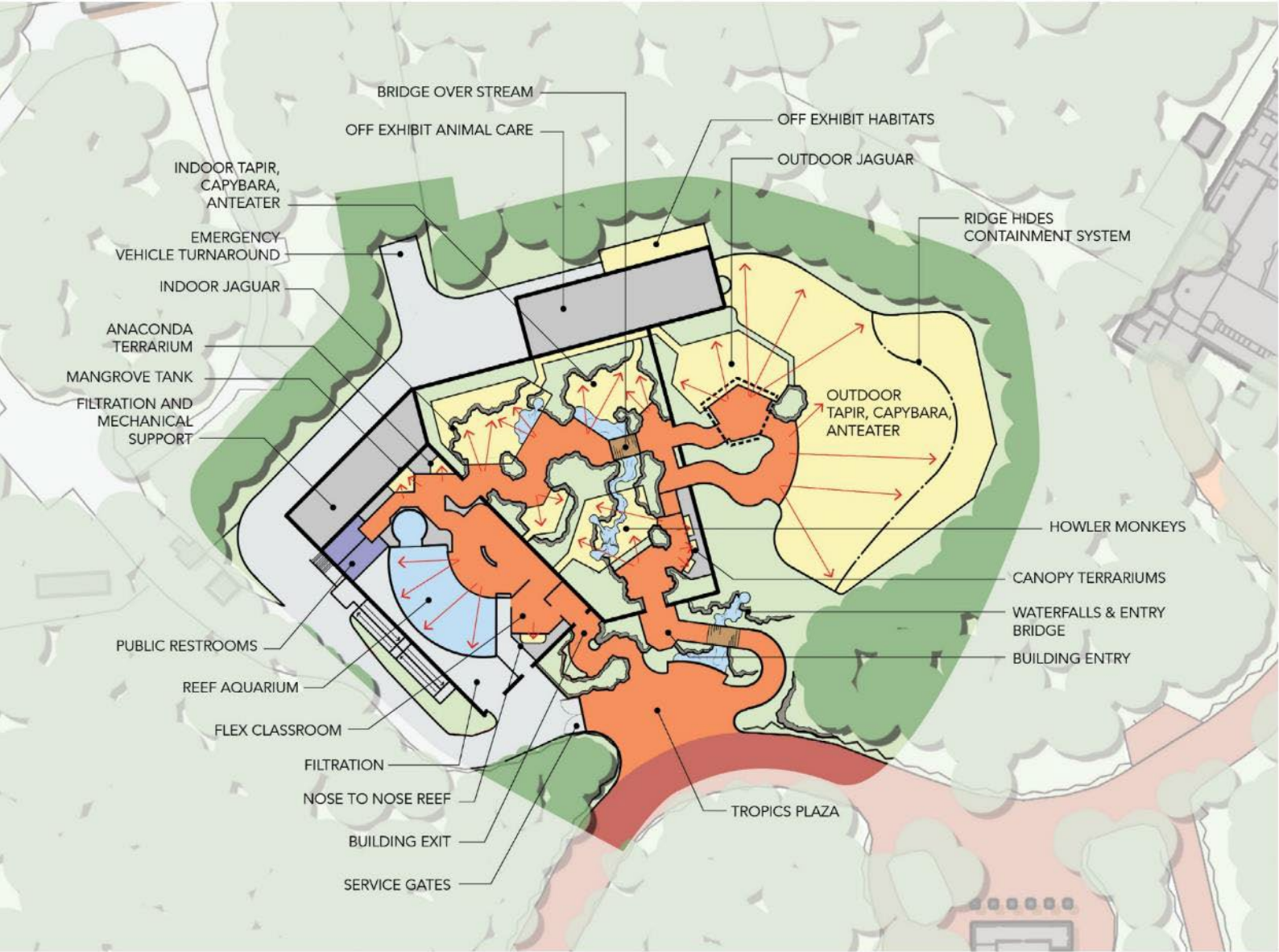
Latin American Tropics

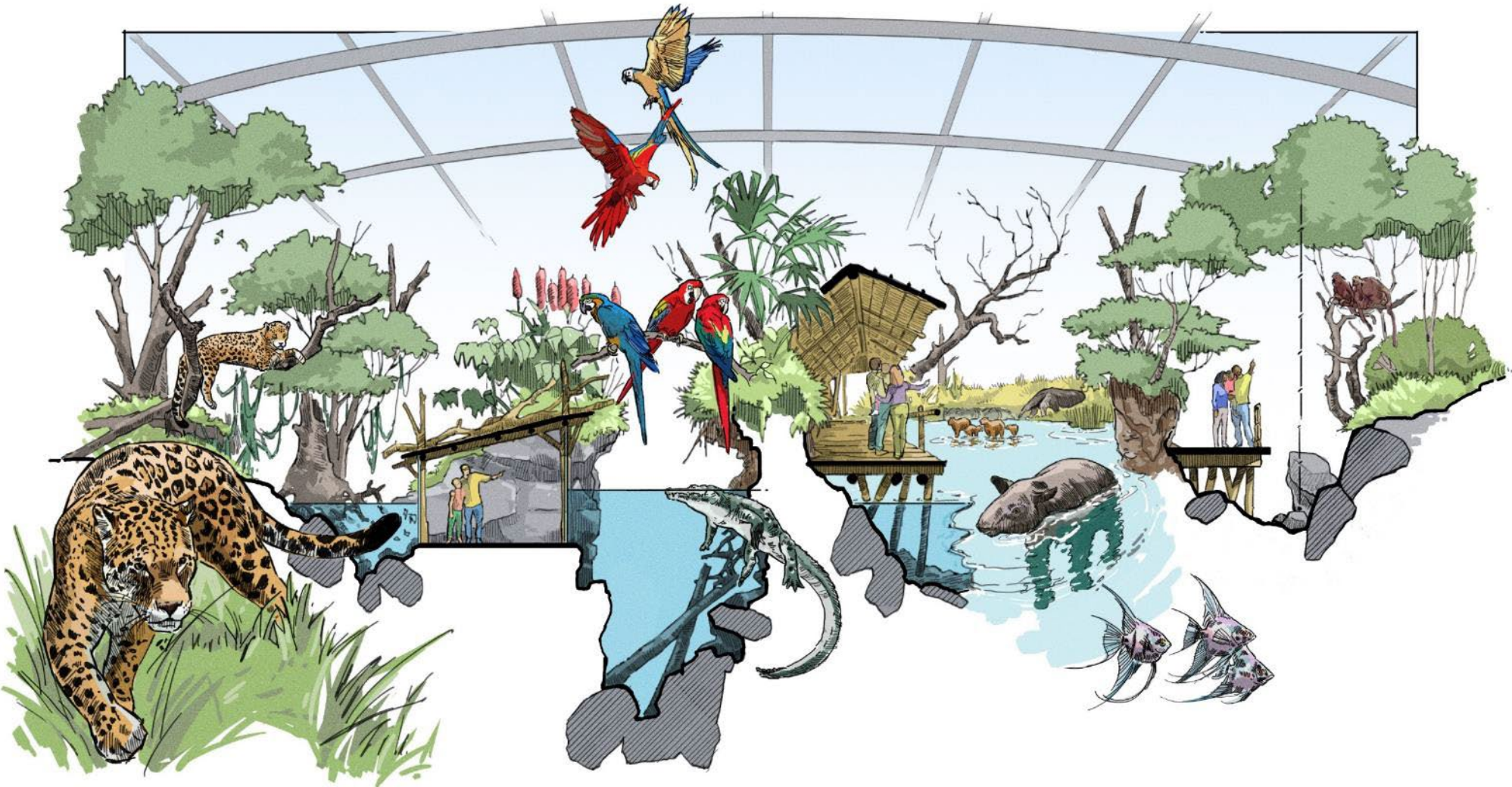
Belize Jungle

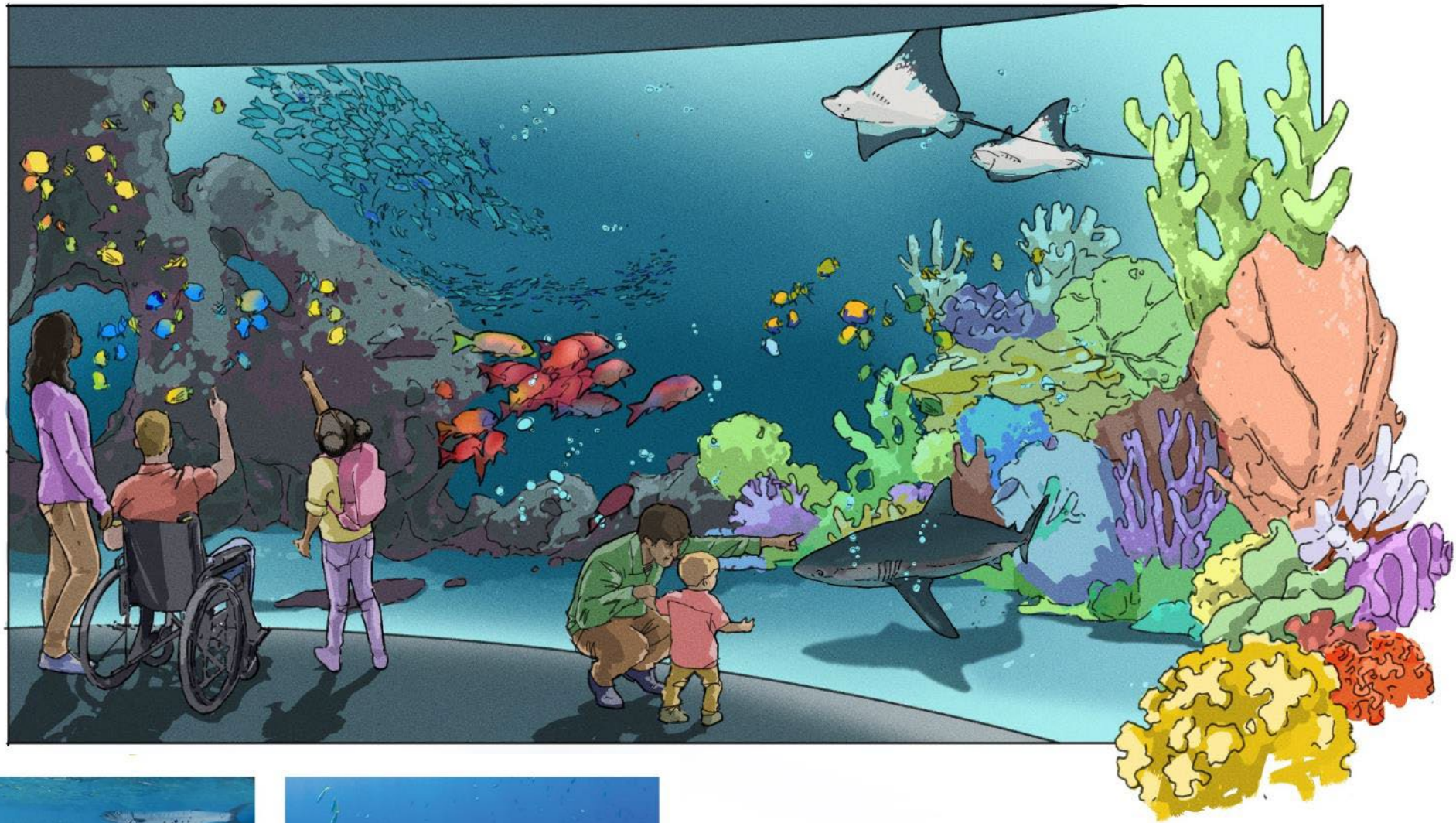
The Latin American Tropics provides a sanctuary for visitors to learn about and appreciate the incredible biodiversity of tropical rainforests. It serves as a reminder of the importance of protecting these ecosystems, which are not only home to countless species but also provide vital ecological services for our planet. The exhibit is designed to replicate the diverse ecosystems found in Belize, a Central American country renowned for its diversity of ecosystems from montane cloud rainforests to colorful coral reefs. Thick foliage, vibrant flowers, and cascading vines create a mesmerizing tapestry of greenery, while gentle misters emulate the humidity that is characteristic of this tropical environment.

Program

Outdoor Jaguar	2,000 SF
Outdoor Tapir, Capybara, Anteater	15,000 SF
Howler Monkey	1,500 SF
Macaws	500 SF
Indoor Jaguar	2,200 SF
Indoor Tapir, Capybara, Anteater	1,500 SF
Reef Aquarium	250,000 GAL
(6) Terrariums/Tanks	Size Varies









Primates of the World

Primates of the World

Great Apes and More

Primates of the World is one of the more robust visitor experiences at the Zoo. It is inhabited by many charismatic animals and provides an indoor oasis from extreme cold or extreme heat for visitors. However, the exhibits need to be renovated to reflect contemporary animal management standards. Many of the animals can only be viewed indoors and the few outdoor exhibits are constructed from heavy caging material and appear to constrict the animals rather than allowing them to behave as you might see them in the wild.

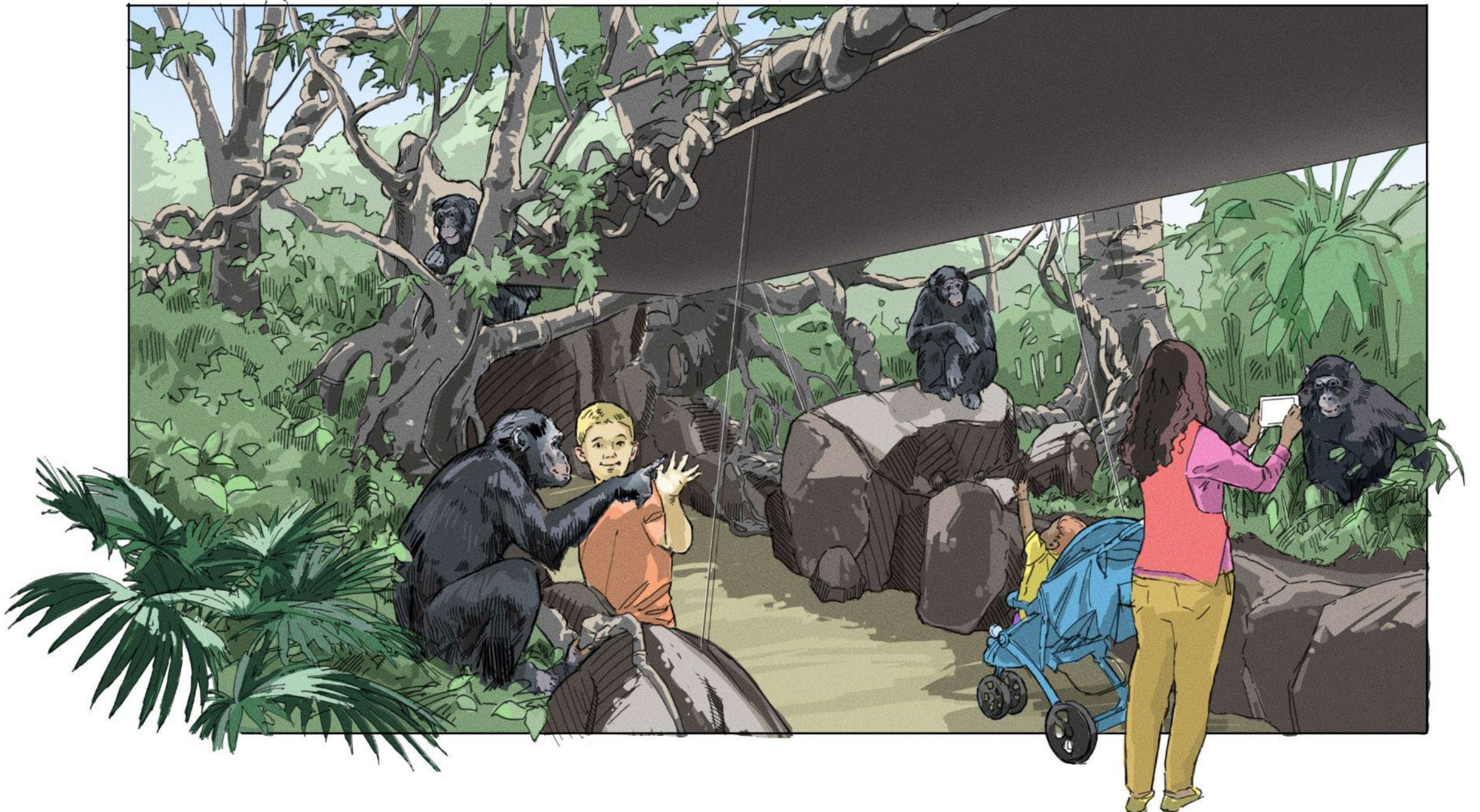
This area has great potential to tie to historic and ongoing field conservation supported by the Zoo. It has the capability to exhibit great apes, specifically bonobos and gorillas in a new way, advancing the care and exhibition of these animals across the industry.

Program

African Ape 1 (Outdoor)	24,775 SF
African Ape 2 (Outdoor)	14,000 SF
Gorilla (Indoor)	4,000 SF
Bonobo (Indoor)	2,000 SF
Medium Primate (Outdoor)	12,250 SF



0 80' 160'
Scale: 1" = 80'-0" (11"x17")





The Wild North

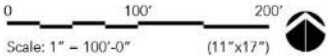


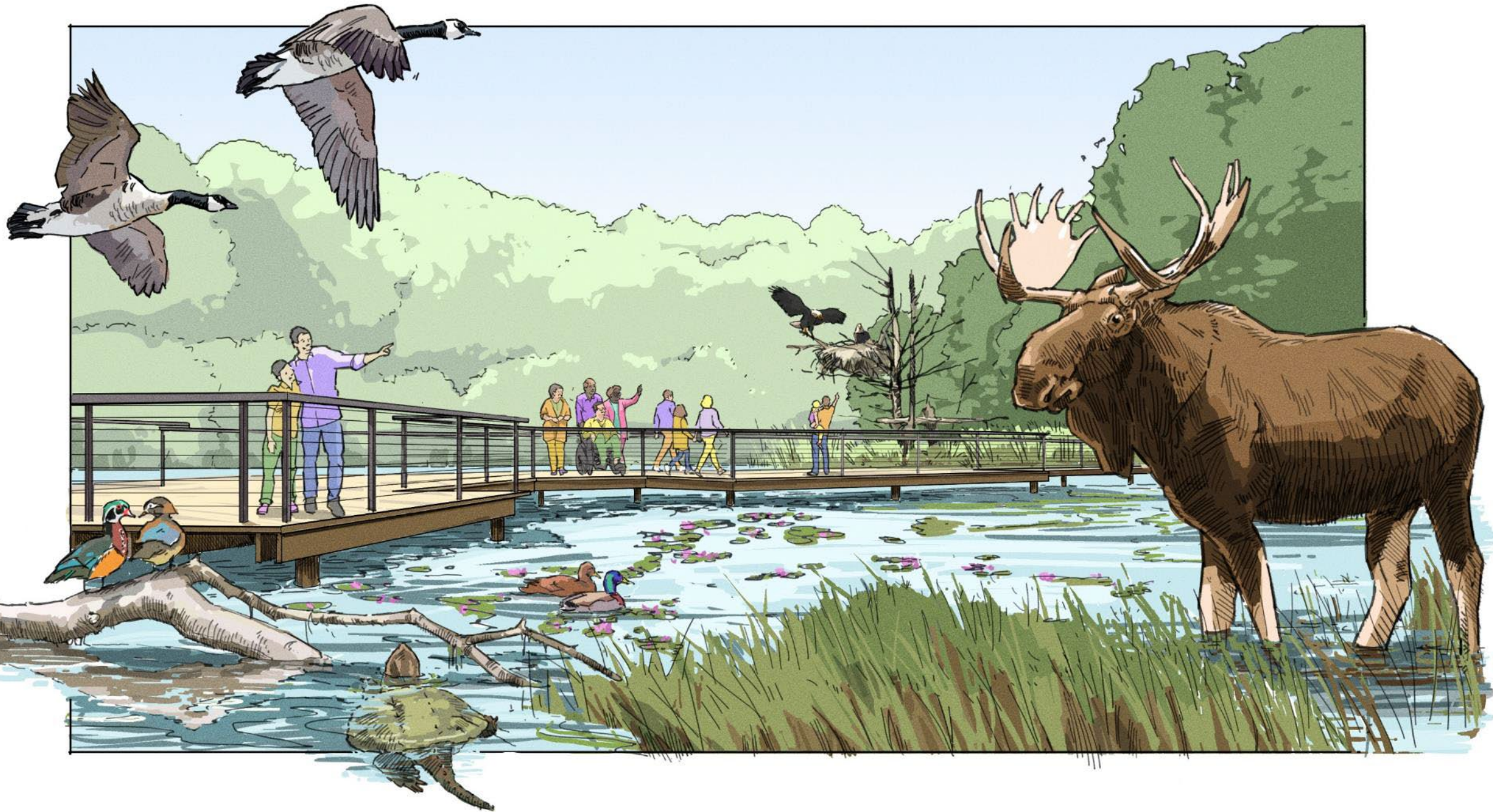
The Wild North

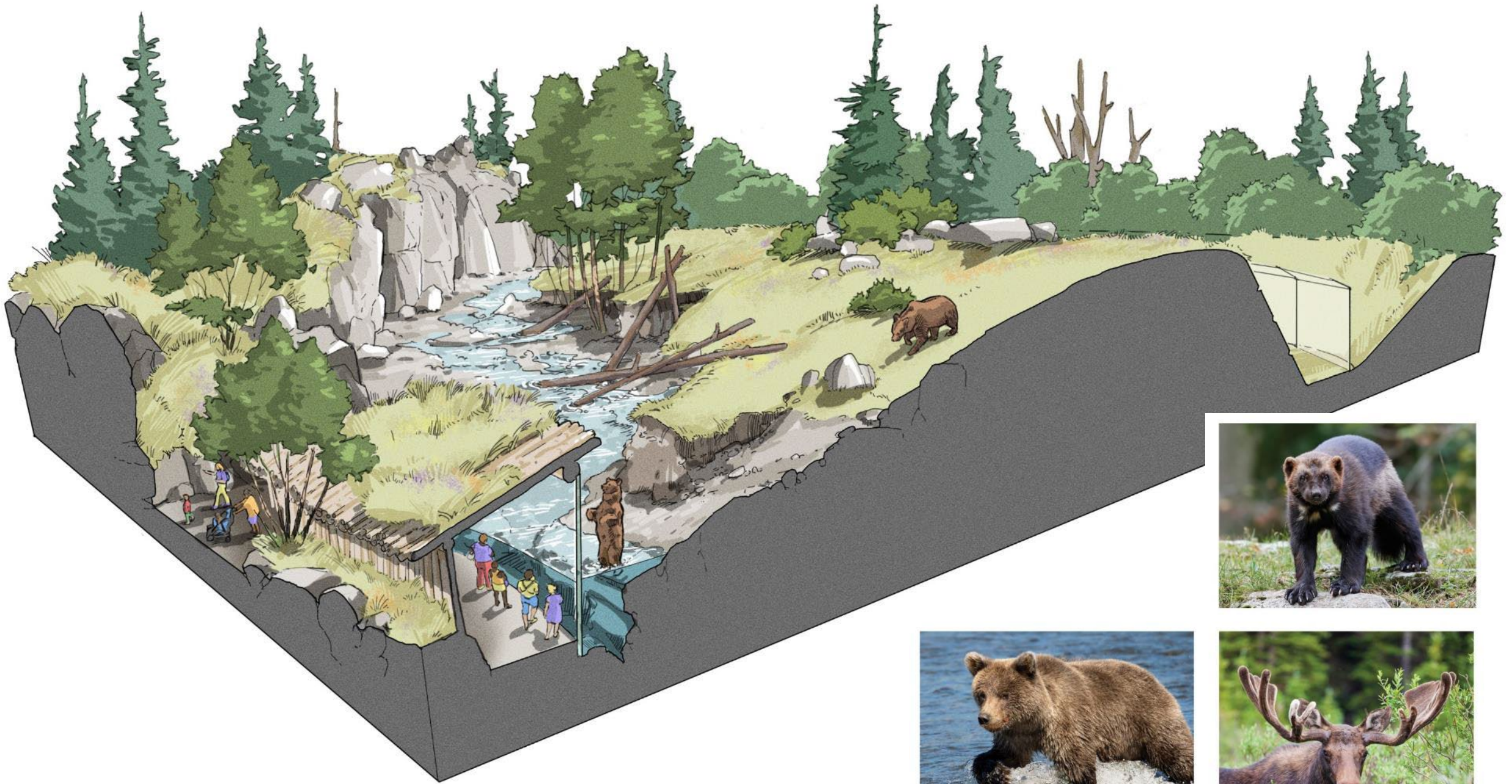
Temperate To Taiga

Located between the West Entry and Nourish 414, the Wild North offers guests the opportunity to travel from the temperate forests of Wisconsin to the taiga of North America. Temperate Forests are unique for their drastic change in seasons. Approaching from the East, at the edge of the forest you see a pack of wolves before you duck under the dense deciduous forest canopy. The path breaks through the tree line and brings you across the lake through the wetland reeds. A moose plunges into the water and swims to cool off. From the boardwalk, eagles can be seen in the treetops as a pair of cranes hunt for fish along the water's edge.

Program	
Bear (Polar or Brown)	43,750 SF
Moose	24,750 SF
Wolf	11,250 SF
Cougar	4,300 SF
Wolverine	1,850 SF
Eagle	2,850 SF
Crane	3,000 SF

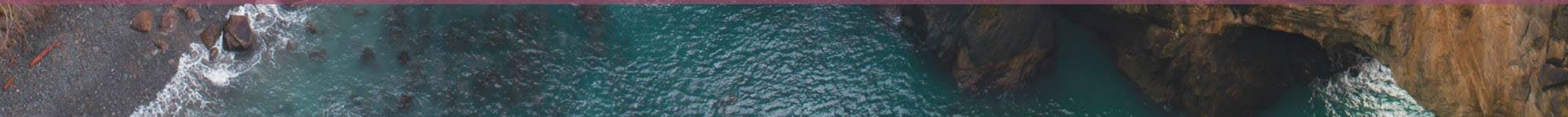








Sea Lion Cove



Sea Lion Cove

The Pacific Coast

Located next to the existing Nourish 414, the Sea Lion Cove will give guests viewing into the landscapes of the pacific northwest. Based on the southern shore of Oregon, this sea lion habitat includes picturesque rock formations and the wild waters of the windswept coast.

While enjoying a meal in the plaza, you will have a split-level view of the pool and be able to watch sea lions swim by or plunge into the water from the dive rock. To the east of the plaza is the demonstration amphitheater. Seating 200 people, you can watch care takers interact with the sea lions, see the animals perform natural behaviors, and see the excellent care these animals receive at the Zoo. From here you can see a stunning view of the large sea arch that connects two cliff faces below a dense evergreen forest. To the west of the plaza you can walk down the path to the underwater view where you can have a glimpse into the world of a sea lion's life under the waves. The path then brings you back up and around with views of the lake as you make your way back to the restaurant plaza.



0 60' 120'
Scale: 1" = 60'-0" (11"x17")

Master Plan Projects:

Support Projects

A: Reorganized Entry

The most chafing point of friction in the entire guest experience of the Zoo is the entry. By switching the admission point of sale to after parking, the entry experience can be revolutionized.

B: Consolidated Administration

The Zoo and Society must work hand in hand for the organization's success, but the current physical separation is not conducive to cohesive leadership. By building one consolidated administration complex, the two groups can strengthen their partnership for the benefit of the Zoo.

C: Southeast Service Connection

By creating a service road (non-public) connection from the South service area to the West Entry, zoo operations can be performed with greater efficiency and less impact on guest experience.

D: Warehouse

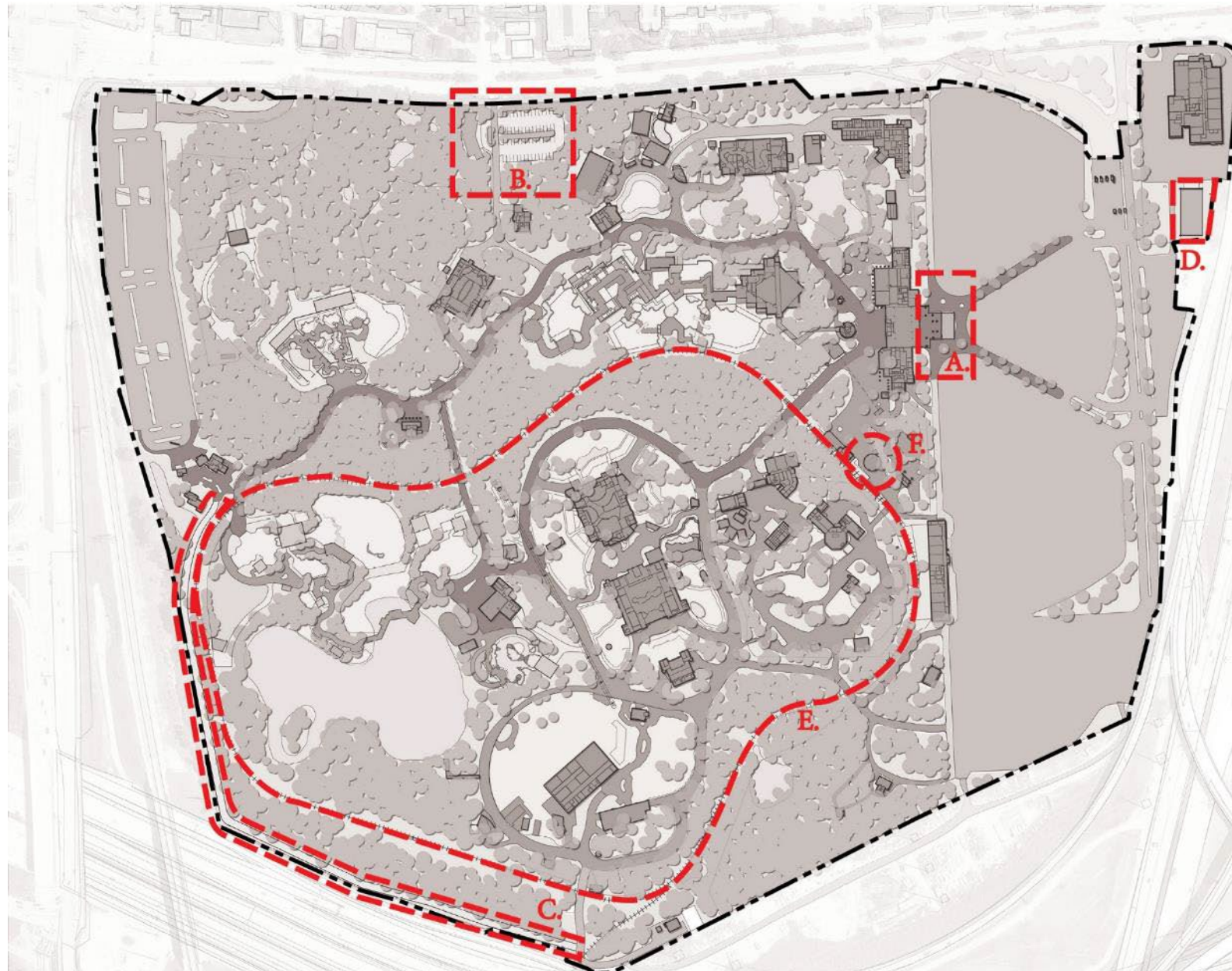
Additional climate-controlled storage space is required on campus to support the many different functions of the Zoo. This location by Zoofari is one of several possible locations for this critical project.

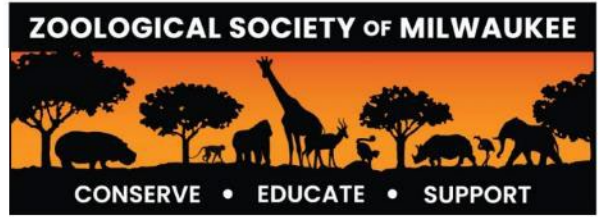
E: Railroad Refresh

After more than 50 years, the Zoo's train tracks are reaching their end of life. Replacement will allow this beloved attraction to operate for decades.

F: New Carousel

Another aging attraction, the Carousel must be replaced in the near term.





Milwaukee
County
ZOO



Care Conserve Connect



**MILWAUKEE
COUNTY**