

BOARD OF SUPERVISORS

Brown County



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EDUCATION & RECREATION COMMITTEE

John Vander Leest, Chair
John Van Dyck, Vice Chair
Erik Hoyer, Patrick Williams, Corrie Campbell

ADMINISTRATION COMMITTEE

Steve Fewell, Chair
Tim Carpenter, Vice Chair
David Steffen, Thomas De Wane, Allan Jamir

**** JOINT MEETING ****

EDUCATION & RECREATION COMMITTEE

&

ADMINISTRATION COMMITTEE

Thursday, June 6, 2013

5:00 p.m.

(Education & Recreation Committee to follow @ approx. 5:15pm)

Room 200, Northern Building

305 E. Walnut Street

Please Note: Administration Committee will meet in Room 207, City Hall, 100 N. Jefferson for their regular scheduled meeting immediately following the Joint meeting @ approx. 5:15pm.

- I. Call meeting to order.
- II. Approve/modify agenda.

NEW Zoo

1. Resolution to appropriate excess fund balance for the construction of an ECO Adventure Park.
2. Budget Adjustment Request (13-48) Category 4: Interdepartmental reallocation or adjustment (including reallocation from the County's General Fund – Request for addition of an ECO Adventure Park to be located at the NEW Zoo & Reforestation Camp property.

Golf Course

3. Resolution to appropriate excess fund balance for the renovation of the Brown County Golf Course greens.
4. Budget Adjustment Request (13-49) Category 4: Interdepartmental reallocation or adjustment (including reallocation from the County's General Fund – Request to transfer \$400,000 from the General Fund to be appropriated to the Brown County Golf Course greens renovation project.
5. Bid Results for Project 1708 Brown County Golf Course Green Renovation.
6. Such other matters as authorized by law.
7. Adjourn.

Education & Recreation Committee
John Vander Leest, Chair

Administration Committee
Steve Fewell

Notice is hereby given that action by the Committee may be taken on any of the items, which are described or listed in this agenda. Please take notice that it is possible additional members of the Board of Supervisors may attend this meeting, resulting in a majority or quorum of the Board of Supervisors. This may constitute a meeting of the Board of Supervisors for purposes of discussion and information gathering relative to this agenda.

June 19, 2013

TO THE HONORABLE CHAIRMAN AND MEMBERS
OF THE BROWN COUNTY BOARD OF SUPERVISORS

Ladies & Gentlemen:

RESOLUTION TO APPROPRIATE EXCESS FUND BALANCE
FOR THE CONSTRUCTION OF AN ECO ADVENTURE PARK

WHEREAS, Brown County Ordinance 3.32 FUND BALANCE POLICY section (5) Unassigned Fund Balance (General Fund Only) states: *'Unassigned cash flow should be used for non-recurring purposes whenever possible, and preference should be given to expenditures that will result in efficiencies or other cost savings'*; and

WHEREAS, the current unassigned fund balance reserved for contingencies has met the maximum 20 percent, so funds are available in the unassigned cash flow to be spent on non-recurring purposes; and

WHEREAS, an opportunity to create an ECO Adventure Park Experience will provide visitors with multiple adventure experiences at the NEW Zoo and Reforestation Camp is available through the construction of a Zip Line, Ropes Challenge Course and Climbing Wall; and

WHEREAS, the Zip Line, Ropes Challenge Course and Climbing Wall will anchor "adventure activities" and provide critical mass and expand the offered experience by providing a different type of activity; and

WHEREAS, these adventure experiences at other zoos are quite popular and provide a thrilling confidence building experience, outdoor adventure, promote healthy lifestyle activities, and are very attractive to new and current visitors to the Zoo/Park; and

WHEREAS, the new ECO Adventure Park will promote efficient use of both the Zoo and Park for creating synergies by combining and leveraging underutilized current assets; and

WHEREAS, the N.E.W. Zoological Society, Inc. fully supports the creation of an enterprise fund which will remove the Reforestation Camp from levy funding; and

NOW, THEREFORE BE IT RESOLVED that the Brown County Board of Supervisors authorize the creation of an enterprise fund for the ECO Adventure Park. The net income generated by the ECO Adventure Park will remain in this enterprise fund to be utilized for its operations and the maintenance of the NEW Zoo and Reforestation Camp assets.

NOW, THEREFORE, BE IT FURTHER RESOLVED by the Brown County Board of Supervisors that there be an appropriation made from the unassigned fund balance of the General Fund in the amount not to exceed \$500,000 for the ECO Adventure Park at the NEW Zoo and Reforestation Camp.

Respectfully submitted,

EDUCATION & RECREATION COMMITTEE

ADMINISTRATION COMMITTEE

Fiscal Note: This Resolution requires an appropriation from the General Fund not to exceed \$500,000.

Approved By:

Troy Streckenbach,
COUNTY EXECUTIVE

Date Signed: _____

Final Draft Approved by Corporation Counsel

NEW ZOO & Park Management

Brown County

4418 REFORESTATION ROAD
GREEN BAY, WISCONSIN 54313

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NEIL S. ANDERSON
DIRECTOR

5-29-13

Proposal for ECO Adventure Park

I have included for your review the business plan and supporting documents for the proposed ECO Adventure Park. The ECO Adventure Park proposal consideration for full funding from the General Fund without repayment back to the General Fund justification is the following and supported with the attached documents as well as the Resolution.

The ECO Adventure Park is expected to generate a net profit of \$167,551 if 10% of the current zoo visitors participate. At 15% participation the expected net profit is \$385,279. Based on other zoos participation levels 10% - 15% is realistic. This also includes funding of a full time management position currently being funded thru the park levy @ 63,529. It is also noted that the revenue does not include merchandise sales, vending, team building programs, increased zoo attendance and miscellaneous revenue.

The revenue would be used to support the Reforestation Camp & NEW Zoo and which would contribute to the creation of an enterprise fund which will remove the Reforestation Camp from levy funding with the participation at 15%. This would provide a stable and sustainable future path for the Reforestation Camp and NEW Zoo.

Currently the Reforestation Camp is on the levy and the N.E.W. Zoological Society fully supports the creation of an enterprise fund which will remove the Reforestation Camp from levy funding. It must be also noted that the N.E.W. Zoological Society has donated over 5 million since its formation to support the NEW Zoo in 1985. The County would be helping support their Zoo (owner) and continue to promote a public/private partnership which the County has realized over 5 million in assets by investing County funds into their zoo. This was also noted In the AZA accreditation inspection of 2007 that stated (Additional funding in-kind or actual is needed from the County during this critical growth period). The recent funding of the fiber optic expansion to the NEW Zoo is an excellent example. The investment for the ECO Adventure Park would be equally a great example of public funding which helps leverage private investment which leads to a sustainable enterprise fund.

It must also be noted that the NEW Zoo is 1 of 8 AZA accredited Zoos & Aquariums (226) that is completely 100% self-supported for its operational budget. The average zoo is about 60% self-funded. It is also noted that the NEW Zoo is the only 1 of 8 that does not have an endowment helping offset operational costs.

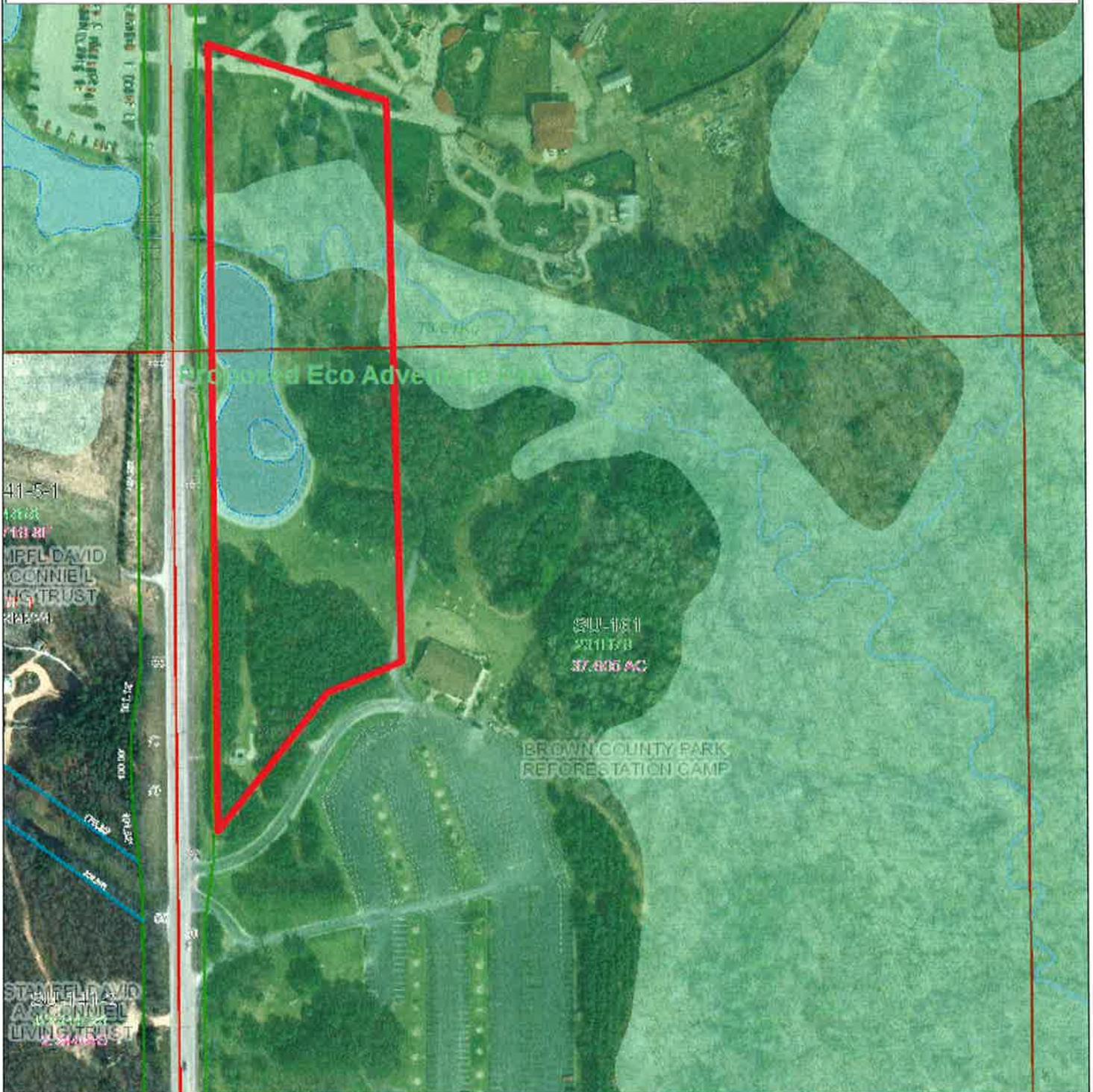
If the zoo was to look at a repayment of the capital investment of \$500,000, the N.E.W. Zoological Society would look to fundraise for the ECO Adventure Park in lieu of a repayment schedule which would take away revenue generated from being re-invested.

I have highlighted a few items that I hope you can take into consideration along with the attached proposal for your review.

Respectfully

Neil Anderson

Proposed Eco Adventure Park



Map provided by the Brown County Planning & Land Services Department - Land Information Office (LIO)

A map key (legend) and other information about this map is available at: maps.gis.co.brown.wi.us

This map is intended for advisory purposes only. It is based on sources believed to be reliable, but Brown County distributes this information on an "As Is" basis. No warranties are implied. Boundaries shown on this map are general representations only and should not be used for legal documentation, boundary survey determinations, or other property boundary issues.

05/29/2013
Scale 1:2400

Adventure Park

Profit & Loss Projection

Based on \$20

	Approx. Cost							
COST OF THE PARK								
Dueling Zip Line	\$ 200,000							
Rope Course	\$ 200,000							
Climbing Wall	\$ 50,000							
Total	\$ 450,000							
EQUIPMENT INCLUDED								
Harness Adult & Child	\$ 10,000							
Total	\$ 10,000							
ESTIMATED PRICING								
Dueling Zip Line	\$ 15							
Ropes Course	\$ 10							
Climbing Wall	\$ 5							
POTENTIAL OF PARTICIPATION								
	100%	50%	25%	15%	10%	5%	2%	
Daily Visitors	972	486	243	146	97	49	19	
Weekly (7 days)	6,804	3,402	1,701	1,021	680	340	136	
Monthly (30 days)	29,160	14,580	7,290	4,374	2,916	1,458	583	
Annual (32 weeks)	217,728	108,864	54,432	32,659	21,773	10,886	4,355	
POTENTIAL GROSS INCOME								
	100%	50%	25%	15%	10%	5%	2%	
Daily Sales (\$20)	\$19,440	\$9,720	\$4,860	\$2,916	\$1,944	\$972	\$389	
Weekly	\$136,080	\$68,040	\$34,020	\$20,412	\$13,608	\$6,804	\$2,722	
Monthly	\$583,200	\$291,600	\$145,800	\$87,480	\$58,320	\$29,160	\$11,664	
Yearly	\$4,354,560	\$2,177,280	\$1,088,640	\$653,184	\$435,456	\$217,728	\$87,091	
OPERATING SALARIES								
Hourly Wage	\$ 8							
Monitors per day (8)	64							
Salary per day (8 hours) plus fringe (51%)	\$ 774							
Weekly	\$ 5,418							
Total Yearly Salaries (32 weeks)	\$ 173,376							
ADMINISTRATION COSTS								
Admin. & Management Salaries	\$ 63,529							
Business Licenses & Permits	\$ 1,000							
Equipment (harness)	\$ 5,000							
Training	\$ 5,000							
Repairs & Maintenance	\$ 10,000							
Annual Inspection	\$ 5,000							
Marketing	\$ 2,500							
Others Unexpected	\$ 2,500							
Total Administration Costs	\$ 94,529							
Total Operating & Administration Costs	\$267,905	\$267,905	\$267,905	\$267,905	\$267,905	\$267,905	\$267,905	\$267,905
	100%	50%	25%	15%	10%	5%	2%	
Revenue Annual	\$4,354,560	\$2,177,280	\$1,088,640	\$653,184	\$435,456	\$217,728	\$87,091	
NET PROFIT	\$4,086,655	\$1,909,375	\$820,735	\$385,279	\$167,551	-\$50,177	-\$180,814	

*Does not include merchandise sales, vending, team building programs, increased zoo attendance and miscellaneous revenue.

**Based on 2012 attendance figures ~ does not include new potential customers.

ECO Adventure Park Business Plan

5/24/13

EXECUTIVE SUMMARY

Background:

The Zoo & Park Management Department was formed during the 2012 budget process which was a recommendation from the Table of Organization Study Group in 2011. The group's objectives were to identify common functions where consolidation would:

Improve services to citizens

Build upon past successes & best practices

Increase efficiencies – save money

Emphasize marketing & communications

Fully utilize County resources

During the evaluation, the Parks portion of Facilities was not aligning. The group explored a new alignment of Parks with the NEW Zoo. The group recognized that Brown County previously had this structure in place and that the consolidation of Facilities and Parks did not fully integrate the two departments. At that point two subgroups were created: Facilities & Highway, Zoo and Parks. In the 2012 County budget process it was realized that reductions were needed. At the same time the NEW Zoo was in the process of completing a governance model and best business practices study by Shultz & Williams to provide future guidance to position the zoo and related parks to a best business practices model for a sustainable future while maximizing under-utilized assets for potential future success.

The group identified 2012 as a transition year to embark on a transition path that would move into the direction outlined in the Governance Model study recommendations. The group identified the realignment of program delivery and focus on opportunities that would increase with consolidation. Areas were identified: Marketing, Volunteers, Education and Program Completion. It was determined based on the Governance Model study another organizational structure will be presented as a long-term plan. The reorganization will consider the following: scope of services, opportunities for marketing & education, increase revenue streams/sources, alignment of staff resources with functions.

The Governance Model study was completed by Schultz & Williams in February 2012 and several recommendations were made (attached). One of the opportunities that were presented by Schultz & Williams was an “**adventure play**” concept. A new outdoor family activity for the NEW Zoo/Reforestation Camp that would be a great fit would provide a new source of revenues to Zoo/Parks, especially adjacent to the Zoo. One important characteristic of “**adventure play**” is that they attract new audiences to the Zoo/Camp environment/campus – teens who typically “time-out” from the Zoo experience around the age of 10 – 12 now have a reason to visit the Zoo & Camp. By offering discounts /package ticketing for the Zoo and adventure play, potentially with a teambuilding curriculum/exercise and even a meal combination also added in, the Zoo/Parks can generate significant new incremental revenues for further investment in the Zoo/Camp. The adventure play concept is growing trend within zoos with many AZA zoos adding the experience (see attached articles and Zoo & Aquarium Revenue Center & Animal Interaction Report August 2012).

Adventure Product

The Zoo/Park recently completed the RFI process and had three vendors respond with adventure experiences. After careful review, the Zoo/Park decided to develop based on the RFI information it received the type of adventure experiences it would like to offer. The adventure park experience being proposed for the RFP process will include a dual zip line experience; ropes challenge course(s) and a climbing wall. This mix of adventure experiences will provide the visitor with multiple adventure experiences. The Zip Line, Ropes Course, and Climbing Wall will anchor “adventure activities and provide critical mass and expand the offered visitor experiences by providing a different type of activity. These adventure experiences at other zoos are quite popular and can provide a thrilling confidence building experience, outdoor adventure, promote healthy lifestyle activities, and attract attendance because the closest Zoo zip-lines would be at the Milwaukee Zoo (currently open) and the Minnesota Zoo (planned near future).

Market Analysis

See attached report by Market & Feasibility Advisors “Zoo & Aquarium Revenue Center & Animal Interaction Report August 2012”

See attached zoo related articles

Financials:

A proforma profit and loss projected budget has been included as an attachment. The proforma budget does not include the additional revenue that could be generated from related merchandise as well as future “Team-building” programs and offerings. See attached

Sustainable Option:

If the Zoo/ Reforestation Camp were combined under the Zoo table of organization, and grow the zoo enterprise status to include the Reforestation Camp., the Zoo would manage and operate the Adventure experiences since the Reforestation Camp would be part of the Zoo. (See attached Schultz & Williams item 4. Leveraging the Partnership through Synergy with Partners – viable option on page 19 of the report). This option provides many more opportunities. The Zoo would hire and reclass the current Park Supervisor @ Barkehausen Waterfowl Preserve to oversee the outdoor Adventure experiences and future growth of adventure programming. This would also move the staff member off the tax levy. Ideally the revenue would be re-invested into the combine NEW Zoo/Reforestaion Camp park areas as to move the Reforestation Camp into enterprise status with the Zoo and off the tax levy with revenue generated by the ECO Adventure Park. This would be a step in a sustainable direction and was the preferred viable option that came out of the Schultz & Williams study. Although the Zoo Society is not ready at this time to assume the governance, it does move the Zoo/Reforestation Park in the direction for an eventual governance public/private partnership and consistent with the best business practices of the zoo industry. The Zoo & Parks would re-organize the organizational charts to support the change for the 2014 budget. Additional concessionaire hours would need to be hired. This step also supports key next steps/recommendations for moving forward with the organizational plan outlined in the Schultz and Williams study. The two steps listed on page 22 of the report. **Invest in “Adventure Play” at the Reforestation Camp & Integration of Core Services and Functions at the Zoo and Reforestation Camp.**



***The NEW Zoo
Organizational Plan Report
February 2012***

Submitted by



Schultz & Williams

development, management, marketing

Schultz & Williams Inc.
Philadelphia, PA

Project Scope

Schultz & Williams Inc. (S&W) was engaged by Brown County (County) to conduct an organizational analysis of the North East Wisconsin (NEW) Zoo and to identify recommendations for an ideal governance model that would address the Zoo's future growth, development and success. The plan must also help to insure that the NEW Zoo maintains its AZA (Association of Zoos and Aquariums) accreditation, scheduled for re-inspection in 2012.

In completing the organizational analysis, we worked with the Zoo Director to review the Zoo's current governance structure and to outline potential options that would further strengthen the Zoo's brand, awareness, growth and success within Brown County and the greater Green Bay region. During our two site visits to Green Bay, we met with an Ad Hoc group of Zoo stakeholders that included members of the NEW Zoological Society, Zoo staff members and representatives of Brown County Park staff. We also toured the Barkhausen Waterfowl Preserve and the Reforestation Camp, adjacent to the Zoo. We also met one-on-one with Brown County Executive Troy Streckenbach to discuss governance trends in zoos, the Zoo's current governance structure and opportunities to further leverage the County's investment in the NEW Zoo.

Based on our discussions with the Ad Hoc group and discussions with the Zoo Director and County Executive, we identified within this report potential governance options and strategies for the NEW Zoo that could be implemented. In addition, within this report, we have provided an overview of recent governance shifts of AZA zoos as additional background information only. We recognize that the recent "merger" of the Parks division into the new Zoo & Park Management department is a great "first step" to insuring the Zoo's continued success and longer-term viability.

We particularly thank the Zoo Director, Neil Anderson, for his support, guidance and feedback in completing this project.

Overview

The NEW Zoo's mission is "an always new natural adventure that promotes recreation, education and conservation through encounters with live animals."

Although there are over 225 AZA (Association of Zoos and Aquariums) accredited zoos, the NEW Zoo is unique in many ways:

- One of only seven AZA zoos that does not receive public-sector support for their annual operating budget – **Note 1:** the benchmark among all of the AZA zoos is between 30% - 33% of one’s total operating budget. **Note 2:** Although the NEW Zoo does not receive public-sector funding for operations, the County does need to identify a sustainable funding strategy for supporting the Zoo’s annual deferred maintenance needs (estimated at ~\$200,000 annually). Due to the current age of a number of the Zoo’s facilities, a sustainable, long-term funding strategy needs to be developed as the Zoo’s “facility and maintenance needs” will not diminish in the coming years. **Funding the Zoo’s deferred maintenance needs was an ongoing concern from the 2007 AZA accreditation inspection.**
- With annual cost per visitor of approximately \$4.00 (one of the lowest for small zoos with paid admission) and its current (January 2012) adult admission fee of \$6.00, the Zoo is positioned to “re-invest” in its core services and products as typically the cost per visitor and adult admission are closer aligned in a one-to one ratio. **Note:** even with a \$6.00 adult admission fee which was approved effective January 2012, the Zoo’s admission fees are one of the most reasonably priced (lowest) among AZA zoos with annual operating budgets below \$3MM.
- Among AZA zoos with annual operating budgets of less than \$3MM (“small zoos”), the NEW Zoo has one of the lowest “operating cost per day” at approximately \$2,800 per day compared to the average small zoo cost of \$3,800. **Note:** this is a zoo industry benchmark that is utilized for comparison purposes only recognizing that facility size and the composition of the animal collection are two factors that impact the daily operating cost of zoos.
- With its annual attendance over the past five years ranging from 240,000 – 270,000 visitors, its penetration rate (79% - 88%) into the regional marketplace of 305,000 residents is one of the highest market saturation rates among AZA zoos with operating budgets below \$3 million – **Note:** this is an zoo industry benchmark matrix utilized for analysis purposes only as all visitors are not “unique” visitors as successful zoos create “repeat” visitor opportunities. The average market penetration rates among AZA zoos with less than a \$3MM operating budget is ~55%.
- Although there are approximately 43 acres available for zoo use, its current 17 acre facility with its 62 animal exhibits creates a more engaging, fun visitor experience while providing unique partnerships to utilize the adjacent Reforestation Camp amenities and facilities.
- With a Family membership fee of \$59 (a 2.95 “multiplier” for family of four admission fee), the Zoo has over 2,700 household members. **Note:** the 2.95 “multiplier” is high among AZA zoos which typically have a membership multiplier that is below 2.00; however, despite the high multiplier, having over 2,700 membership households is a very positive sign of the community’s high satisfaction and support of the NEW Zoo and its programs, events and activities. One other factor that helps supports the higher membership multiplier is that membership benefits include free admission to Zoo Boo and EggStravaganZoo.

Recent Changes at the NEW Zoo

After our two site visits and effective January 2012, the Parks division merged with the NEW Zoo to become the Brown County Zoo & Park Management department. This consolidation of the two divisions will improve services; increase efficiencies and eliminate duplication of services; enhance the marketing, awareness and communications efforts of both the Zoo and Parks; build greater awareness of education, rental and volunteer programming; and help to further leverage new revenue opportunities among the Zoo and other Park facilities and assets. The Zoo and Parks budgets will be maintained separately for transparency and AZA accreditation purposes. The current Zoo Director, Neil Anderson, will be the new Director of the Brown County Zoo & Park Management department. The NEW Zoological Society will continue to support the NEW Zoo by providing operating and capital resources that continues to improve and grow the Zoo.

Across the country, the “shared-resources” concept is being embraced by the cultural not-for-profit community and with corporate and foundation funders as it allows the respective entities to leverage the consolidated resources of synergic institutions – fits within a “best practices” concept that the not-for-profit community is exploring with its audiences and funders. This concept should expand the visitor experiences, branding, operating revenues and capital investment programs while reducing/leveraging the cost to service/provide “overhead” functions. This “shared-resources” concept integrates well the County’s “run it like a business” approach.

In addition to the “consolidated/shared-resources” organizational changes between the NEW Zoo and the then Parks division, the Zoo also increased its admission fees to \$6 for adults and \$4 for children (a \$1 increase with the last admission fee adjust incurring in 2008). The Zoo will also be expanding its operating hours during the summer season and providing additional “half-price” admission discounts throughout the year.

The NEW Zoological Society

A 501 c (3) not-for-profit corporation with the purpose of preserving and enhancing the NEW Zoo through ongoing educational initiatives while seeking opportunities to grow and improve the Zoo through capital improvements. Since 1989, the Society has raised and contributed over \$3.6 million in capital improvements to the Zoo and has contributed, on average, \$20,500 annually towards the Zoo’s education and volunteer programs. The Society, through its successful, annual Feast with the Beast fundraiser/party, has also supported the Zoo’s annual AZA membership dues and provided resources to further enhance staff

training and conference participation. Currently, the Society is completing its fundraising for the second phase of the Zoo's new Education/Conservation Building – primary source of funding has been individuals and corporations. In the past, the Society has raised funds for the Endanger Species Carousel, Giraffe exhibit, Zoo train, Japanese Snow macaque exhibit and the Tortoise Shell exhibit in addition to phase one of the new Education & Conservation Center.

The Society is comprised of dedicated and committed individuals who have been invaluable to the growth and development of the Zoo – they are a “working, hands-on” Board. The Society can have up to 15 Directors. Leadership of the Society has been stable for a number of years with the current need to identify new members of the Society Board who have the same passion and commitment but are more reflective of the Zoo's current visitors and members – families with children that have the ability to fund or access the funds to support the future needs of the Zoo. The Society has, and must continue, to attract community leaders and funders to the Board that have the vision and financial capacity to support and further enhance the Zoo's growth and development.

Key Factors for a Shift in Governance or Why have Zoos Explored a Shift in Governance

In the recent decade, the transition of zoos from publicly owned and managed to publicly owned and privately managed has been the trend in cities across this country. In most cases, the shift was driven by the need to change or expand the base of financial support for the zoo, and/or to allow the zoos to make changes to adapt to the market more quickly than is typically possible in a public-decision making environment. **Today, nearly 75% of AZA-accredited zoos are privately managed** – with ownership and a continued financial responsibility and support still required from the public sector. Every zoo has reported positive impacts and growth from the transition, despite the fact that most cities were motivated by a financial crisis to expedite the transition.

In addition to stabilizing the financial challenges, there are a number of additional objectives for shifting the governance and management structure of a Zoo. The four primary objectives are:

- I. Solidify the public sector entity's financial contribution to the Zoo, assuming unlike the NEW Zoo that funding is provided
 - ✓ Reducing the public sector entity's exposure to increased operating expenditures
- II. Eliminate the redundancy and inefficiency associated with the current bi-furcated organizational structure that has evolved out of the current structure of the Zoo
- III. Strengthen private financial support for the Zoo
 - ✓ Investment in new facilities, exhibits and attractions that will be identified through a new facility master plan

- ✓ Provides new opportunities to engage the community in supporting a regional asset by offering new experiences, programs, activities and events that create a reason to visit the Zoo while promoting its mission as a leading education and conservation institution
 - ✓ Better positioned to gain the support of the community to secure a potential dedicated funding initiative for the Zoo, if available and supported by the community
- IV. Provide for flexibility and an entrepreneurial management approach to meeting the challenges of offering an exceptional visitor experience in a difficult economy
- ✓ Achieve improved business efficiencies and overall effectiveness of operations

There are a number of key components that are critical to the success and growth of the Zoo:

- Providing for zoo employees by offering competitive wages and benefits and a quality work environment
- Developing a long-term funding agreement with the public-sector (the Zoo's "major donor")
- Creating a dynamic new management organization, and
- Funding a transition budget to ensure that the not-for-profit management entity has the operating resources to quickly and effectively develop and transition the management programs while having the financial resources to operate the Zoo for the enjoyment of its residents and communities and exceeding industry standards in animal care.

Based on our experience in creating other successful public-private partnerships, and to fulfill the opportunities of a shift in governance, the following "success factors" must be in place:

- Leadership: from the County and NEW Zoological Society. The Board of the Zoo must be the leaders of the greater Green Bay community and have a passion for the Zoo
- Willingness: to get involved, to be an advocate and to position the Zoo from a point of "success, not failure"
- Financial Support and Commitment from the County: the County needs to be positioned as "the major donor" – in funding the Zoo's deferred maintenance needs and improvements as their involvement and support will help gain the engagement of the individuals, major donors and foundations in supporting the Zoo's future capital facility needs
- Creativity: think differently, much like the "shared-resource" concept that has been recently implemented

- A Plan of Action: a realistic, achievable and sustainable “roadmap”
- Leadership Again: having leaders as part of the senior management team of the Zoo to create, dream and implement plans of action

The single most important factor in a successful Zoo is effective leadership – within the County, Zoological Society and staff. As business guru Jim Collins has noted – having the right people on the bus, in the right seats on the bus is the critical management tool for organizational and governance success and long-term viability.

Governance Models: Public-Private Management

Currently, most zoos that are managed under a “public-private partnership” that follows two types of governance structures:

- Publicly-owned and managed, with not-for-profit support partner and annual operating support from a public entity: Parks, City, Metro Government (examples being the Point Defiance Zoo & Aquarium (Tacoma, WA), Los Angeles, Miami)
- Publicly-owned but privately managed with dedicated annual operating support from a public entity or funding source: (examples being the Zoos in Denver, Seattle, Houston, Fresno, Dallas and Salt Lake City)

Over 95% of the not-for-profit AZA-accredited institutions (excluding the for-profit members of Disney, SeaWorld and Busch Entertainment, among others) receive “public-sector” operating support – Phoenix, Fort Wayne (IN) Children’s Zoo and the NEW Zoo are three zoos (out of a total of seven) that do not receive public-sector operating support. The annual amount of public-sector supports ranges from about 7% - 50% of an institution’s total operating budget with a **benchmark average of approximately 30% - 33% of an institution’s total operating budget** coming from a public-sector resources.

Although every public-private partnership agreement is different – it is true that no two AZA-accredited zoos are alike – public-private partnerships can combine the best of both worlds to increase, expand and/or enhance the zoo:

- Creates an “entrepreneurial” business management approach enabling greater innovation and creativity
- Provides “flexibility” in response to staffing, zoo trends & visitors
- Allows for cost efficiencies by eliminating the duplication of efforts and in purchasing services
- Creates market-based pricing strategies
- Provides enhanced fiscal responsibility including accountability to donors
- Lessens potential political and public relations impacts
 - Shields the “landlord” from difficult publicity while allowing the State to retain ownership of the land and improvements
- Offers a re-investment strategy as “what is earned at the Zoo is invested in the Zoo”
- Creates appeal for donors who may show greater support for and invest in an independent entity rather than giving to a public-run facility. The strong fiscal management and sustainable business model will afford donors an increased ‘bang for their buck’ as a private enterprise

- Fosters a guest-centered culture and environment where the visitor and guest services are the highest priority
- Maximizes earned revenue opportunities through greater coordination, promotion and cross-selling of memberships, concession sales, programs and attractions
- Enables a more effective and timely purchasing and contracting process
- Sets a smooth path for employees to transition from the current to the new structure
- Allows for market-based pricing strategies which best reflect the value offered and fees
- Establishes a more controlled, consistent, and defined investment by the City/County/State in one of its most recognized assets and amenities, thereby minimizing the risk to the public of escalating costs

Moving towards public-private partnership can also help accomplish the following objectives:

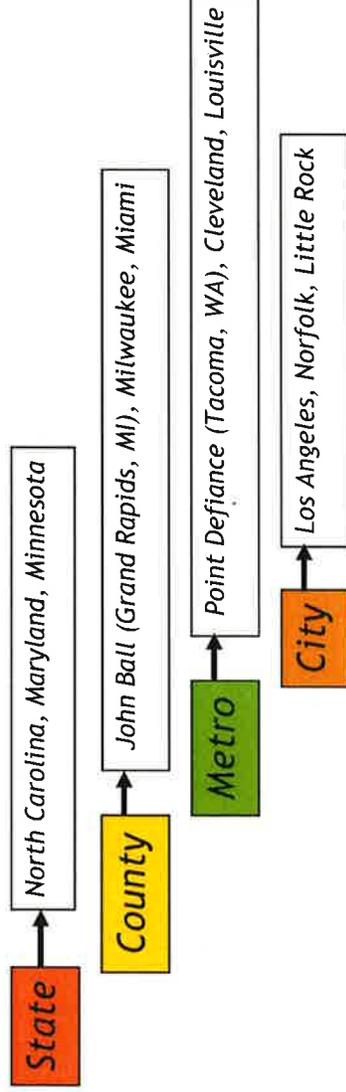
- Allows the Zoo to continue to implement professional zoological standards
- Expands and strengthens educational programming and enhances conservation efforts through increased funding opportunities
- Provides a funding structure to support future growth

Case Study Models of Public-Private Management

We have identified a number of “case studies” on the two most-used public-private management models utilized by AZA-accredited zoos and have summarized them below:

- A.** Publicly owned and managed, with not-for-profit support partner and annual operating support from the public entity
- B.** Publicly owned, privately managed with dedicated annual operating support

- A. Publicly owned and operated; with not-for-profit support partner**
Typically managed and operated by one of the four governmental “owners” outlined below. It is interesting to note at least six (50% of the group) of the zoological institutions identified below are currently considering a shift in their governance structure to privately managed but publicly owned.



The “key factors” with these institutions are:

- Original “investor” was the public entity in developing the facility
 - Not-for-profit partner has been increasing their role in the management of the zoo
 - Public ownership of the land/assets
 - Most receive direct annual appropriations with no dedicated funding
 - Not-for-profit partner is a “valued” partner that has provided funding for capital & operations
- B. Publicly owned, privately managed with dedicated operating support**
There are a number of different funding vehicles that support publicly owned but privately managed zoos:
- I. Line-Item Budget Appropriations: Kansas City, Houston, San Francisco**
 - City provides annual support as Zoos were previously City-operated and managed
 - Typically, City provides operating support and some transition funding
 - Not-for Profit has longer-term management lease but with annual Government appropriations
 - City is the landlord and retains ownership of improvements

- Not-for-profit organization is responsible for managing and operating the Zoo under a long-term management lease agreement
- Typically, the City has little direct representation on the Board of Directors

II. Regional Dedicated Funding – supports only one zoo institution

- Oklahoma City, Oklahoma: Zoo Sales Tax Initiative

Oklahoma Zoological Trust, managing authority for the Oklahoma City Zoo, receives a .125% sales tax allocation based on County-wide sales tax proceeds. Revenues are restricted to the operations of the Zoo and are to be used for either unrestricted operating or capital improvements. **Currently, approximately \$10 million annually is generated through the Zoo Sales Tax Revenue.**

- Seattle, Washington: Zoo/Parks Initiative

Woodland Park Zoo, Seattle, WA – provided capital funding & transition operating funds to privatize the Zoo. Voter approved in 2001. Sunset funding provision that expired in 2008; implemented new seasonal fee structure to offset reduction in public-sector support.

- Fresno, California: Chaffee Zoo – Zoo Sales Tax

Ten-Year .1% sales tax, dedicated to the Zoo that expires in 2014. Two-thirds allocated to capital investment; one-third for operating support. Funding initiative had a 71% approval rate that will generate between \$110 million - \$125 million over the ten years.

III. Regional Funding Tax/Appropriation – supports a variety of cultural institutions

- Salt Lake City, UT: ZAP Funding – Zoo, Arts & Parks

Utah's Hogle Zoo has an annual attendance of 1 million visitors. The Zoo receives State and Regional Funding of approximately \$2.8 million annually. City owns the land but provides no operating support.

- Pierce County, Washington: Zoos & Parks Funding

Point Defiance Zoo & Aquarium has a combined annual attendance of approximately 750,000 visitors to the Zoo and Northwest Trek. Both facilities are managed by MetroParks with Society support.

▪ Denver, CO: Scientific & Cultural Facilities District (SCFD)

Denver Zoo's annual attendance exceeds 1.65 million visitors with over \$6.5 million in annual support plus matching support for capital bond. City supports annual cost of utilities with an upset limit. SCFD supports over 300 cultural institutions/attractions within the Denver region.

IV. County-Levies (State of Ohio Initiatives)

Unique to zoos in the State of Ohio, the State Legislative initiative created the funding vehicle.

- ❑ Property tax initiative that must have voter approval with millage typically in .7 to 1 mil of support for the zoo
- ❑ Typically, 60% approval rating
- ❑ Typically, one levy for operating support; second levy for capital support
- ❑ Term of levies is 5 – 10 years
- ❑ Each of the zoos has a strong base of household members with the levies

Strategic Opportunities for the NEW Zoo

Throughout our discussions with Zoo and County leadership and representatives, we identified a number of potential new strategic opportunities for the NEW Zoo that if implemented could not only benefit the Zoo but other regional cultural attractions as outlined below:

✓ **Reforestation Camp**

A 1,600 acre recreational venue that is adjacent to the NEW Zoo and now managed by the new Brown County Zoo & Park Management division. The Zoo utilizes the existing parking lot on high visitation days as an “overflow parking lot.” The Reforestation Camp site has a new Lodge facility that is currently under-utilized during the non-winter season as it offers a large open floor plan, wonderful vistas and convenient restroom and catering hook-up facilities. In addition, Reforestation Camp currently offers separate hiking, mountain biking and horseback trails, cross-country ski trails, snowmobile trails, an observation tower, and picnicking and fishing venues/opportunities.

- Rental Facility of the Lodge

This is great rental opportunity for the Zoo/Parks if the current rental terms and conditions (hours of operation) are amended to allow for more flexible rental use that better meets the needs of its potential users – which could provide significant incremental revenues. *If the sales and rental functions are better managed and coordinated* under the new Zoo/Parks division, and not through a downtown location, the cultivation of sales leads and the scheduling of the Lodge as well as other Park rental venues will be more responsive and timely to meeting the needs of the potential users/audiences. On new/incremental rentals alone, if properly managed and under new/expanded hours of operations, the Lodge could generate an additional \$25,000 - \$50,000 in revenues to the Zoo/Parks division

- Adventure/Challenge Course Concepts

A new outdoor family activity for Reforestation Camp that would be a great fit, and would provide a new source of net revenues to the Zoo/Parks, especially adjacent to the Zoo. One relatively new concept that was recently been installed at the Brevard Zoo (Melbourne Florida) is called “tree top trek” (www.treetoptrek.com) which offers three different levels of fun, challenge and adventure courses – you do not need to purchase a Zoo admissions which would be similar to Reforestation Camp/Zoo location.

At the Brevard Zoo, the average per capita spending rate is slightly over \$33 per person and in its first six months of operations they have seen over 17,000 riders – gross sales of over \$561,000 in six months. The cost to install adventure/challenge courses depends on the length and size of the course, with the Brevard Zoo’s capital investment in the \$500,000 range. The new concept of “adventure play” – like Tree Top Trek” – limits in the ground support poles as most of the installation is tree-to-tree with tree braces that cause no or little damage to the trees. The existing observation tower at Reforestation Camp could be a nature starting point for the new “adventure play” concept and would complement the other existing outdoor recreational venues within Reforestation Camp.

One important characteristic of “**adventure play**” venues is that they attract new audiences to the Zoo/Camp environment/campus – teens who typically “time-out” from the Zoo experience around the age of 10 – 12 now have a reason to visit Reforestation Camp and the Zoo. By offering discounts/package ticketing for the Zoo and adventure play, potentially with a meal combination also added in, the Zoo/Parks can generate significant new incremental revenues for further investment in the Zoo. On a conservative basis, with 12,000 annual new “adventure players” – the Zoo could annually “net” an additional \$118,000 – assuming a \$33 per cap and a 33% net after expenses and

capitalization costs. The adventure play concept is growing trend within zoos as at least eight AZA zoos are considering adding some type of adventure play environments to their visitor experiences.

✓ **Barkhausen Waterfowl Preserve**

A 920 acre Preserve located adjacent to the west shore of the Bay of Green Bay (10 minutes from the NEW Zoo) that is managed by the Zoo/Parks division. There are hiking trails throughout the meadows and wetlands with an Interpretive Center that is utilized for education classes and programs. The education programs, classes and staff should integrate with the Zoo's education programs to leverage the use of limited staff resources and to cultivate their "next visit." Education staff at both facilities could be cross-trained to support one another further expanding the programming options and opportunities.

Another opportunity that we discussed with the Preserve's staff and Zoo Director was a cooperative partnership with one of the State's/County's academic institutions to offer new, fun "learning labs" for environment science/education students that are studying at their academic institutions. College-age students are looking for "hands-on" field research projects/internships to provide that real-world experience as part of the higher-education experience. These internships/field projects serve to provide a competitive edge for degreed students looking for future employment opportunities. Academic partnerships with cultural institutions is another trend within not-for-profit cultural communities (the recent partnership between The Academy of Natural Sciences in Philadelphia and Drexel University is one example – www.ansp.org) and the wonderful, rich environmental landscape of the Preserve is a perfect venue to creating a new academic partnership – while potentially providing new sources of revenues, donors and interns to the Preserve and the Zoo/Parks.

✓ **Neville Public Museum of Brown County**

Although the Museum focuses on interpreting the natural history and human culture of the region, there could be synergy opportunities in terms of integrating the core education programs and leveraging the County's investment in the Museum – unlike the Zoo, the County provides between 65% - 83% of the Museum's operating revenues through a general fund transfer generated via property tax. The County, the Museum and the new Zoo/Park divisions should discuss how best to leverage the County's investment in the Museum or its potential re-allocation to support a more centralized core group of overhead-related activities – education, rentals, marketing and administrative services.

There could be a more effective means of leveraging the County's general fund investment in the Museum that currently attracts less than 80,000 visitors – an almost \$10 investment per visitor in the Museum that could be more effectively leveraged through other synergy initiatives and programs that would increase awareness and visitation to more than just the Museum. Additional discussions are needed but it is clear that the County's investment needs to be better leveraged and/or cause a more “relevant impact” on visitation, contributions and/or partnerships.

✓ **Branding & Awareness**

The recent merger of the Zoo and Parks division will help to promote a new brand of the Zoo/Parks and therefore should lead to greater awareness of the Zoo. In thinking about longer-term funding strategies for the Zoo and Parks, as well as the Museum and Barkhausen Waterfowl Preserve, consideration should be given to thinking about a broader awareness building strategy that could include all three of the institutions, and potentially others if needed. The County might want to think about branding these cultural and recreational venues under a “ZAP” (Zoo, Arts & Parks) branding campaign that could have a longer-term funding initiative. Having the Brown County residents begin to see and identify with the ZAP brand could lead to higher visitation, awareness, funding and higher perceived/real satisfaction of these valued and treasured County amenities and resources.

Additional benefits that could be developed from a strong branding and awareness campaign that could be implemented over a number of years:

- **New “Branding” for the Synergy Concepts:** The Zoo, Reforestation Camp and Barkhausen could be the new “recreational/adventure campus” within Brown County that attracts new audiences (young and old) to explore, learn and engage with the natural environments offered within, and among, the three venues.
- **Sponsorship Program for the Zoo & Parks:** with a consistent awareness and branding among the institutions the sponsorship partners will be able to leverage their investment through increased visibility and users to the Zoo, Reforestation Camp and Barkhausen.
- **Value-added Fees, Programs and Activities:** Through consolidated pricing and integrated sales functions, the Zoo could offer “package” ticketing and pricing for admissions, rides (adventure play), special/education programs and potentially food venues.

- **Loyalty Program:** A service product that is a growing trend among zoo/cultural attractions as it provides opportunities for users to earn credits, discounts or free visits through frequent use; could integrate with the Zoo’s membership program; allows the Zoo to collect valuable zip code and demographic data that leads to “qualified” visitor marketing and trend data.

Governance Options for the NEW Zoo

From our discussions with the Zoo and County leadership, we identified four potential options with one preferred viable, sustainable option as outlined below:

1. **Status Quo:**

- ✓ **Concept:** with Parks/Zoo functions reporting to the Zoo Director; no County operating funds, but eligible for deferred maintenance funding as resources are available; stable funding for Parks/Recreation; current governance structure with Society providing support for capital projects and some operating programs. Two organizations (County and Society) supporting the Zoo.
- ✓ **Opportunities:** with two organizations (County & Society) there will always be challenges. Current structure works in the short-term but need to plan for beyond the short-term and be in a position to continue to improve and grow the Zoo as well as Reforestation Camp amenities – addressed within Option #4 below.

If no change in the current composition of the Society members/Directors and assuming that the County continues to manage the Zoo “as is,” we would anticipate the following:

- The Zoo will continue to “breakeven” from operations with annual attendance in the 250,000-visitation range (limited growth) as no significant capital investment will be made due to the lack of significant private-sector support for investments. The Zoo’s deferred maintenance needs will continue to increase without an investment from the County – aging infrastructure issues. There will be short-term successes/synergy from the merger of the Parks/Zoo operations and hopefully improved operations among the two divisions, but longer-term sustainability will be challenging without additional operating resources. As a County resource, the Zoo will be subject to political influence that are completely out of its control – “across the board” impacts

within the County that could negatively impact the Zoo as the County's only self-sufficient, visitor-dependent attraction and visitor amenity.

- At a minimum, the Society must begin to “evolve” from its current status quo and must begin to identify new Board members from within the Green Bay region who are community leaders/stakeholders; are reflective of the Zoo's core audiences (families with children/grandchildren); have access to potential funders or are potential funders of the Zoo; and have a strong passion for the Zoo's mission: recreation, conservation and education. New Board members must be recruited to the Board of the Society as the recent merger of the Zoo/Parks will bring new opportunities to significantly raise the profile of the Zoo, attract new audiences and hopefully new funding resources to the Zoo.

The Society needs to engage the County Executive in helping to identify and cultivate new Board members for the Society. With new Society members and leadership, the County and the Society can frame a new vision for the NEW Zoo (as part of Reforestation Camp) that excites the funding community of Green Bay and significantly raises the awareness and brand of the NEW Zoo, Reforestation Camp and the County.

2. **Bold Idea with Funding Strategy for NEW Zoo and its partners:**

- ✓ **Concept:** This strategy assumes that funding from the current “Packer Sales Tax” which will expire in 2012/2013 could be renewed for new investments in cultural attractions within Brown County and the greater Green Bay region – we recognize that there may be other competing funding initiatives for the Packer Sales Tax (PST). Under this option, the PST could be renewed at lower tax rate (providing savings to the community) with greater investment in the greater Green Bay community. “Renewal funding” could be NEW Zoo only or could be like “ZAP” (Zoo Arts & Parks) programs found in other cities throughout the country – Salt Lake City and Denver among others. Clearly there would be more community benefits for the “ZAP-like” funding initiative if implemented. The new ZAP-like funding could provide operating, deferred maintenance and capital investment resources/funding for the NEW Zoo, Reforestation Camp, Barkhausen Waterfowl Preserve and the Neville Public Museum, among others.

The ZAP-like funding initiative would leverage private-sector support/contributions and allow for the development of additional “partnerships.” This “bold idea” would allow for the long-term sustainability and the continued development of exhibits and visitor amenities/improvements to the NEW Zoo, Reforestation Camp and other Parks and cultural attractions within the greater Green Bay region and Brown County.

- ✓ **Opportunities:** This funding concept provides stable and sustainable capital, operating and deferred maintenance funding for a variety of treasured and valued community cultural assets not supported by the County's general fund. This new funding source would make available to the County new/replacement revenues that could be utilized to support core County services and functions. This concept has been successfully implemented in a number of cities and counties throughout the country and has provided the necessary "leveraging" of private-sector funding to further maximize the allocated resources – a true public/private funding initiative.

3. **Really Bold Idea with Funding Strategy and new Downtown Aquarium:**

- ✓ **Concept:** This strategy also assumes that funding from the current "Packer Sales Tax" which will expire in 2012/2013 could be renewed for new investments in cultural attractions within Brown County and the greater Green Bay region – we recognize that there may be other competing funding initiatives for the Packer Sales Tax (PST). This option builds on Option #2 above as a true public private partnership (PPP) but with "really bold" thinking, funding could include a downtown Green Bay Aquarium as well as funding for the NEW Zoo, Reforestation Camp and other cultural attractions. However, this concept may need "replacement" funding at current tax values to support improvements at the NEW Zoo, Reforestation Camp and a downtown Green Bay Aquarium. A downtown Green Bay Aquarium could serve as a magnet/anchor for further economic development in downtown Green Bay while serving to support/enhance the existing Public Museum and future Children's Museum. This concept would also serve to leverage recent City and private investments in downtown Green Bay.

- ✓ **Opportunities:** There are numerous benefits from this concept if the County and City leadership can embrace the "bold" concept:
 - Creates a reason to visit the Green Bay region through new and repeat visitation; therefore economic impact is significant
 - Brands and creates new awareness of Green Bay and Brown County through seamless experiences, integrated planning and new compelling visitor experiences
 - Leverages private-sector support and contributions; helps to validate the Mayor of Green Bay's hotel tax as downtown Aquarium will increase overnight stays as Aquarium visitors will come and stay from beyond the local/regional marketplace.

4. Leveraging the Partnership through Synergy with Partners – a viable option:

- ✓ **Concept:** This concept positions the Zoo for longer-term success, growth and development – and builds on the strategic direction outlined in *Option #1 above*. This concept assumes that the Society must and will continue to evolve as a dynamic organization with new leadership and vision and assumes a shift in the Zoo’s current governance structure to a true “public/private partnership” model (PPP) managed as one organization – a not-for-profit 501 c (3) entity, similar to most of the recent shifts in zoo governance over the past decade. It is anticipated that no County operating dollars would be required however there would be a commitment from the County to fund the Zoo’s deferred maintenance needs – projected at \$200,000 annually. The County would continue to own the land and assets with the not-profit organization (Society) managing and operating the NEW Zoo, Reforestation Camp and Barkhausen Waterfowl Preserve. This concept aligns the core competencies and responsibilities of the County and the Society in managing and operating a cultural resources – the County as “stewards” of the land and its assets; the Society with its management expertise; business approach; and leveraging of private-sector contributions/gifts. Existing Zoo employees would transfer to the not-for-profit. ***Again, this option can only be achieved if the current Society begins to move forward now with its evolution to become a strong, top-tiered Board that has broad representation from key community leaders and stakeholders who have a compelling passion for the mission and vision of the NEW Zoo.***

- ✓ **Opportunities:** There are a number of direct and indirect benefits of shifting the management and operations of the NEW Zoo, and potentially Reforestation Camp and Barkhausen Waterfowl Preserve, to a new public/private partnership governance structure as outlined below *with the understanding that this shift can only be achieved and implemented if the Society moves forward with becoming a stronger, top-tiered Board:*
 - Opportunity to engage new stakeholders and community/business leaders with an expanded Board of Directors and greater involvement of the local and regional community
 - Positions the Zoo to move from “Good to Great” as a regional destination
 - Synergy of resources, branding, awareness of the Zoo, Parks and its respective audiences within an integrated and consolidated operating and management model
 - With new leadership from community and business stakeholders, could consider a dedicated funding source for cultural attractions that is supported in part by ZAP-like (Zoo Arts & Parks) funding initiative
 - Lower political involvement and influence

- Increased opportunities to generate new operating and capital resources under a new PPP governance structure, therefore higher return on the dollars raised, generated and allocated
- Greater sense of community “ownership” and involvement
- Clear understanding of roles and responsibilities under the PPP governance structure
- A longer-term sustainable and viable funding and governance model that is consistent with the current successful trend among zoos and other cultural institutions
- Positioned to become attractive to other cultural and academic partnerships that will further enhance the Zoo and Park’s awareness and brand

Next Steps/Recommendations

We have identified the following next steps for moving forward with the organizational plan for the NEW Zoo – **Option #4 above**:

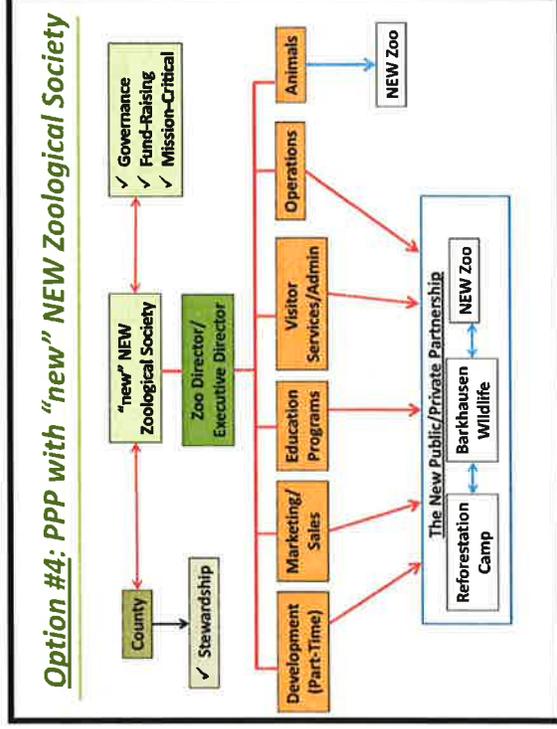
- **NEW Zoological Society**: Need to evolve the Board by identifying and cultivating new Board members who have the passion and commitment to raise the profile of the Society and the Zoo within the community. *The County Executive needs to help identify these individuals and actively participate in cultivating their participation in the Zoo.* With new leadership within the Society, the Board can work with the Zoo Director to “get ready for change.”
 - Create/update the Zoo’s vision and its strategic priorities for the next five years, including facility, visitor and programmatic improvements
 - Strategic goals and timelines with the merger of the Zoo/Parks
 - Identify and cultivate new donors/funders who buy-in and support the Zoo’s new vision and strategic priorities
 - Create a strategic action plan to further test the governance and strategic impacts of shifting to a new public/private partnership (PPP) model with the County remaining the valued public partner. **Note**: Existing Zoo staff would shift to the new private not-for-profit partner
 - Further test a potential regional funding model, like the Packer Sales Tax or a ZAP (Zoo Arts & Parks) initiative, that could support the Zoo and other regional cultural institutions

We have provided an organizational chart for the NEW Zoo under a new Public/Private Partnership model – **Option #4**. It is important to note that the transition to the “new” NEW Zoological Society can only occur with leadership in place within the

Society, which is aligned with the Society's new role, and the timing is right within the leadership of the County. To be successful and viable, "willingness and leadership" must be in place.

Under the new organizational structure for the Public/Private partnership model – taking advantage of the synergies of the NEW Zoo, Reforestation Camp and Barkhausen Wildlife Preserve, we have identified the key roles & responsibilities of the County and the "new" NEW Zoological Society:

- **Brown County:** stewards of the land and facility assets as all assets, current and future, will remain with the County and therefore, the County must provide funding support to address the deferred maintenance needs of all three venues.
- **"new" NEW Zoological Society:** responsible for managing and operating the three venues under a long-term management agreement with the County; responsible for raising operating and capital funds to support the annual operating needs and facility improvements of the three venues – all revenues earned at the three venues would remain with the Society to operate and manage the facilities and visitor experiences – (the County could partner with the Society, as needed, on facility, visitor and animal improvements); implement the PPP's core mission-related programs involving education, conservation and recreation.



- Invest in “Adventure Play” at Reforestation Camp: A challenge, zip or adventure course concept is a natural fit for Reforestation Camp and the Zoo as the site composition, facilities, amenities and proximity to the Zoo are a perfect combination for success. The Zoo Director should investigate similar venues within/adjacent to Zoos and invite potential vendors to the site to identify the potential options for developing this concept. The Zoo Director could also work with the Society to identify potential donors, sponsors and/or partners who could provide additional programmatic and financial funding for this excited new visitor attraction that will increase stay time to the Zoo/Reforestation Camp as well introduce new visitors/audiences to the Zoo and Camp experiences. All sales, marketing and service functions of the “adventure play” concept could be managed within the Zoo’s current admission functions.
 - Integration of Core Services and Functions at the Zoo, Reforestation Camp and Barkhausen Waterfowl Preserve: The consolidation and merger of core service functions such as facility rentals, site and group sales, marketing and event promotions, and education programs will leverage funding resources, build greater awareness and offer new operational efficiencies that will further enhance “best practices” and promoting these visitor-dependent services “like a real business.” In addition, having these functions managed by a staff person who is located at the Zoo or Reforestation Camp will provide for a more timely response to inquiries and allow for the timely response to additional on-site needs and opportunities.
- The merger and integration of the education functions of the Zoo and Barkhausen appear to be a natural next step as the current staffs could be cross-trained to support the seasonal increases in programmatic needs and group visits to their respective facilities. Existing full and part-time staffs could shift between the two facilities to meet the needs and expectation of the seasonal shifts in visitation.
- Academic Partnership for Barkhausen Wildlife Preserve: Indirectly impacting the Zoo, but we would encourage the Zoo Director and the leadership of Barkhausen to explore potential academic partnership with universities that have core curriculums that focuses on environmental sciences, wildlife management and/or conservative sciences or education as they could utilize the Wildlife Preserve as a “learning lab” as part of their internship or outreach studies. Given the size, scope and location of the Wildlife Preserve, there are numerous opportunities to utilize this changing environment campus to “engage the senses” of students and interns.
- New tuition-based programs could be developed as part of this partnership that would provide Barkhausen with new sources of operating revenues and a new source of labor to maintain, preserve, interpret and explore the rich natural resources found within the Preserve. In addition, new programmatic and interpretive funding resources could be identified if linked with other environment programs and initiatives that support a broader State-wide conservation or education initiatives.

- Fund the Zoo's Deferred Maintenance Needs: The County and the Zoo Director need to work together to identify an annual and long-term funding strategy for the Zoo's ongoing deferred maintenance costs as the Zoo's future success in attracting annual visitation greater than 250,000 is based on providing a safe, secure, valued and enjoyable visitation experience.

In addition, given that the Society has raised contributions from the private sector (individuals, major donors and corporations), the County must maintain its public trust relation with the Zoo's donors by maintaining and leveraging the private-sector resources designated for the Zoo. If this "trust" is ever broken or diminished because of the lack of investment, the Zoo will be severely challenged to raise new funding resources and therefore its successful business model may be jeopardized. **Note:** Although the Society has a small endowment fund today, a longer-term strategy to supporting the Zoo's ongoing deferred maintenance needs is to fund/expand the Society's endowment fund initiatives through a planned giving program. Such programs need time to develop as the cultivation, solicitation and funding of a planned giving program must mature over time.

As noted in the 2007 AZA inspection report, the County must develop a sustainable long-term funding strategy that addresses the Zoo's deferred maintenance needs – estimated at ~\$200,000 annually. One potential (and sustainable) funding strategy is to utilize the existing "allocations" for "Indirect, County chargebacks and Depreciation – Buildings" (or some combination of all three line-item expenses that are supported by the Zoo's operating revenues) to invest in actual/real facility improvements – instead of "allocations." A similar recommendation was made by the 2007 AZA inspection team.

Having a realistic and sustainable funding strategy for the Zoo's deferred maintenance needs developed and implemented – such as utilizing the "allocated indirect and County chargeback line-item expenses" – would be critical and important to maintaining the Zoo's AZA accreditation (re-inspection due 2012) as the AZA is concerned that its institutional members have viable, sustainable funding strategies for their operating and deferred maintenance needs.

- Cultivation of Individuals and Major Donors: The Society with the Zoo Director must continue to cultivate and engage individuals, major donors, corporations and foundations as long-term "investors" in the Zoo, its mission and vision. As leadership of the Zoo and Society know, "people (funders) give to people" who are supportive and engaged in an institution or cause – they will not support a cause without people!! It is these "people" that will continue to keep the "new" in the NEW Zoo.

As noted above, to be successful and viable in the future, the Society must continue to evolve and engage its Board with community and business leaders to insure that through the “people” that Zoo will continue to gain the support and trust of the greater Green Bay/Brown County communities in securing its long-term financial sustainability and viability.

- Testing of a Regional Funding Initiative: Although the timing of the expiration of the current Packer Sales Tax initiative might not be right for securing the Zoo’s longer-term financial future, the County and Zoo should continue to explore, talk about and test potential funding initiatives as they have been successful funding models for zoos and other cultural institutions and attractions across the country. With any regional funding initiative, you need leadership and the vision and desire to “think boldly” in creating a viable and sustainable funding vehicle for some of the County’s and community’s rich, treasured and valued cultural assets.
- Facility Site Planning: during the next year, with the opportunities to create new visitor and recreational activities or “adventure play” experiences at the Zoo and Reforestation Camp, there will be a need to engage the services of site planner to help organize these experiences and related amenities – parking, food/retail venues, ticketing, program support and facility maintenance support services.
- Financial Impact of Implementing Our Recommendations & Opportunities: We have developed a summary matrix below of the potential financial impacts of investing and implementing in the recommendations and opportunities outlined in this organizational plan. The pro forma projections contained in the summary matrix reflect conservative financial projections based on the information available today. The Fund-raising and Major Donor programs could be increased significantly if the Society Board moves quickly to evolve and engage new Board members and Board leadership.

We have not identified the financial impact of the Barkhausen Partnerships or the Regional Funding Initiative (TBD: to-be-determined) although if implemented could provide significant, sustainable financial resources to the Public/Private Partnership model.

All financial projections are annual “gross” revenues except for the “**Adventure Play**” opportunity which is noted as “net” revenues – net after operating and capital investment allocations.

Reflects "conservative projections"

Opportunity: Conservative Projections	2013	2014	2015
<i>Rental Facility: Lodge</i>	\$25,000	\$27,500	\$32,000
<i>Adventure Play (net)</i>	\$118,000	\$123,900	\$130,095
<i>Barkhausen Partnerships</i>	TBD	TBD	TBD
<i>Sponsorships</i>	\$7,000	\$10,000	\$15,000
<i>Fund-Raising: Operating Programs</i>	\$20,000	\$30,000	\$40,000
<i>Major Donor Programs</i>	\$10,000	\$25,000	\$35,000
<i>Regional Funding Initiative</i>	TBD	TBD	TBD
Total Potential New Revenues	\$180,000	\$216,400	\$252,095

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SLIDESHOW: The Louisville Zoo Zip Line!

Posted: Sep 09, 2010 11:07 AM CDT

LOUISVILLE, Ky. (WDRB Fox 41) -- The Louisville Zoo has opened its new zip line.

According to a news release, the zip line enables individual patrons to secure themselves in a harness and "zip" across an overhead cable that spans two towers 350 feet away. The trip gives them a bird's-eye-view of the Zoo's lake.

"Zipping through the treetops is no longer just for the birds," Louisville Zoo director John Walczak states in the news release. "The Zoo is all about family fun and we think having the opportunity to 'fly' through the air on the Zip Line will be an amazing experience. Plus, the views of the Zoo are spectacular all along the way."

The Zip Line can accommodate 60 patrons per hour. Rides on the Zip Line are \$12 per person, in addition to regular Zoo admission.



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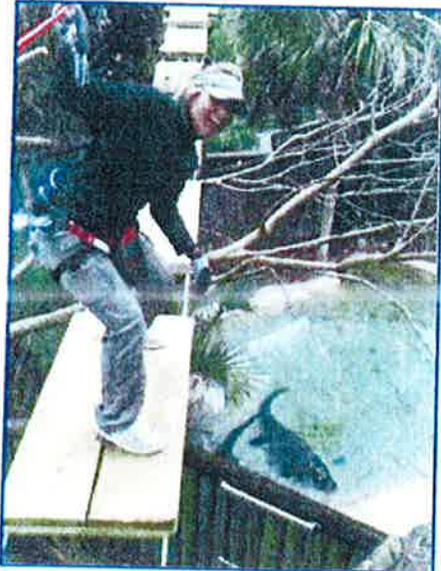


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Florida zoos adding ziplines for 'nature walk in the trees'

by FloridaGoGo



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www.alligatorfarm.us/newatthezoo002.html

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info@zoomair.us

Prices Vary

Frances Robles is a South Florida journalist who has written about Miami and Latin America since 1993. She lives in Coral Gables

Tags: [Florida](#), [VISIT FLORIDA](#)

This entry was posted on Monday, September 19th, 2011 at 9:52 am and is filed under [Florida](#), [VISIT FLORIDA](#). You can follow any responses to this entry through the [RSS 2.0](#) feed. You can [leave a response](#), or [trackback](#) from your own site.

One Response to "Florida zoos adding ziplines for 'nature walk in the trees'"

1

[Amusement Business News Tuesday, September 19, 2011 | Outdoor Amusement Business](#) Says: [September 19th, 2011 at 2:02 pm](#)

[...] Florida zoos adding ziplines for 'nature walk in the trees' [...]

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 Milwaukee County

Want a bird's-eye view at the zoo?

Proposed zip line could generate \$100,000 a year

By [Steve Schultze](#) of the Journal Sentinel

Sept. 21, 2010 | [\(17\) Comments](#)

Screams of fear and delight will be heard throughout the Milwaukee County Zoo next summer, if a plan to install a zip line carrying people 50 feet above the grounds wins approval from county officials.

Zoo officials hope to net \$100,000 a year or more from the attraction, which also would include a rock-climbing wall and ropes course. A private vendor would build and operate the zip line, but the zoo eventually would get more than 25% of the proceeds.

The concept is simple: Run cable between high towers and launch people in harnesses hooked to the cable line across 300 feet of open spaces, gliding at 5 to 10 mph.

This is not your high-speed, adrenaline-pumping, thrill ride over some exotic rain forest canopy. The attraction is geared to families and will accommodate children as young as 6, said Jim Liggett, who owns the Michigan-based vendor Ropes Courses Inc.

"We don't want to scare people," he said. "It's not about speed; it's like soaring in the air."

In the company's 20 years in business, it has seen no serious injuries on its installations, Liggett said.

Ropes Courses will foot the \$500,000 to \$700,000 construction cost. A partner company likely would operate the attraction, with the zoo taking 15% of proceeds the first year, 17% the second year and 26.5% in the third and subsequent years, according to Liggett and a memo to county supervisors.

Under a proposed plan, construction on the zip line, rock climbing wall and ropes course would start this fall and the attraction would be ready to go next spring.

Customers would pay \$12 for a ride on the zip line, \$5 for scaling the climbing wall and \$7 for tackling the ropes course, said zoo director Chuck Wikenhauser. Or they could pay \$20 for all three attractions, \$32 for an all-day pass, he said.

On Tuesday, the County Board's parks committee unanimously endorsed entering a five-year contract with Ropes Courses. The full board considers the plan Sept. 30.



Zoo staff prepares Jack Himmelspach for the Sky Trail Explorer ropes course. Photo By Stefanie Scott

Aug 17, 2011 10 comments

A trip to the Milwaukee County Zoo is always an adventure. But the excitement has hit new heights with the addition of a ropes course, zip line and climbing wall that test visitors' physical and mental strength.

During a staycation last week, my family took a trip to the zoo to try out the Sky Trail Explorer Ropes Course that opened in July. The zip line wasn't open yet, but it began operating this week in time for A la Carte. The climbing wall is expected to open in coming weeks.

I stayed on the ground to capture the action in photos. But I had four enthusiastic volunteers willing to walk the beams, ropes, wiggling stop bridges and other obstacles elevated in three levels. My 27-year-old sister, Shannon Rogaczewski of Franklin, cousin Jack Himmelspach, 10, of New Berlin and cousin Samantha Himmelspach, 19, and her sister, 14-year-old Maddie Inman, both of Tosa, harnessed up Friday morning.

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Ropes course adds adventure to trip to zoo



Thu, Sep 22, 2011

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Sky Trail® Wisconsin Adventure Zone



The next time you're at the Milwaukee County Zoo, be sure to stop by to **ZIP, CLIMB** and **CRAWL** on our new Sky Trail® Wisconsin Adventure Zone. This structure features a 32-foot tall climbing wall, 500 feet of zipping line and a three level, 24-element or obstacle ropes course measuring 25 feet by 50 feet.

The Sky Trail® Explorer ropes course, CTS zip line and climbing wall are all connected in one structure, but the courses just have different entrances. The zip line launches guests along a 250-foot, round trip excursion (500 feet total) beginning at the Humboldt Penguin Exhibit. Zip line participants wear a seat and chest harness that attaches to the course.

Because of their unique safety systems, ropes course participants can climb three levels in the air, making their own paths through the course without having to unlock their harnesses that are attached to the course by a sling line. This continuous belay system is made possible by an overhead track and puck system. Each level has a series of obstacles so participants can both test their skill and create their own unique adventure. There are three levels with platforms in between each obstacle, which allows for passing.

Currently, the Sky Trail® Explorer ropes course and zip line are open, the climbing wall is scheduled to open in the next few weeks.

PRICES:

(10% off for Zoo members with card)

Sky Trail® Explorer Ropes Course	\$7.00
CTS Zip Line	\$12.00
Climbing Wall (includes 2 climbs)	\$5.00
Combo Double (Sky Trail® & CTS Zip Line)	\$16.00
Combo Triple (all 3)	\$20.00
All Day Pass	\$32.00

Participants cannot wear flip-flops; tennis shoes are preferred.

Sky Trail® Wisconsin Adventure Zone is open every day, 9 a.m. to 5 p.m. through Labor Day. After Labor Day, it will be open weekends only through October 31. For additional information,

Search

Submit

please contact the Zoo's Public Affairs and Services Division at (414) 256-5466 or visit www.ropescoursesinc.com

Milwaukee County Zoological Gardens
10001 West Blue Mound Road, Milwaukee, Wisconsin, 53226
Information: (414) 256-5412 | Main Office: (414) 771-3040

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FEES AND HOURS

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Add a souvenir to your gift admission:

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HOURS

ZOOM Air is open every day, except Thanksgiving and Christmas Day, at 9:00 a.m.

Effective March 11, 2013, last admission for all courses is 5:00 p.m., every day.

Reservations are not required for regular, daytime activities. Groups of 15 or more may make a reservation, if desired. Call 407.330.0767 for details.

IMPORTANT: Night activities are available by PREPAID, ADVANCE RESERVATION ONLY.

For group reservations and nighttime activities, please contact us at 407.330.0767.

FEES

ZOOM AIR ADMISSION

Course	Price
Kids' Course * (must be 36"-60" tall and at least 4 years old)	\$18.75 plus tax
Second round on Kids' Course *	\$11.95 plus tax
Upland (must be over 54" tall)	\$22.95 plus tax
Add all of Rainforest after Upland	\$22.95 plus tax
Add Big Zips after Upland (part of Rainforest)**	\$13.95 plus tax
Upland & Rainforest (the whole adventure!)	\$48.75 plus tax
Annual Pass, 1 park	\$175.00 plus tax
Annual Pass, 2 parks (ZOOM Air Orlando & Zoom Air Daytona Beach)	\$250.00 plus tax
Family Pack 2 adults + 2 under-18, Upland & Rainforest	\$149.95 plus tax

Prices quoted do not include sales tax. Prices do not include Zoo admission. You are not required to purchase Zoo admission to go on ZOOM Air.

* Includes Kids' Upland and Kids' Jungle, together

**Big Zip upgrade includes 3 specific zip lines and 3 specific games (our 2 highest/longest zips are part of that). This provides customers an opportunity to enjoy part of the Rainforest adventure - after going through Upland that visit - when they don't have the time, energy, and/or inclination to do the whole Rainforest.

DO YOU ZOO?

Members of the CENTRAL FLORIDA ZOO receive a 10% discount on the purchase of Kids' Course, Upland, or Upland+Rainforest admissions. Present your Zoo membership card and photo ID when

purchasing admissions.

Member is entitled to purchase discounted admissions not to exceed the number of Zoo admissions their particular membership entitles them to. Discounts are not available for gift certificates or on upgrades, Family Pack, or special programs (Moon ZOOM, Birthday Parties, or Teambuilding); discounts are not combinable.



THERE ARE NO REFUNDS/RAINCHECKS FOR UPGRADE ADMISSIONS (Second Round on Kids' Course; Add All of Rainforest after Upland; Add Big Zips after Upland). If you are not sure you have enough time, energy, fortitude, or clear weather to complete the add-on adventures that day, we recommend you purchase them immediately after you have completed the first course (Upland or Kids').

In case of inclement weather, please call first to confirm that ZOOM Air is open.

Adults will leave photo ID as a deposit for harnesses. It will be returned when all harnesses for the group are returned.

Appropriate footwear required.

ZOOM AIR ANNUAL PASSES

A year of treetop adventure for an incredibly low price! for Kids' Course or Upland & Rainforest

A annual pass gives the named pass-holder one treetop adventure per day on the Kids' Course or Upland & Rainforest, during regular daytime hours, at ZOOM Air Adventure Park Orlando



Bypass the Admission Gate, and go straight to the Harness House, with your pass and your photo ID, to get signed in.

Buy a 2-park pass, and enjoy your annual pass at Zoom Air Daytona Beach, too, exploring the Lagoon, the Reef, and Point Break – one time through each course, per day.

Treetop adventure is more fun when you share it. As an additional benefit, annual pass-holders can bring guests at a discounted price: 10% off the regular price of Kids' Course, Upland, or Upland/Rainforest tickets for guests joining you for an adventure that day. (No discounts on upgrade tickets.) Present your annual pass and photo ID when purchasing the tickets for your guests, and ask for the discount.

WE LOVE LOYALTY! ZOOM Air season pass holders receive a \$25 discount on the price to renew a season pass (that's \$150 instead of \$175). Bring your old pass in, and pay for your new pass in the ZOOM Air office, to receive the discount.

*All regular ZOOM Air restrictions apply.
Not transferable. No refunds. Pass has no cash value.
Passes cannot be used for Moon ZOOMs, ZOOM Air Birthday Parties, or other special programs.
Cannot be combined with any other discount.*

TRY IT FIRST!

Then convert your single-course admission purchase to a year-long pass. Pay for Kids' Course or Upland and discover that you love it, and want more -- then present your receipt



Info@zoomair.us / 407-330-0767 / at The Central Florida Zoo & Botanical Gardens in Sanford, Florida

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Zip-line course will give aerial view of alligators

Editor | February 2, 2011 | 0 Comments



Molly Ebersold reported to Historic City News that the St. Augustine Alligator Farm Zoological Park is well into construction of a 7-acre zip line course that will offer park visitors an aerial eco-adventure and a unique opportunity to view crocodiles, alligators, birds and other animals.

Alligator Farm owner, David Drysdale, previewed the “Crocodile Crossing” course which, when opened to the public next month, will feature 50 tree-top platforms and secure cable systems that will enable visitors to “zip” from tree to tree and to encounter aerial obstacles including tightropes, cargo nets and teeter-totters.

The course will incorporate several heart-pounding zips, sure to thrill any and all adventure seekers. Crocodile Crossing will offer the first opportunity in the state to zip across live crocodilians.

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High adventure on challenge course

By Pat Jenkins

The Dispatch

The animals aren't all that's wild at Northwest Trek.

A zip line and challenge course well-suited for thrillseekers have been added to the wildlife park to give visitors a new kind of outdoor adventure nearly 60 feet above the ground.

Zip Wild, which opened last Saturday, has tree-to-tree zip lines that zoom riders 33 feet a second through tall stands of trees to a series of obstacle course-style challenges such as swinging, slatted-step bridges, a high wire and suspended cargo nets.

Metro Parks, which operates Northwest Trek, is hoping the new attraction will bring out more people to enjoy a wilderness experience that adds a twist to the free-roaming bison, elk, bighorn sheep and other wildlife, animal exhibits and nature trails that the park is known for.

Zip Wild is designed, built and operated by Deep Forest Challenge, the France-based creator of more than 60 aerial obstacle courses across Europe, including France, Spain, Italy, Luxembourg, Poland, Russia and Morocco.

People who pay the \$39.95 fee to try the Northwest Trek course "will love how it's built through the trees and the challenge and excitement it provides," said Vincent Perier, the builder for Deep Forest Challenge. "There is nothing like it in the United States."

Kris Sherman, a Metro Parks spokeswoman, reported that the first day reservations were being taken online for last Saturday's official opening, 57 were made.

"We know there's interest," she said.

Zip Wild eventually will have four courses. The one that opened last weekend will be the second toughest of the four, according to Perier. The others will open as they're completed and receive permits from the state, which regulates such attractions.

All the courses will vary in skill and intensity levels so that virtually anyone can have a go, regardless of age, physical ability and how comfortable they are with heights. The more intense the course, the faster the zip lines and the more hair-raising the elevations.

The course that's open now is for anyone at least 10 years old and 4 feet 7 inches tall. There are relatively few restrictions other than weight (nobody heavier than 275 pounds can partake).

The faint of heart might have trouble with some of the challenge obstacles. Last Friday, as members of the news media and other guests were given a chance to try the course ahead of its opening, at least two had to be lowered by rope to the ground after encountering crossings - and their own fears - that they couldn't conquer. Such rescues, as the staff called them, are handled by trained, highly professional course workers who watch from the ground and offer gentle reassurance that there's no shame in quitting if the going gets too tough. "It's not a race," one staffer said. An 18-year-old female who was among the rescued guests said afterward that the zip lines were "really fun" but predicted some of the obstacle challenges won't be for everyone.

Before anyone is allowed on the course, they're given instructions by a course worker and must - for their own safety - demonstrate on a close-to-the-ground practice layout that they can safely use a zip line and follow safety rules that include always being attached by carabiners to cables high among the trees. They also must sign an injury waiver form.

After that, the course starts with a clamber up a 30-foot climbing wall to the first tree-mounted platform and the initial zip ride. The longest of the six zip lines is 425 feet, the equivalent of one and a half football fields, and all of them combined carry riders - hanging from a strap they attach themselves to the cable - a total of 2,093 feet at speeds of 22 miles an hour.

The platforms where participants stand and where they hang are 55 feet high and are protected by safety nets. There are no railings or safety nets, which is why so much emphasis is on participants having their carabiners clipped to a cable at all times to prevent falling from the platforms or the course features. The latter include swinging bridges with spaced slats, thick-roped cargo nets slung between trees, and a fixed but zig-zagged plank bridge.

The level of physical exertion required by the course ranges to rigorous, so it's not for pregnant women or people with bad backs or other serious medical issues, officials said.

The course is scheduled to be open through Dec. 31.



Northwest Trek's challenge course takes daredevils through tall stands of fir trees via zip lines and across

bridges of varying difficulty, such as zig-zagged timbers
(Northwest Trek/courtesy photo)

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Anderson_NS

From: Tim Duthler <tduthler@johnballzoosociety.org>
Sent: Sunday, March 17, 2013 10:33 AM
To: Anderson_NS
Subject: RE: zip line experience

Hi Neil,

I hope all is well with you! I believe your organization would be making a great decision by adding zip, ropes and a climbing wall. Our total zoo attendance was approximately 425,000 in 2012. 50% of all visitors (212,000) utilized our experiences. While stingrays, and camel rides continue to attract the most visitors, zip and ropes are very popular. In fact, we did 12,405 zip line rides last year and 10,455 people utilized ropes.

Gross income from zip was approximately \$74,000. Gross income for ropes was approximately \$63,000. Experiences overall had a net profit margin of 30% in 2012. Approximately 30% of our sales for zip and ropes come through combo ticket sales. Our regular prices are \$6 for each. Combo tickets are sold for \$11.

We are open from 10:00-5:30 daily at zip and ropes. We operate May -September. The majority of use occurs between 11:30 and 4:00. I staff the zip line with 3-4 people and ropes with 2-3. Feedback from customers is extremely positive. In 2012, we received a 99% satisfaction rating according to the users we surveyed.

Most visitors claim they utilize zip and ropes for more than just entertainment. This is the primary reason why our teambuilding and after-hour corporate rentals of zip and ropes are so popular. As always, safety and customer service are most important. I always train staff to be proactive and to exceed standards. They are taught to visualize customer experiences as if they were their own and to always "be the solution".

Best wishes as you move forward, Neil. I believe that adding zip, ropes and a climbing wall would be a sound business decision for Northeastern Wisconsin Zoo & Brown County Parks! Please feel free to contact me with further questions.

Sincerely,

Tim Duthler
Guest Experiences Manager
John Ball Zoo Society
1300 W. Fulton St.
Grand Rapids, MI 49504
Ph. 616.647.7842
tduthler@johnballzoosociety.org

SWAN BOAT RIDES

Six giant swans grace the picturesque park pond just outside the Zoo. Two adults or an adult and two children fit nicely in the boats and a paddle around the pond is more of a challenge than one might think!

\$5 (Member - \$4)

SKY TRAIL ROPES COURSE

Four stories tall with two climbing levels, this adventure course, gives you a chance to test your courage and strength, but once you get the hang of it, it's downright fun! Children must be 48" tall to go alone or may be assisted by a responsible adult if under 48".

Also available for corporate parties or team building events (call 616-336-8951)

\$6 (Member - \$5)

\$11 (Member - \$9) Combo Ticket: Zip Line and Ropes Course

STING RAY LAGOON

A 5,000 gallon outdoor touch pool that provides visitors with the opportunity to not only see, but to touch, feel and experience the Sting rays and sharks as they traverse the water. STING RAY LAGOON is the only exhibit of its kind in Michigan!

\$1 (Member - \$0.75)

BUDGY AVIARY

Get cheek to beak in this newly expanded interactive exhibit! Located near the waterfall by the Children's Zoo, our Budgie Aviary allows you to walk through an exhibit full of colorful Budgies native to Australia. You can even purchase a feed stick and have birds feeding right out of your hand! This is one exhibit you won't want to miss!

\$1 (Member \$0.75)

PETTING CORRAL

The Petting Corral in the LV Eberhard Adventure World is one of our most popular venues. The focus is on domestic animals complete with a traditional red barn.

PYGMY GOAT CORRAL

This toddler specific experience is a great way to introduce your young ones to safe and gentle animal experience. The baby goats love attention and we encourage the children to touch, and pet them.



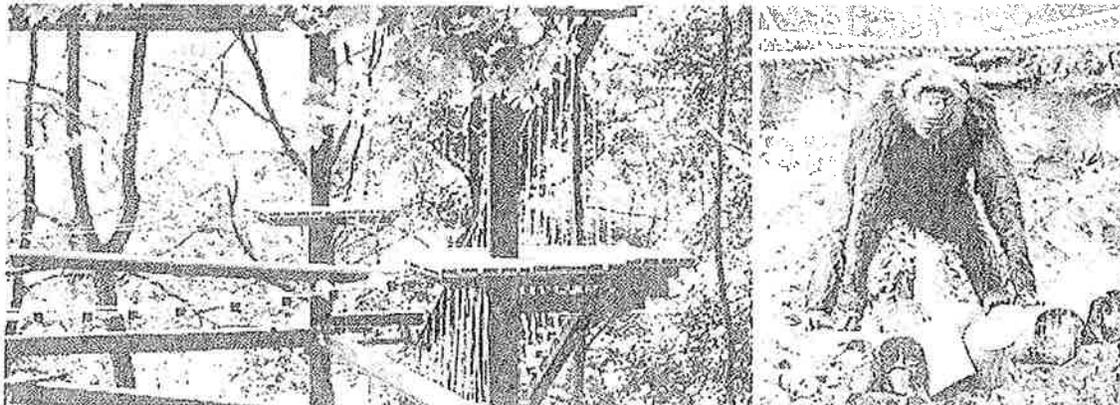


Teambuilding

<p>Private Ropes Course rentals are available daily before 10:30 am and after 5:30 pm There is a minimum of 10 participants required for each private rental</p>		
Package	Includes	Cost

Fun Pass Ropes Course	Explore the Ropes Course at your own pace. Each participant gets at least 20 minutes of free time on the course. No organized activities.	\$10 each
Teambuilding + Ropes Course Package A	1/2 hour of teambuilding/ ice-breaker exercises at ground level then explore the Ropes Course at your own pace. Each participant gets at least 15 minutes of free time on the course.	\$15 each
Teambuilding + Ropes Course Package B	1 hour of combined teambuilding/ice-breaker exercises at ground level and on the Ropes Course followed by free time on the Course. Each participant gets at least 15 minutes of free time on the course. Due to time constraints, this package is not conducive for groups exceeding 30 total people.	\$20 each
Teambuilding	1 hour of teambuilding/ ice-breaker exercises at ground level only - Ropes Course not included. Note: can be scheduled to start anytime between 8:30 am and 6:30 pm	\$7 each

Scout Troops - Corporate Outings - Youth Groups



Adventure Experience Rules and Guidelines



Everything Jersey

The Debut of the Treetop Adventure Course at Turtle Back Zoo

Published: Tuesday, September 20, 2011, 3:46 PM Updated: Tuesday, September 20, 2011, 4:21 PM

Emike Omogbai/ Star-Ledger Marketing

By



E.Omogbai

Essex County Executive Joseph DiVincenzo, Jr. attentively listens to the obstacle guide

On Monday, I had the opportunity to experience the Treetop Adventure Course at the Essex Country Turtle Back Zoo in West Orange. This attraction is an aerial obstacle course with rope bridges, zip lines, zigzag boards, logs and other climbing features built into trees 35 feet above the ground. Treetop opens to the public Sept. 24.

The creation of the Treetop Adventure is the result of Essex County's commitment to revitalize the Turtle Back Zoo, officials said. I never visited this particular zoo or the South Mountain Recreation Complex. I've been through several wildlife parks and ropes courses, so I had an idea of what to expect...so I thought. However, I quickly realized this is unlike any obstacle circuit I've ever traversed and there is definitely nothing like this in Northern or Central Jersey.

As soon as I arrived, I was greeted by Essex County Executive Joseph N. DiVincenzo who was already dressed in the excursion gear. Then, I was quickly ushered to the initial part of the experience, where I was weighed and deemed eligible to participate. Next, I signed a customary waiver and was debriefed on how to correctly use the equipment. Once my belts were strapped and fastened, I climbed up the tree and started the adventure. While I moved up the steps toward to the platform, the totality of the challenge hit me. As a participant, you are suspended high in the air even though there are park coordinators supervising, you are ultimately left on your own to find the right combination of pace, balance and agility as you are tens of feet in the air.

There are 22 different stations of varying difficulty. Some posts have you tightrope walking as if you are a ballet dancer, while other sections have you playing a game of airborne hopscotch. The entire circuit takes about 90 minutes to complete, but participants have the option of exiting the course midway. Yet, once I started, I decided I must complete this entirely, which I jubilantly did. The Treetop Adventure concludes with the proverbial "icing on the cake" which is an exhilarating 35-ft zipline drop. The overall experience was amazing! The course boldly ousts you out of your comfort zone and forces you to test your limits and concentration.



E.Omogbai

Treetop Aerial View

I found myself cheering on complete strangers, once seeing their emotions transition from fear to triumph. The interactive exhibit is intended for older children, as well as adults and is designed to teach treetop exploration. Still, I would also recommend this to groups interested in team-building as well as anyone who just wants a bit of local adventure to break up some monotony.

Admission to the Treetop Adventure Course is \$20. This is separate from the Turtle Back Zoo entrance fee. There are a few requirements for participants who want to experience the Treetop Adventure Course. They are as follows:

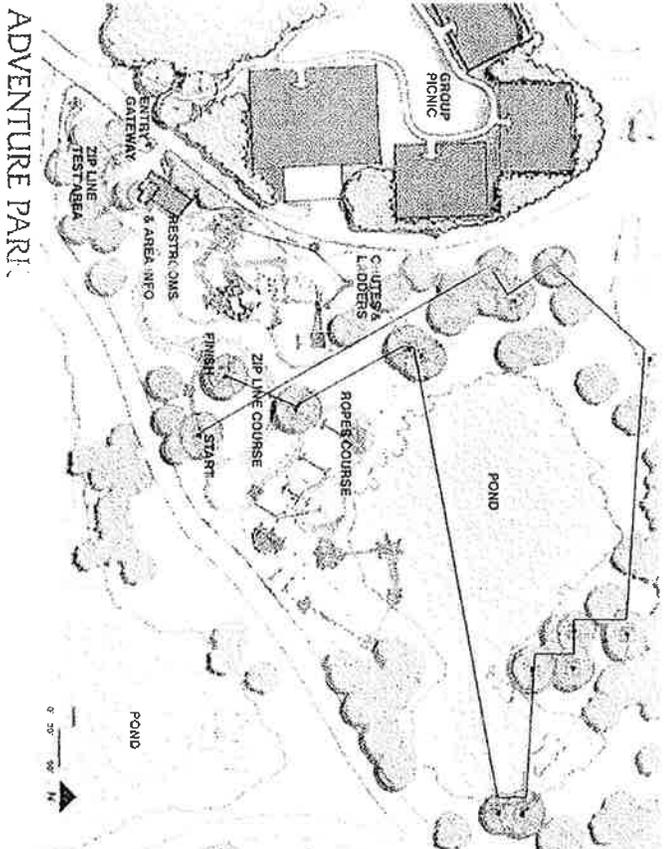
- . Participants must be at least 54 inches tall and weigh no more than 250 pounds.
- . Children under 12 must be accompanied by a parent/guardian.
- . Children under 18 must have a consent form signed by a parent/guardian.
- . Participants must wear appropriate shoes. Flip flops and sandals are not acceptable.
- . Other restrictions may apply.

The attraction will be open on Saturdays and Sundays from 10 a.m. to one hour before sunset through the Thanksgiving weekend, weather permitting. To make a reservation, please visit www.turtlebackzoo.com. Group reservations are available.

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ADVENTURE PARK

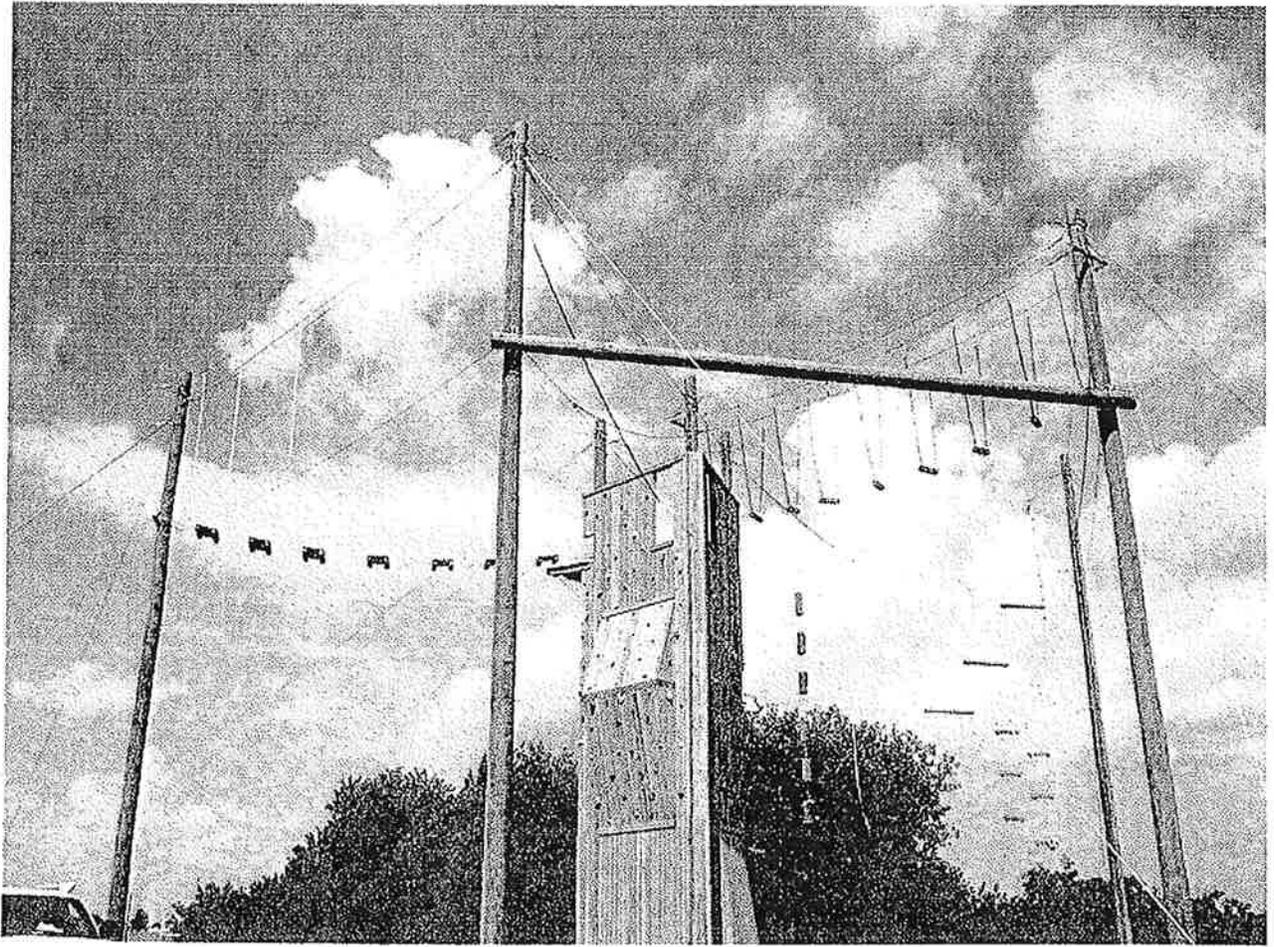
- Adjacent restroom, ticketing and outfitting areas will be developed.
 - Techniques used to install the courses should minimize adverse impacts on the existing forest and lakes, yet optimize the experience of being in the canopy and over the water.
 - Winter activities, including snowshoeing on the network of trails.
- CONCEPTS:**
- Separate experiences for different age groups will be developed, ranging from a short Ropes Course to a "Chutes & Ladders" area for young children, to a much longer elevated zip line that travels over and around the lake.
- Experience at other institutions indicates that with the right partnerships, significant attendance and revenue increases can be expected.

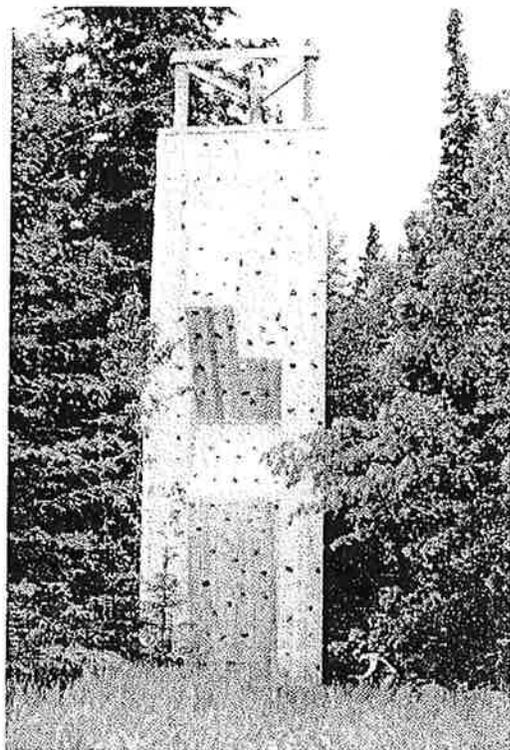


PROGRAM

Zip-Line Overall Area	123,950 sf
Chutes & Ladders	3,070 sf
Ropes Course	3,000 sf







BUDGET ADJUSTMENT REQUEST

<u>Adjustment</u>	<u>Description</u>	<u>Approval Level</u>
<input type="checkbox"/> Category 1	Reallocation from one account to another <u>within</u> the major budget classifications.	Department Head
<input type="checkbox"/> Category 2	<input type="checkbox"/> a. Change in Outlay not requiring the reallocation of funds from another major budget classification. <input type="checkbox"/> b. Change in any item within Outlay account which requires the reallocation of funds from any other major budget classification or the reallocation of Outlay funds to another major budget classification.	County Executive County Board
<input type="checkbox"/> Category 3	<input type="checkbox"/> a. Reallocation between budget classifications other than 2b or 3b adjustments. <input type="checkbox"/> b. Reallocation of personnel services and fringe benefits to another major budget classification except contracted services, or reallocation to personnel services and fringe benefits from another major budget classification except contracted services.	County Executive County Board
<input checked="" type="checkbox"/> Category 4	Interdepartmental reallocation or adjustment (including reallocation from the County's General Fund)	County Board
<input type="checkbox"/> Category 5	Increase in expenses with offsetting increase in revenue	County Board

Increase	Decrease	Account #	Account Title	Amount
<input checked="" type="checkbox"/>	<input type="checkbox"/>	100.090.9003	General Fund Transfer Out	500,000
<input type="checkbox"/>	<input checked="" type="checkbox"/>	100.3000	General Fund Balance	500,000
<input checked="" type="checkbox"/>	<input type="checkbox"/>	640.057.001.9002	Transfer In ~ NEW Zoo	500,000
<input checked="" type="checkbox"/>	<input type="checkbox"/>	640.057.001.6110	Outlay	500,000
<input type="checkbox"/>	<input checked="" type="checkbox"/>	640.057.001.6110.900	Outlay Contra	500,000

Narrative Justification: The Budget Adjustment is for the addition of an ECO Adventure Park to be located at the NEW Zoo & Reforestation Camp property. The ECO Adventure Park will include a dual zip line, ropes challenge course, and a climbing wall. These adventure experiences at other zoos are quite popular and can provide a thrilling confidence building experience, outdoor adventure, promotes healthy lifestyle activities and be attractive to new and current visitors to the NEW Zoo and Reforestation Camp. One important characteristic of "adventure play" is that they attract new audiences to the NEW Zoo/Reforestation Camp – teens who typically "time out" from the zoo around the age of 10-12 now have a reason to visit. The adventure play concept is a growing trend within zoos with many AZA zoos adding the experience.

EO 5/24/13
OK

AUTHORIZATIONS




Signature of Department Head _____ Signature of Executive _____
 Department: NEW Zoo Date: 5/24/13
 Date: 5-24-13

June 19, 2013

TO THE HONORABLE CHAIRMAN AND MEMBERS
OF THE BROWN COUNTY BOARD OF SUPERVISORS

Ladies & Gentlemen:

RESOLUTION TO APPROPRIATE EXCESS FUND BALANCE
FOR THE RENOVATION OF THE BROWN COUNTY GOLF COURSE GREENS

WHEREAS, Brown County Ordinance 3.32 FUND BALANCE POLICY section (5) Unassigned Fund Balance (General Fund Only) states: *'Unassigned cash flow should be used for non-recurring purposes whenever possible, and preference should be given to expenditures that will result in efficiencies or other cost savings'*; and

WHEREAS, the current unassigned fund balance reserved for contingencies has met the maximum 20 percent, so funds are available in the unassigned cash flow to be spent on non-recurring purposes; and

WHEREAS, there has been significant winter kill to the greens at the Brown County Golf Course this year and has occurred several other years that include 1990, 1997, and 2005 resulting in poor greens, fewer rounds played and much less revenue generated; and

WHEREAS, the United States Golf Association and the American Society Golf Course Architects recommend the life expectancy of a golf course green is from 15-30 years and Brown County's greens are over 60 years old; and

WHEREAS, the grass type on our current greens is another reason winter kill has occurred. Brown County has Poa Annua grass, a member of the Bluegrass family, which is an annual grass and therefore, very susceptible to winter kill. Poa Annua is a very shallow rooting grass, requiring more water, fertilizer, and pesticides to maintain; and

WHEREAS, correcting the problem will ensure a viable, thriving course for years through removal of the current sod to eliminate the current Poa Annua grass, slit drainage should be installed, areas that are low or high should be regarded to promote water flow off the greens,

replace the grass with Bentgrass that has a deeper rooting system holding up better in the winter conditions in Wisconsin, strip out 15 feet from the greens and re-sod with pure Kentucky Bluegrass to prevent the Poa Annuua from creeping back to the greens; and

WHEREAS, the project would start on July 16, 2013 in order to allow the course to honor vendor contracts and scheduled outings; and

WHEREAS, the course would not be closed, but temporary greens would be used allowing customers to play at the current temporary rate allowing the renovated greens to be ready to play in the spring of 2014.

NOW, THEREFORE, BE IT RESOLVED by the Brown County Board of Supervisors that there be an appropriation made from the unassigned fund balance of the General Fund in the amount not to exceed \$400,000 for the Brown County Golf Course for greens renovation.

Respectfully submitted,

EDUCATION & RECREATION COMMITTEE

ADMINISTRATION COMMITTEE

Fiscal Note: This Resolution requires an appropriation from the General Fund not to exceed \$400,000.

Approved By:

Troy Streckenbach,
COUNTY EXECUTIVE

Date Signed: _____

Final Draft Approved by Corporation Counsel

BUDGET ADJUSTMENT REQUEST

<u>Adjustment</u>	<u>Description</u>	<u>Approval Level</u>
<input type="checkbox"/> Category 1	Reallocation from one account to another <u>within</u> the major budget classifications.	Department Head
<input type="checkbox"/> Category 2		
<input type="checkbox"/> a.	Change in Outlay not requiring the reallocation of funds from another major budget classification.	County Executive
<input type="checkbox"/> b.	Change in any item within Outlay account which requires the reallocation of funds from any other major budget classification or the reallocation of Outlay funds to another major budget classification.	County Board
<input type="checkbox"/> Category 3		
<input type="checkbox"/> a.	Reallocation between budget classifications other than 2b or 3b adjustments.	County Executive
<input type="checkbox"/> b.	Reallocation of personnel services and fringe benefits to another major budget classification except contracted services, or reallocation to personnel services and fringe benefits from another major budget classification except contracted services.	County Board
<input checked="" type="checkbox"/> Category 4	Interdepartmental reallocation or adjustment (including reallocation from the County's General Fund)	County Board
<input type="checkbox"/> Category 5	Increase in expenses with offsetting increase in revenue	County Board

Increase	Decrease	Account #	Account Title	Amount
<input checked="" type="checkbox"/>	<input type="checkbox"/>	620.034.001.6110	Outlay	400,000
<input type="checkbox"/>	<input checked="" type="checkbox"/>	620.034.001.6110.900	Outlay Contra	400,000
<input checked="" type="checkbox"/>	<input type="checkbox"/>	620.034.001.9002	Transfer In	400,000
<input checked="" type="checkbox"/>	<input type="checkbox"/>	100.090.9003	General Fund Transfer Out	400,000
<input type="checkbox"/>	<input checked="" type="checkbox"/>	100.3000	General Fund	400,000

Narrative Justification:

Request to transfer \$400,000 from the General Fund to be appropriated to the Brown County Golf Course greens renovation project. This project will be comprised of stripping of the current grass, installing slit drainage, minor surface re-grading, fumigation and reseeding greens with bentgrass. This will ensure the Golf Course is a viable asset for years to come.

OK on 5/24/13

Scott Walker
Signature of Department Head

AUTHORIZATIONS

[Signature]
Signature of Executive

Department: *GOLF COURSE*

Date: *5/24/13*

Date: *5-24-2013*