

BRANDYWINE ZOO



MASTER PLAN REPORT — FINAL

DECEMBER 11, 2018



Prepared for:

The State of Delaware

Department of Natural Resources and Environmental Control
Division of Parks and Recreation

Prepared by:

CLR Design, Inc.

833 Chestnut Street, Suite 909
Philadelphia, Pennsylvania 19107

with:

GWWO, Inc./Architects

800 Wyman Park Drive, Suite 3000
Baltimore, Maryland 21211

Schultz & Williams

One Penn Center
1617 JFK Boulevard, Suite 1700
Philadelphia, Pennsylvania 19103



Purpose

This document will serve as the beginning of a plan for the Brandywine Zoo for the Delaware Department of Natural Resources and Environmental Control.

This plan replaces the previous Master Plan completed in 2007, and will be revised as the design process continues. This plan was presented at an open house for public comment and feedback.

The State of Delaware

Department of Natural Resources and Environmental Control
Division of Parks and Recreation
89 Kings Highway
Dover, Delaware 19901
302.739.9231
www.destateparks.com

Raymond E. Bivens
Director

Ron Mears
Park Advisory Council Chair

Arlene Reppa
Delaware Zoological Society—
President

Kevin Kelley
City of Wilmington Parks Director

BRANDYWINE ZOO

Master Plan Report
May 2018

PREPARED FOR:

Department of Natural Resources and
Environmental Control
Delaware State Parks
89 Kings Highway
Dover, DE 19901

Brandywine Zoo
1001 North Park Drive
Wilmington, DE 19802

PREPARED BY:

CLR Design, Inc.
833 Chestnut Street, Suite 909
Philadelphia, PA 19107

34921 Calle del Sol
Capistrano Beach, CA 92624
215.564.0250

GWWO, Inc./Architects
800 Wyman Park Drive, Suite 3000
Baltimore, MD 21211
410.332.1009

Schultz & Williams
One Penn Center
1617 JFK Boulevard, Suite 1700
Philadelphia, PA 19103
215.625.9955

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PLANNING PARTICIPANTS

DELAWARE STATE PARKS

Raymond E. Bivens
Delaware State Parks
Division Director

Matt Chesser
Planning Preservation & Development
Section Administrator

Matt Ritter
Parks Operations – Section Manager

Cynthia A. Todd, RLA
Planning Preservation & Development
Construction Project Administrator

Kevin Rychlicki
Planning Preservation & Development
Architect

Eric Dawson
Parks Operations –
Parks Operations Manager

BRANDYWINE ZOO

Brint Spencer
Zoo Director

Lynn Klein
General Curator

Mandy Fischer
Assistant Curator

Jacque Williamson
Curator of Education

DELAWARE ZOOLOGICAL SOCIETY

Mike Allen
Delaware Zoological Society
Executive Director

Arlene Reppa
Delaware Zoological Society
President

SCHULTZ & WILLIAMS

Jill Macauley
Consultant

Catherine Grace
Project Manager

GWWO

Mark Lapointe
Principal

Linda Durand
Project Manager, Architect

CLR DESIGN

Jón Stefánsson, ASLA
Principal in Charge

Larry Dame
Associate & Landscape Designer

Jennifer Finley
Project Manager

Dan Gregory
Editor

Dominique Zelaya
Graphic Designer

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....2-9
Introduction2
Keys to Successful Master Plan Implementation ...3
Overall Proposed Illustrative Plan - Animal
Collection4
Enlarged Proposed Illustrative Plan.....5
Master Plan Implementation Summary6
Project Type Summary.....7
Implementation Schedule8-9

MASTER PLAN PROJECTS 10-15
Entry Building & Plaza Gateway 12
Animal Wellness Center 13
Education Hub..... 14
Northern Trail (Future) 15

APPENDIX 16-46
Short-term Upgrades..... 18
Short-term Timeline 19
Entry Plaza Expansion..... 20
Interpretive Enhancements 21
Bee Zone..... 22
Goat Gateway 23
River Otter & Eagle Deck Improvements 24
Short Term Upgrades Breakdown25-27
Overall Existing Park Land Use Summary 28
Overall Proposed Land Use..... 29
Proposed Species 30
Existing Zoo Circulation 31
Circulation Summary 32
Overall Proposed Circulation & Guest Support ... 33
Parking Study..... 34
Illustrative Site Plan Expansion Option A 35
Illustrative Site Plan Expansion Option B..... 36
Illustrative Site Plan Expansion Option C..... 37
Existing Zoo Building Inventory..... 38
Existing Zoo Land Use Diagram 39
Existing Landform Analysis..... 40
Attendance & Financial Trends.....41-47



INTRODUCTION

There has never been a more important time for the Brandywine Zoo to reimagine itself. The Brandywine Zoo is a treasured community asset, nestled in the iconic Brandywine Park. It is also Delaware's only zoo. Despite this, declining attendance, stagnant financial growth and a subsequent lack of funds needed to invest in both the maintenance of current facilities and creation of new exhibits and experiences for guests demands that the Zoo undergo significant change. It is imperative that as the State's only zoo, staff and Board leadership and Delaware State Parks work together now to transform the Zoo to preserve what makes it distinct while enhancing it for future generations.

Guiding the new Master Plan is a bold vision of complete and achievable transformation. This plan imagines a new Brandywine Zoo that will offer guests exciting and immersive experiences through new and expanded exhibits and programs. The timing is right for this transformation, as it will occur in tandem with the renaissance of the entire 47-acres of Brandywine Park. Guests will be able to do more than visit an amenity in the Park or visit the Zoo; rather, guests will be drawn to a new destination that offers the convenience of easy access while transporting visitors to a quiet, country-like setting, away from urban congestion – all while still within Wilmington.

The first step in this re-imagination is capturing this vision through the development of a new Facility Master Plan. The projects outlined in the plan are prioritized by impact on the guest experience balanced with mission-driven imperatives, including animal welfare and addressing key priorities articulated during a recent inspection of the Zoo by the Association of Zoos & Aquariums (AZA).

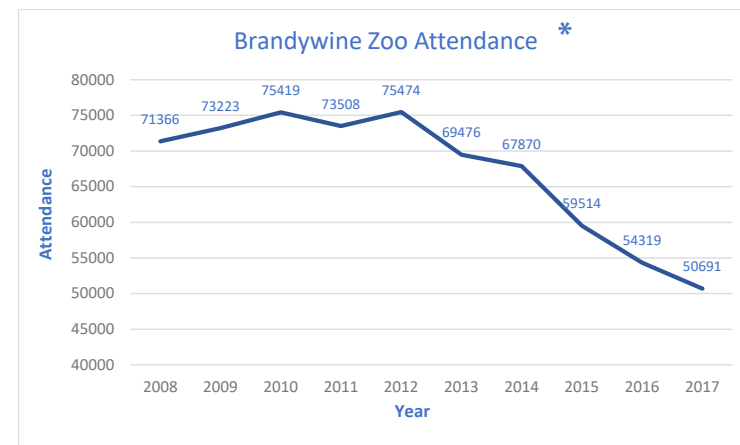
The vision behind the Plan prioritizes short-term projects with external impact (i.e. guest experience), as they will generate revenue, increase attendance and create positive momentum for the Zoo. By beginning with smaller, "bite-sized" projects that strengthen the visitor experience, the Zoo can begin its transformation with success, as it will have selected reasonable, achievable projects that can be executed in a shorter time frame and that demonstrate tangible forward progress to the public. This lays the foundation for leveraging that success and positive momentum into fundraising efforts to raise the money needed to implement the larger projects that will impact animal welfare and infrastructure.

As the Zoo builds positive momentum and success towards achieving its vision, it will be positioned to execute increasingly larger Master Plan projects. Some of these larger projects are mission-driven, in that they may not directly impact the visitor experience, yet are absolutely critical to both animal care and welfare and staff operations. By having guests and donors understand the overall, bold new vision behind the Zoo's systematic renovations, they will have confidence in each step of its transformation regardless of its direct impact on the guest, positioning the Zoo to achieve the financial success necessary to make it all a reality.

ATTENDANCE

Attendance to the Brandywine Zoo from 2008 to 2012 was on average 73,800 guests but has been declining at an alarming rate and was approximately 54,300 guests in 2016, while nationally attendance to zoos is growing. Numerous factors can contribute to the decline, but the team believes the four main reasons are:

- Loss of two important exhibits in 2012 when the Monkey House was damaged and later demolished, and in 2016 when the Tiger was sent to another institution and the facility was demolished.
- Lack of general reinvestment in the Zoo and opening of new appropriate exhibits to replace the attractions eliminated.
- Quality of the overall guest experience that includes overall stay-time, number of animal exhibits, food and gift, staff interaction and other activities for the guests.
- Locally the competition for time and entertainment has increased and improved, while Brandywine Zoo has fallen behind and failed to focus on its core group of guests.



* See appendix documents for further finances and attendance trends

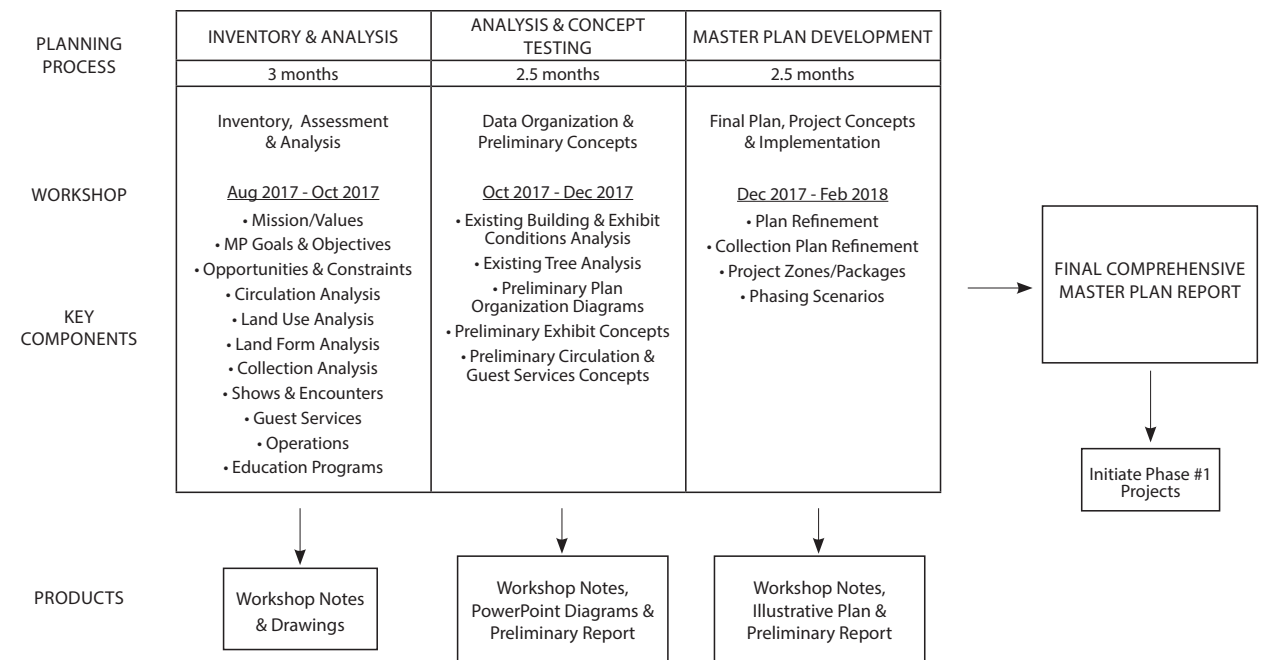
PLANNING PROCESS

In the spring of 2017, the State of Delaware Division of Parks and Recreation commissioned GWWO, CLR Design, Inc. (CLR) and Schultz & Williams (S&W) to develop a 10 year Master Plan Report for the Brandywine Zoo, located in the heart of Wilmington next to the Brandywine Creek.

GWWO, CLR, and S&W has worked collaboratively with Zoo's staff and staff from the Delaware Parks System to develop a holistic plan that realizes the physical needs of the Zoo and the site surrounding the Zoo.

Between July 2017 and February 2018, the master planning team met for four one-day meetings and workshops at the Blue Barn or at the Brandywine Zoo, each time covering numerous subjects and tasks related to the Master Plan. At workshops, members of staff representing various aspects of the Zoo operations presented program needs and discussed as a group shared goals and expectations for the future of the Brandywine Zoo.

CLR and S&W shared design concepts and analysis based on the stated key plan drivers and goals of the Zoo staff as part of an interactive process by which the Master Plan was developed and refined. This Master Plan is the culmination of the planning process, and is designed to establish a clear step-by-step approach, short-term, and long-term to rebuild Brandywine Zoo and make it a unique asset for the community.



KEYS TO SUCCESSFUL MASTER PLAN IMPLEMENTATION

Below are critical steps or recommendations that Zoo, the Society and State Parks leadership must take in order to be successful in implementing the projects outlined in the new Facility Master Plan and ultimately, realizing its bold new vision. These steps will guide Zoo and Society leadership in generating awareness and support for the Plan, identifying the ideal funding mix for those projects, telling the “right” story about the Zoo’s future and raising the necessary private funding to execute the projects in the plan.

MOMENTUM

- As described in the Plan, the Zoo should begin with smaller, short-term projects that can successfully be implemented in a reasonable time frame, providing visitors with a sense of tangible change at the Brandywine Zoo.
 - The Zoo will be able to grow its attendance quickly, with the implementation of these short-term opportunities, as they will strengthen the visitor experience and offer something “new” for guests to see and/or experience.
 - The new attendance baseline will be higher than it is today with the growth it will see in response to the opening of major new exhibits.

THE BRANDYWINE VISION

- Zoo and Society leadership needs to develop and effectively tell a new “story” about a reimagined Brandywine Zoo. This “story” needs to include the vision told through the new Master Plan; it also needs to be embedded within the larger vision of the entire Brandywine Park, which is in the process of a renaissance – the Brandywine Zoo will be undergoing steady transformation in tandem with Park-wide changes and improvements. This will entice prospects to invest in the Zoo, not only for its improvement as a community asset, but also because that investment can be leveraged for broader impact on the transformation of the Park itself.

COMMUNITY ENGAGEMENT

- Not only does this new “story” need to be developed, it also needs to then be effectively communicated. By sharing this larger vision broadly with the public, with key funders and prospects, community leaders, etc., the level of awareness of the Zoo and its ambitious and exciting plans for the future will dramatically increase. Scheduling meetings with key funders, community leaders and prospects to share the Zoo’s new vision will also serve as a form of cultivation and an opportunity to test both their reactions to the vision and subsequently, their willingness to support it philanthropically. By doing all of this, the Brandywine Zoo will become top-of-mind within the community, allowing it to become an increasingly greater philanthropic priority.

COLLABORATION

- Collaboration will be key to the Zoo’s and Society’s success. It will be important to work with Delaware State Parks, ensuring that all parties invested in the success of the Brandywine Zoo are consistently on the same page and working toward the same goals.

FUNDING

- It will be important early on, before beginning to implement the projects outlined in the Master Plan, to identify the mix of funding sources that will allow for the successful execution of both the short- and long-term projects. This will also help leadership to start planning now for those projects that will require raising private dollars, though the execution of a capital campaign. For private fundraising efforts, it will be crucial to learn about major donor prospects and match their interests and giving preferences with appropriate opportunities and projects from the Master Plan.
 - In some instances, this effort can be accomplished through a conversation with a prospect.
 - At other times, it may require a larger effort that includes conducting prospect research and the development of a case for support in preparation for a conversation with a prospect that will lead to a larger ask.

MARKETING

- Approximately 6-12 months in advance of the completion and opening of a project, improvement, etc., begin marketing efforts to build anticipation with guests and donors that something new is coming to the Brandywine Zoo. The Zoo can draw this attention through the use of social media, billboards, on-site marketing with banners, etc.

By following the steps outlined above, the Zoo will be positioned to successfully plan for and implement the projects outlined in its new Facility Master Plan. This will lead the Brandywine Zoo into a new era that includes a strong visitor experience, a more diversified financial model, a positive and visible image within the community at large and the philanthropic community and finally, an institution that is a destination attraction in Wilmington and beyond.

MASTER PLAN DRIVERS

The planning team identified the following four key drivers and strategic approach for the new Master Plan:

1. IMPROVE THE OVERALL GUEST EXPERIENCE

With new quality animal exhibits, guest amenities and support functions to make Brandywine Zoo a destination for connecting the community to nature.

2. CREATE A SUSTAINABLE MASTER PLAN

The plan needs to be at a realistic scale to be successfully funded through both public support, in particular, the Delaware State Parks System, and private fundraising over the duration of the Master Plan.

3. IMPROVE THE OVERALL 47 ACRE OF PARKLAND

The area located between I-95 and Baynard Boulevard needs to be improved and turned into a community asset for a variety of recreational activities and educational uses.

4. EXPAND THE ZOO PROPERTY OVER TIME

The current 4.5 acre site will need to be expanded to accommodate the Zoo guest experience and operations.

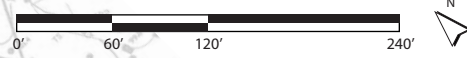


OVERALL PROPOSED ILLUSTRATIVE PLAN - ANIMAL COLLECTION

SITE PLAN LEGEND

- Visitor Amenity
- Exhibit Building
- Admin / Support
- Habitat Space
- Holding
- Off-Exhibit Yard
- Ponds / pools
- Shrubs
- Tree
- Rocks
- Buffer Vegetation
- Visitor Path
- Service Path

1 ACRE
43,560 SF



ENLARGED PROPOSED ILLUSTRATIVE PLAN

SITE PLAN LEGEND

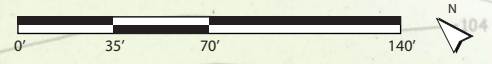
- Visitor Amenity
- Exhibit Building
- Admin / Support
- Habitat Space
- Holding
- Off-Exhibit Yard
- Ponds / pools
- Shrubs
- Tree
- Rocks
- Buffer Vegetation
- Visitor Path
- Service Path
- Initial Projects 2018-2026

#	PROPOSED	THEME
1	Colobus Crested Porcupine	Africa
2	Spotted Hyena	Africa
3	Red River Hog Bat Eared Fox	Africa
4	Ducks (short term) Flamingos (long term) Sloth Pudu	S. America
5	Condor	S. America
6	Jaguar	S. America
7	Sloth bear	Asia
8	Red panda Goral	Asia
9	White-naped crane	Asia
10	Markhor	Asia
11	Snow Leopard Siamang Binturong	Asia

#	PROPOSED	THEME
12	Maned wolf Giant anteater Capybara	S. America
13	Reptiles	Mixed
14	Otter Eagle Raven Lynx	N. America
15	Porcupine Wolverine	N. America
16a	Red panda Callitrichid	S. America
16b	Red panda Callitrichid	S. America
17	Ring tail lemur Red ruff lemur Crowned lemur Radiated tortoise Birds	Madagascar
18	Food concession	

See page 30 in the Appendix for full list

1/4 ACRE
10,890 SF



MASTER PLAN IMPLEMENTATION SUMMARY

CAPITAL PROJECTS

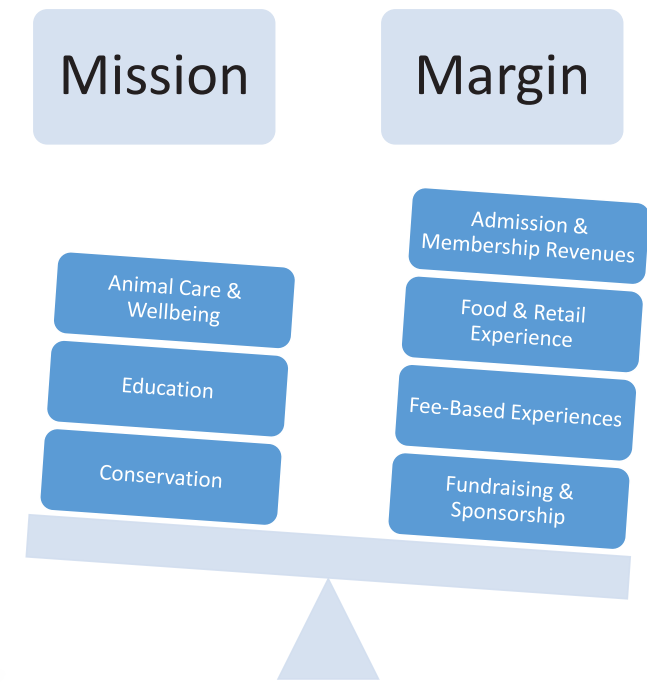
The last significant new investment in the Zoo was seventeen years ago when the gift shop, commissary, restrooms, and education pavilion were constructed. The construction cost was approximately \$1,000,000. The last new animal exhibit constructed was the Tamarin Exhibit that opened in 2015 for a construction cost of \$120,000. Prior to that no new significant exhibits had been constructed for at least 15 years. The lack of new attractions has hurt the growth and guest attendance of the Zoo and there is a great need for projects that can quickly turn this trend around. Therefore, the team developed three project types with very different overall goals, schedule, and cost.

PROJECT TYPES

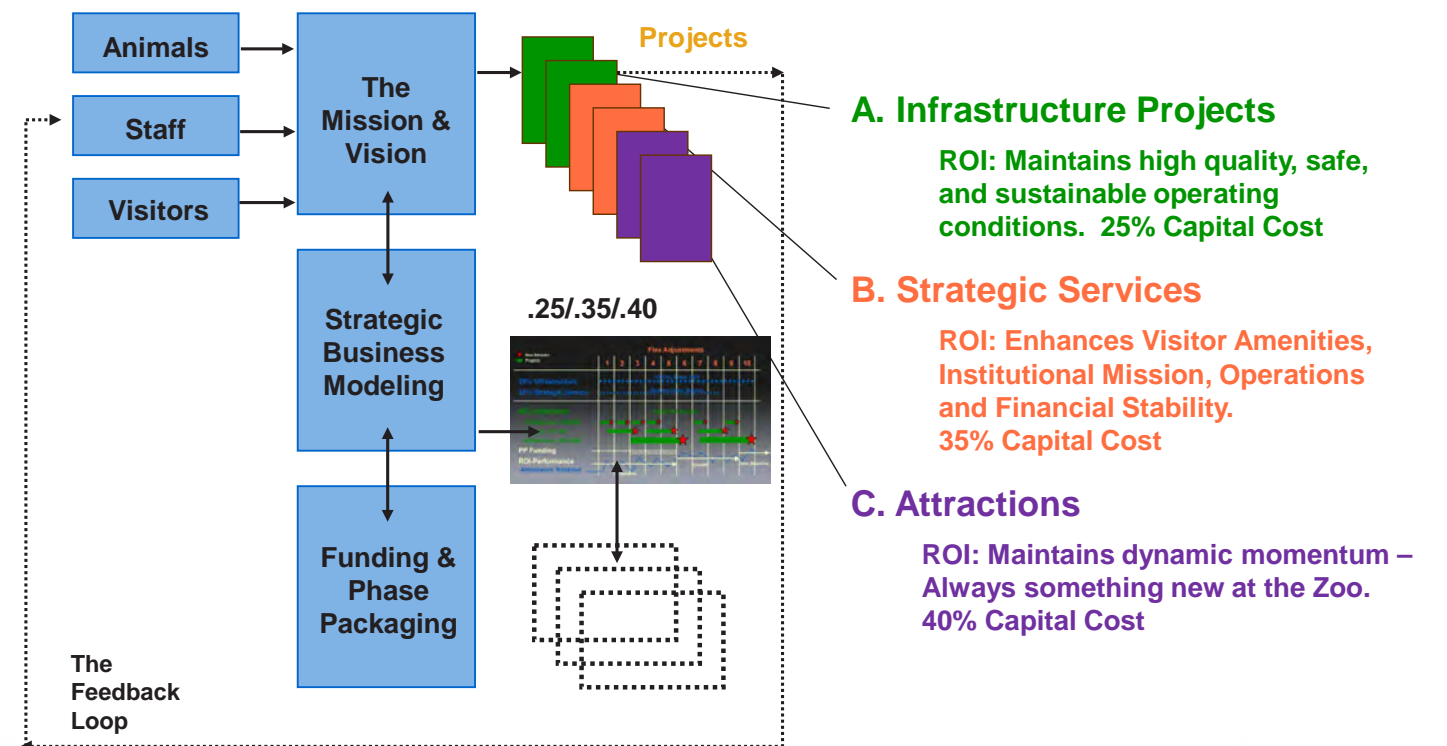
- Small Zoo Projects** – Simple projects that can be designed and constructed for relatively small cost and be completed in 2018 or 2019 (see conceptual drawings and timeline for eight to ten project ideas, Appendix pages 18-27.) Each one of these ideas needs to be developed further prior to starting construction or fabrication. These projects will not have a great impact on guest attendance but should impact guest experience and stay time. Due to the scale of these projects they cannot replace larger projects with a bigger project budget and longer design and construction time.
- Park/Zoo Projects and Activities** – The intent of these projects and activities is to bring more guests to the park and the Zoo, and to provide a variety of entertainment options for guests to select from that they would not typically plan on a day at the Zoo. Some of the projects would require investment in the park, while other activities could be worked with an outside vendor that would supply equipment and staff. Examples of the latter could include “BBQ at the Zoo,” oversize Lego animal sculptures, special climbing/play structures, etc.
- Ten-Year Master Plan Projects** – The current plan has a balanced project approach between Infrastructure, Guest Services, and Attractions. The majority of the projects focus on upgrading the current developed site and do not depend on North Van Buren Street or North Park Drive to be relocated. The projects are spread out over the duration of the Master Plan, with the first possible opening in the summer of 2019. The sequencing of projects does not depend on the Zoo to close, but takes advantage of the slower months of the year for construction with openings of attractions typically scheduled for May or June of each year.

- Additional Projects** – The Overall Illustrative Site Plan shows a fully developed plan on the current site. Many of the projects will not be developed over the next eight to ten years due to funding or overall sequencing of key projects. For Master Planning purposes it is important to create the “road map” that is not limited to number of years or funding, rather illustrating the long-term vision of the Zoo. Key projects for long-term vision include:
 - Education Center west of the current building.
 - Guest walkway that extends to the north and creates a guest loop approximately three times longer than the current guest walkway.
 - Service road providing access to most of the proposed new animal exhibits.
 - Several new animal exhibits that can be viewed from the new walkway and vary in size from 2,000sf to 7,000sf.
 - Additional guest parking and walkways.

Balancing Brandywine’s Model



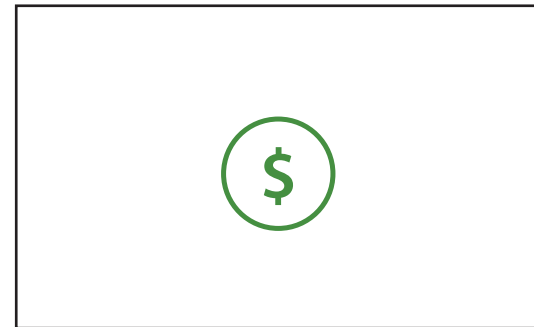
Big Picture: Capital Project Hierarchies



PROJECT TYPE SUMMARY



IMMEDIATE



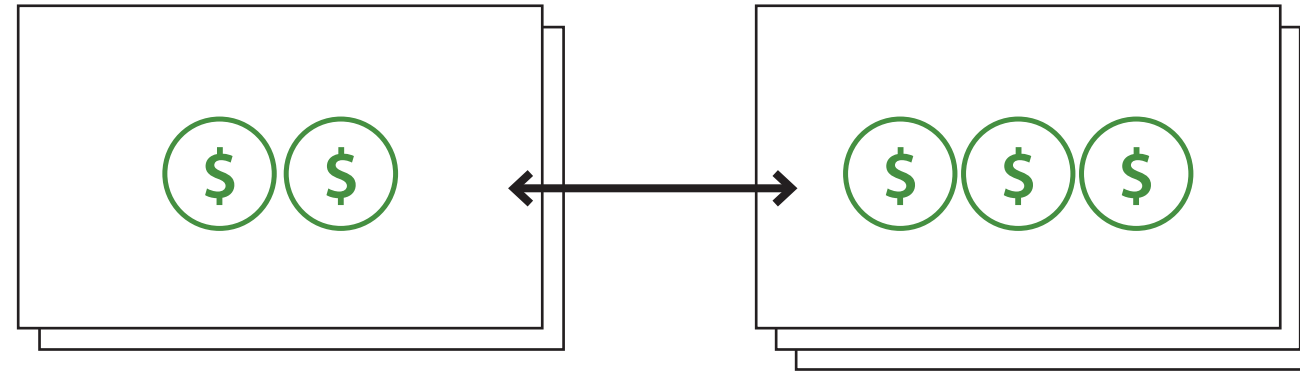
IMMEDIATE

Simple projects which require little investment, ranging from \$10,000 to \$50,000. These projects can be implemented simply and quickly.

These projects include:

- Goat Gateway
- Interpretive Enhancements
- Bee Zone Mural/Embellishment
- Education Building Mural

SHORT-TERM



1-3 YEARS

Several projects need to be dealt with over the next 36 months. These projects range from upgrades to existing facilities to new exhibits. These projects are about bolstering the momentum needed at the Zoo.

These projects include:

- Animal Quarantine Facility
- Hospital and Office Area
- New Otter/Eagle Exhibits
- Flamingos
- Front Entrance
- Seasonal/Interactive Exhibit

1-8 YEARS

These projects begin the transition from initial momentum-building projects towards more extensive changes. They coincide with the 1-3 year projects while gradually introducing the grand vision of the Zoo without huge changes such as expanding up the hill. However, these changes will likely want to address key factors such as parking. Depending on the amount of funding, these changes could be merged with the 1-3 years projects.

These projects could include:

- Parking Expansion
- Various mid-sized exhibits
- Visitor amenities

LONG-TERM



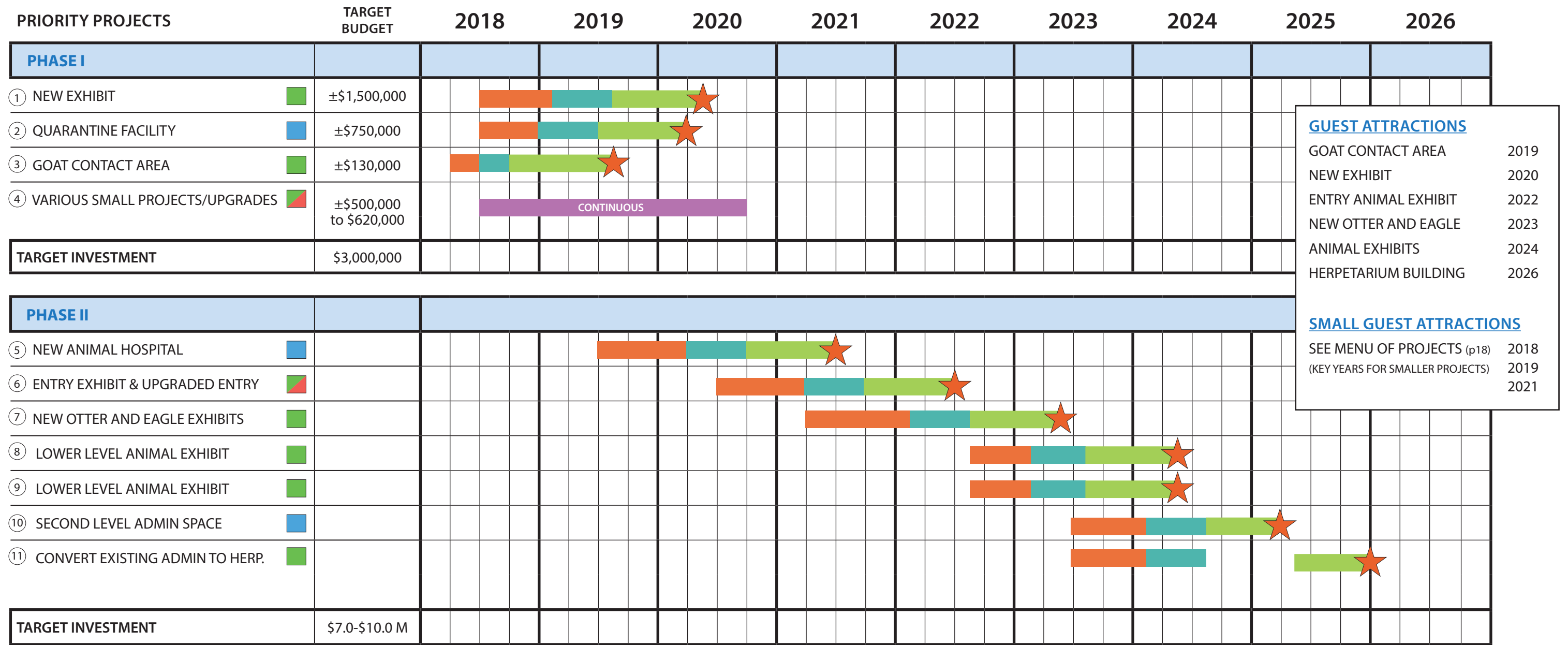
10+ YEARS

The 10+ year projects aim to envision the new Brandywine Zoo. These projects are major changes which require more funding and time for the Zoo to complete.

These projects include:

- Expanding the overall site up the hill
- Road Realignment
- Two or three major projects
- Changes that effect overall guest and service circulation

IMPLEMENTATION SCHEDULE

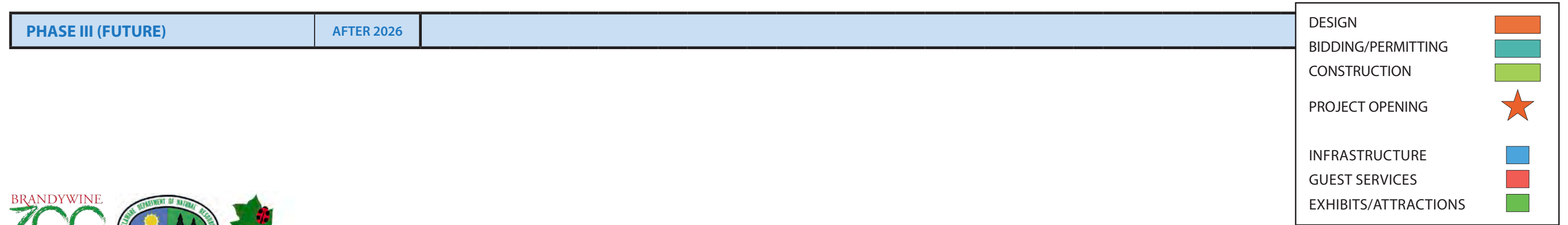


GUEST ATTRACTIONS

- GOAT CONTACT AREA 2019
- NEW EXHIBIT 2020
- ENTRY ANIMAL EXHIBIT 2022
- NEW OTTER AND EAGLE 2023
- ANIMAL EXHIBITS 2024
- HERPETARIUM BUILDING 2026

SMALL GUEST ATTRACTIONS

- SEE MENU OF PROJECTS (p18) 2018
- (KEY YEARS FOR SMALLER PROJECTS) 2019
- 2021



DESIGN [Orange Box]

BIDDING/PERMITTING [Teal Box]

CONSTRUCTION [Light Green Box]

PROJECT OPENING [Star Icon]

INFRASTRUCTURE [Blue Box]

GUEST SERVICES [Red Box]

EXHIBITS/ATTRACTIONS [Green Box]



IMPLEMENTATION CONTINUED

PHASE I

- ① NEW EXHIBIT
- ② QUARANTINE FACILITY
- ③ GOAT CONTACT AREA
- ④ VARIETY OF SMALL PROJECTS/UPGRADES

PHASE II

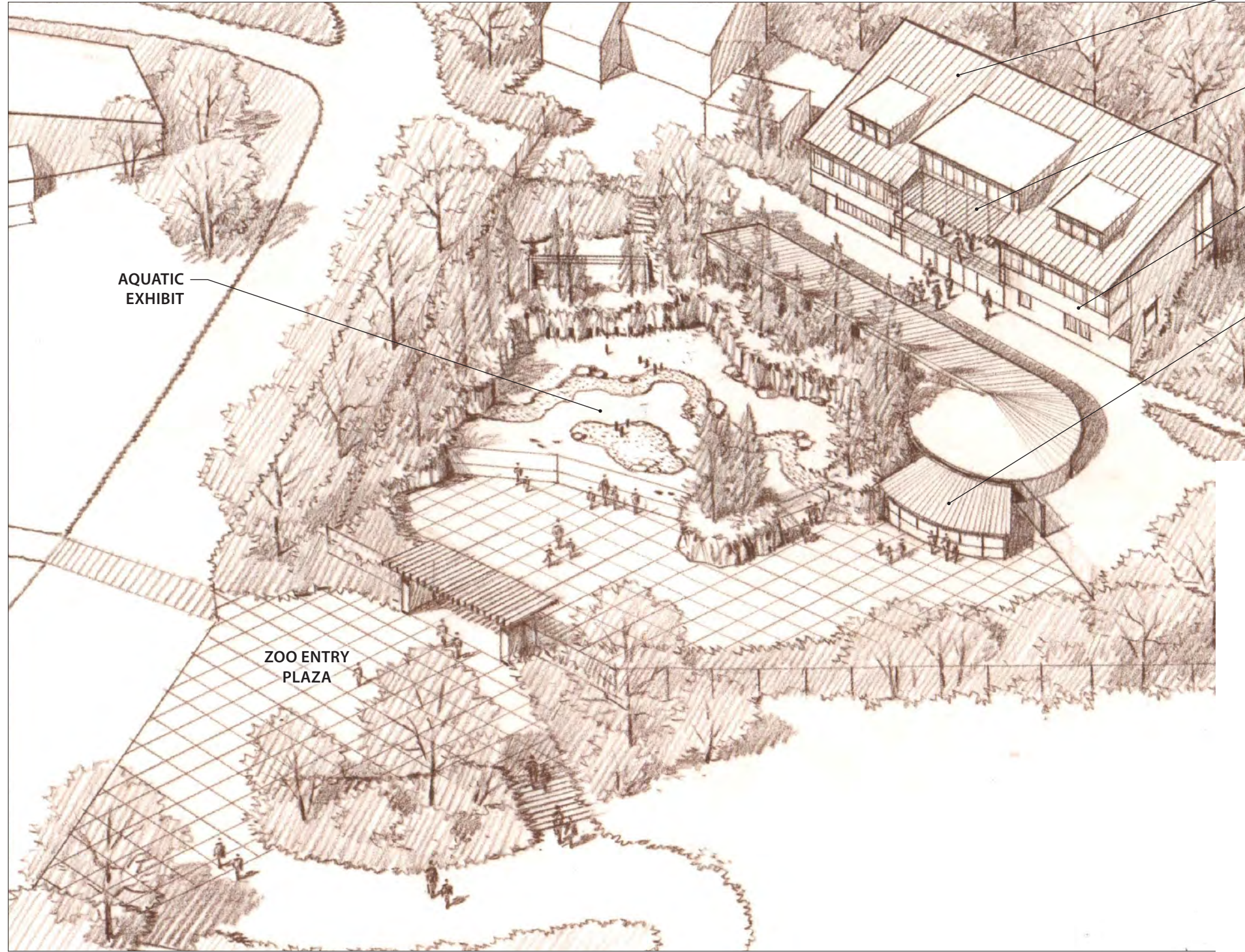
- ⑤ NEW ANIMAL HOSPITAL
- ⑥ ENTRY EXHIBIT & UPGRADED ENTRY
- ⑦ NEW OTTER AND EAGLE EXHIBITS
- ⑧ LOWER LEVEL ANIMAL EXHIBIT
- ⑨ LOWER LEVEL ANIMAL EXHIBIT
- ⑩ SECOND LEVEL ADMIN SPACE
- ⑪ CONVERT TO EXISTING ADMIN TO EXHIBIT



MASTER PLAN PROJECTS



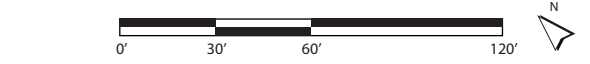
ENTRY BUILDING & PLAZA GATEWAY



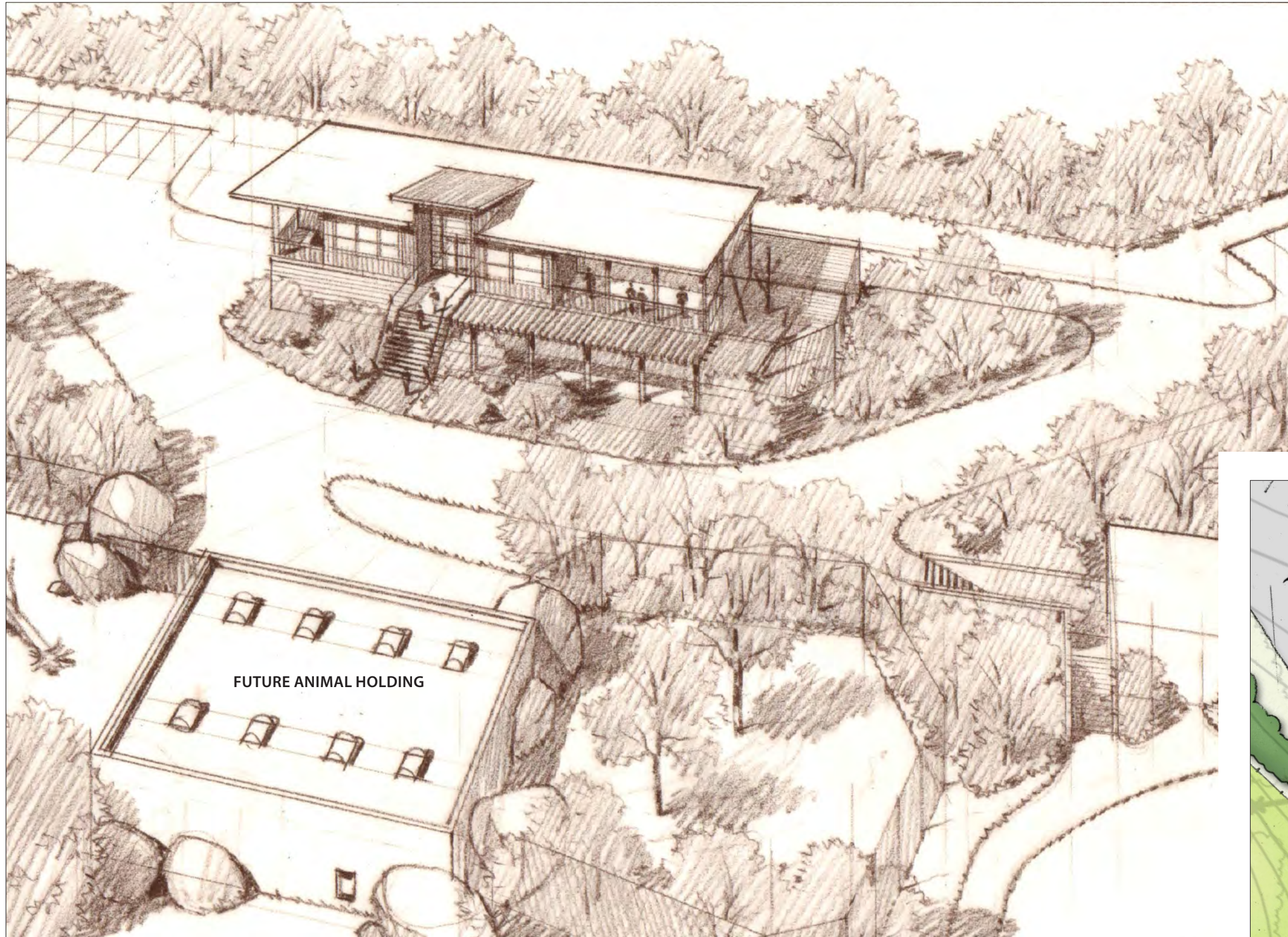
- ADMINISTRATION SPACE
- EXISTING COMMISSARY TO BE RELOCATED (OPTIONAL)
- EXISTING RESTROOMS
- TICKETING

AQUATIC EXHIBIT

ZOO ENTRY PLAZA



ANIMAL WELLNESS CENTER



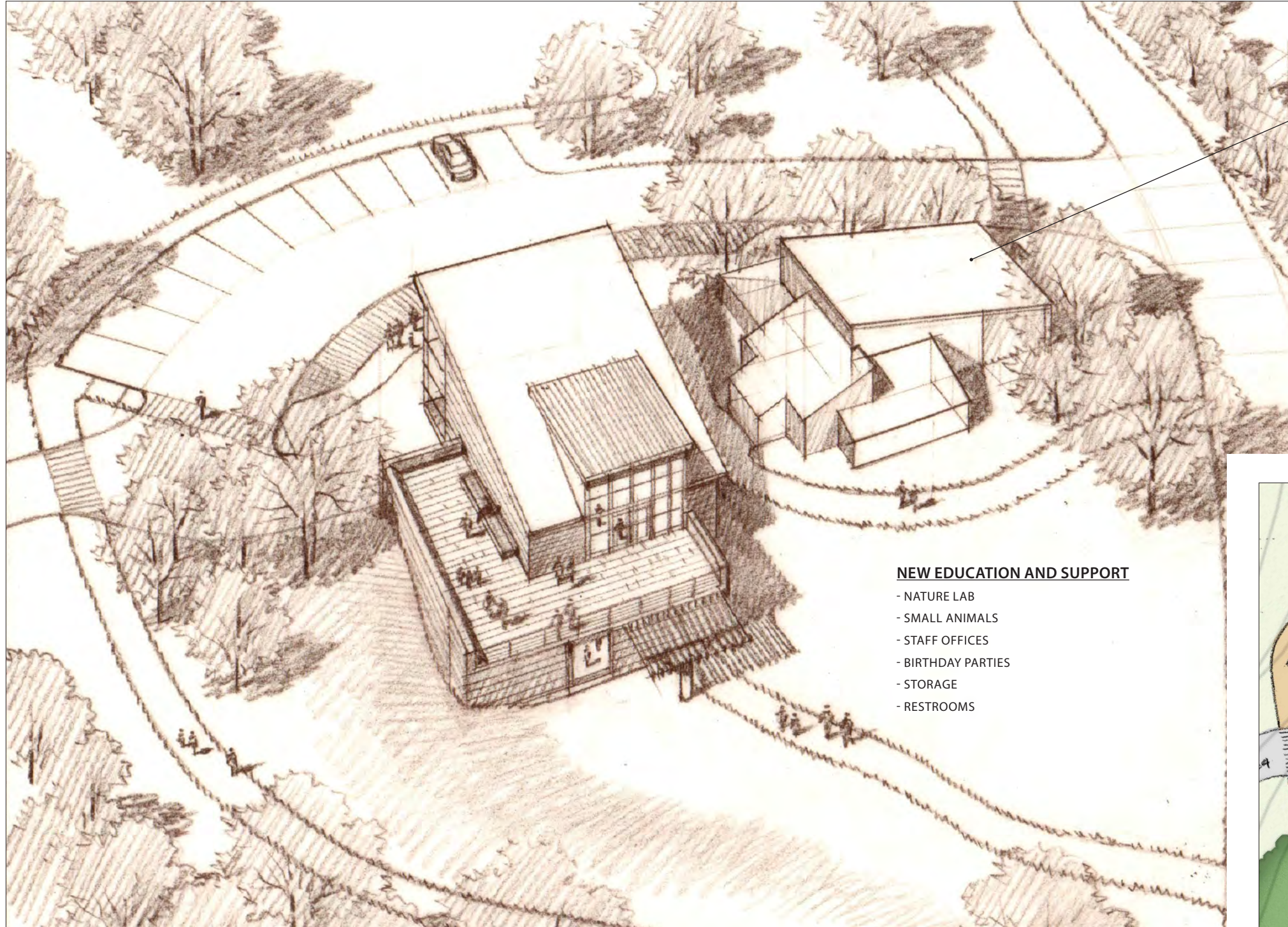
ANIMAL WELLNESS CENTER

- ANIMAL SURGERY ROOM
- HOLDING/RECOVERY
- STAFF OFFICES
- MEETING ROOM
- OUTDOOR HOLDING
- STORAGE/NECROPSY SPACE
- V.I.P. ZONE

A new facility is proposed to be constructed along the northern edge of the Zoo property. The existing building would stay and be modified into an animal holding building. New exhibits would be constructed on the west and north sides of the building.



EDUCATION HUB (FUTURE)

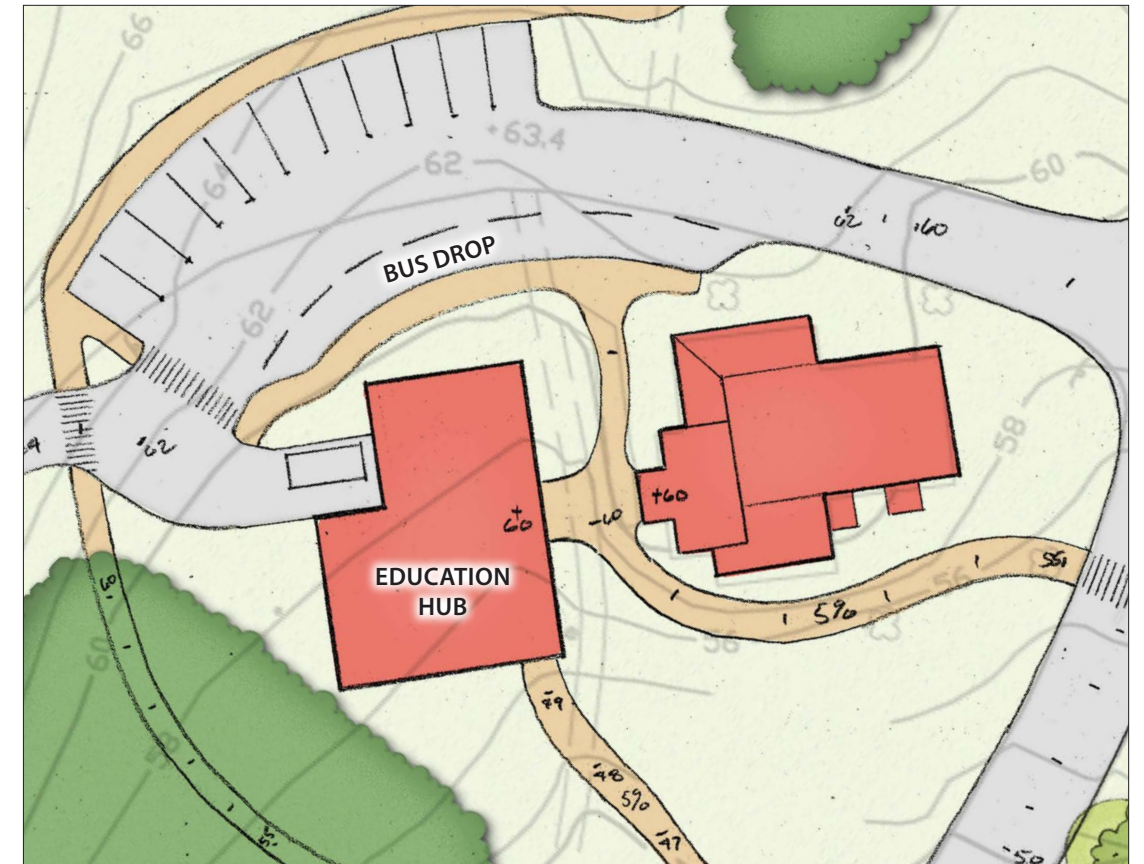


EXISTING EDUCATION BUILDING TO BE RENOVATED

A new education center is proposed west of the current building or the current building can be renovated and expanded. The open space surrounding the building provides an opportunity to construct outdoor classrooms, discovery trails, and other features that support the mission of the Zoo's education program.

NEW EDUCATION AND SUPPORT

- NATURE LAB
- SMALL ANIMALS
- STAFF OFFICES
- BIRTHDAY PARTIES
- STORAGE
- RESTROOMS



NORTHERN TRAIL (FUTURE)

Current animal zone west of the Otter exhibit should be demolished and replaced with new animal area. This area can be developed and expanded to the east without impacting the current Otter exhibit.

- Trail takes guests to higher elevation of zoo (from $\pm 40'$ to $\pm 64'$)
- Plan does not depend on steps, elevators or escalator to move guests
- Path max slope is 8% or less
- Variety of smaller exhibits can be located along the trail

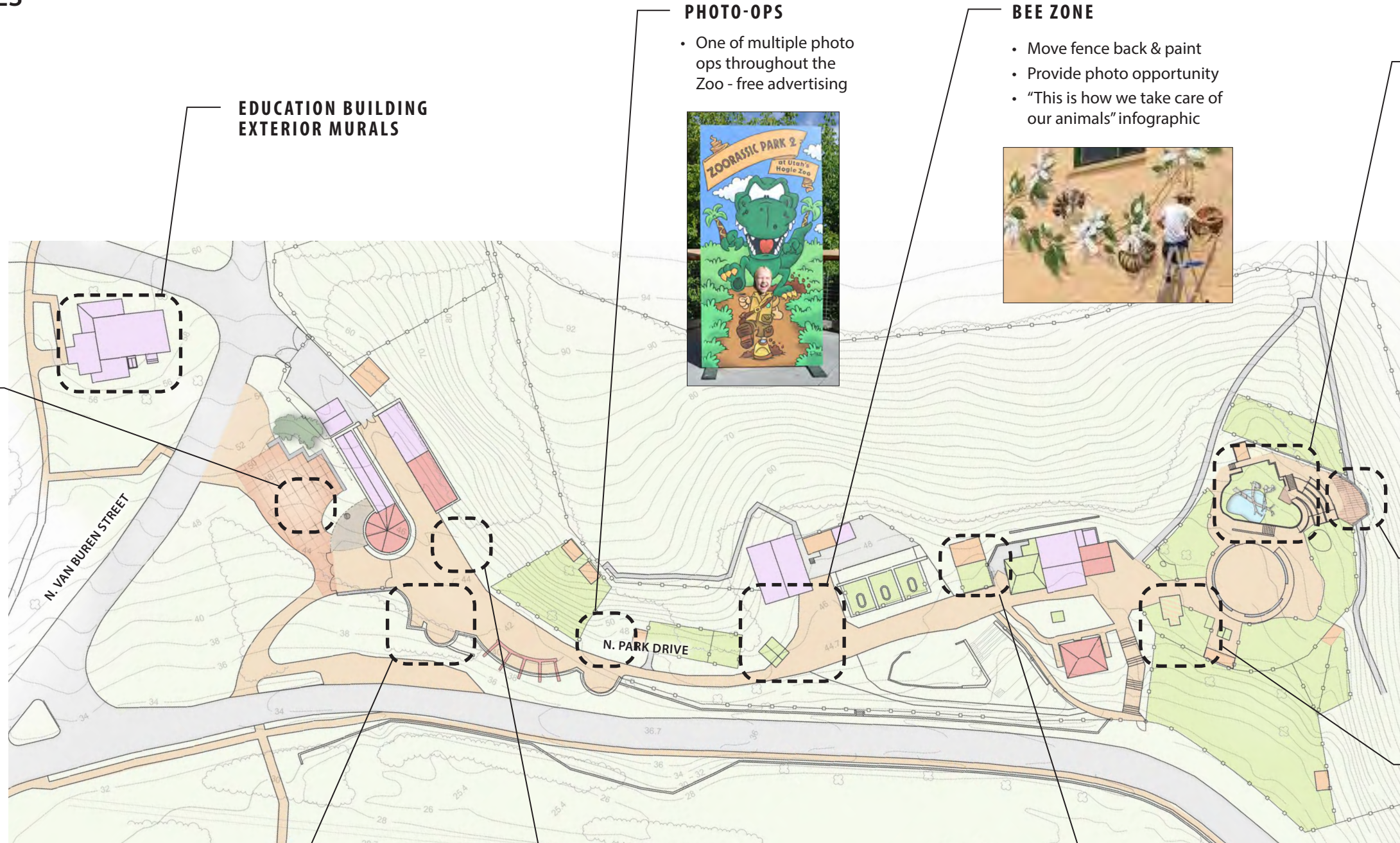


APPENDIX



SHORT TERM UPGRADES

18-24 MONTHS



EDUCATION BUILDING EXTERIOR MURALS

PHOTO-OPS

- One of multiple photo ops throughout the Zoo - free advertising



BEE ZONE

- Move fence back & paint
- Provide photo opportunity
- "This is how we take care of our animals" infographic



CONTACT ANIMAL EXPERIENCE

- Existing river otter exhibit to be converted into a new Contact Animal experience
- New Lemur Lookout (Madagascar) habitat to be constructed where existing contact animals (llama and goat) are located



ENTRY PLAZA EXPANSION

- Improved signage with a fun animal sculpture at entry; provide photo opportunity
- Bolder entry announcement

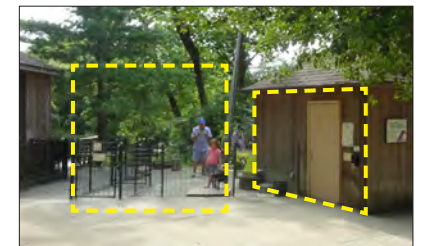


EXPANDED EAGLE DECK

- Expand Deck
- Create an animal encounter station

GOAT GATEWAY

- Define goat petting encounter with new gateway
- Paint mural on goat holding building



TAMARIN CORNER

- Move gate back
- Improve overall look and expand habitat experience with mesh trail



BBQ AT THE ZOO

- Set up a smoker BBQ near entrance May-Sep on select days



INTERPRETIVE ENHANCEMENTS

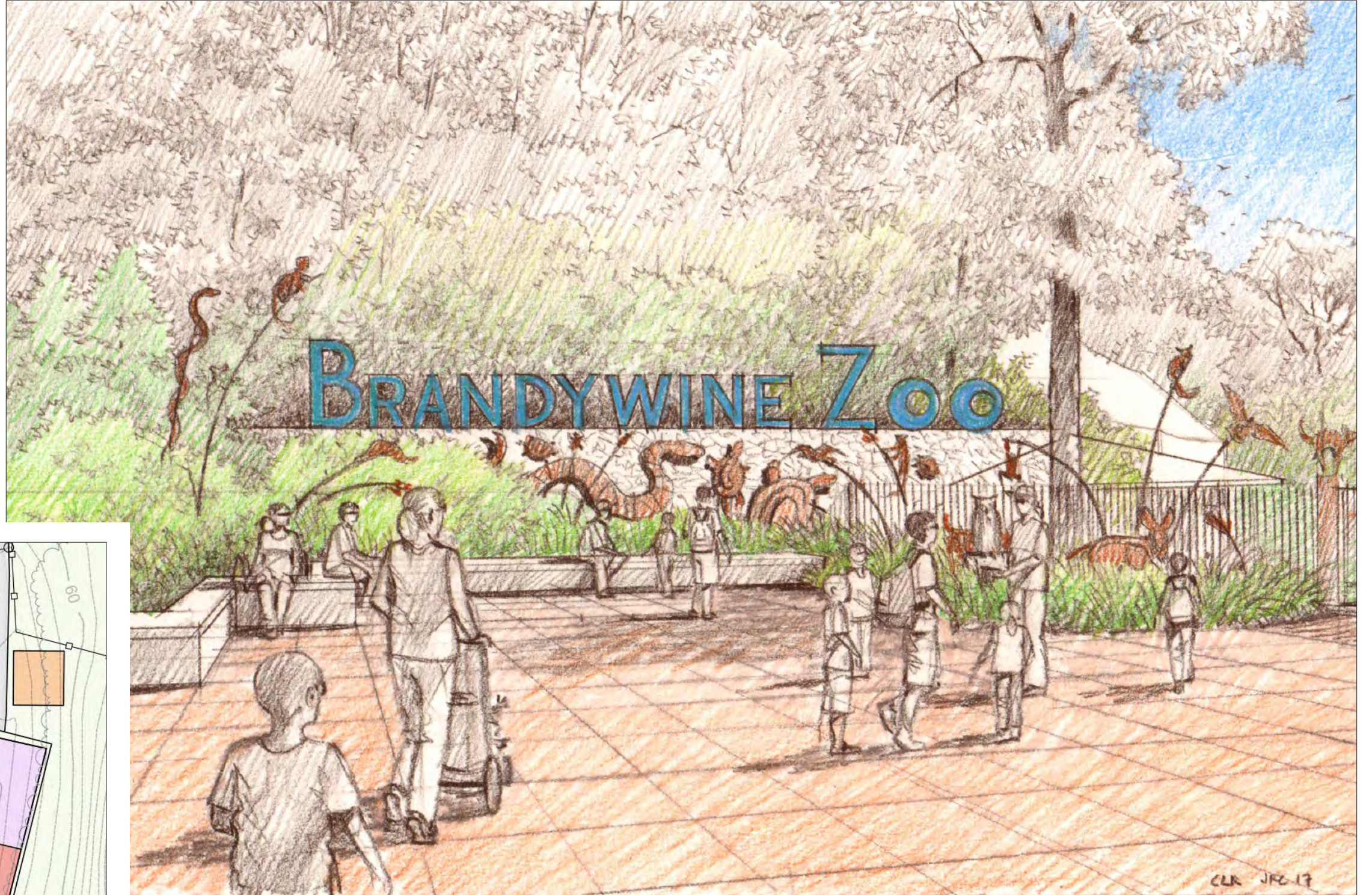
- "Quarters for Conservation" and other fundraising campaigns for new projects
- Small rotating exhibit or outreach animal



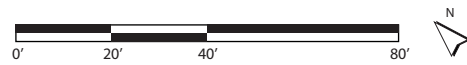
SHORT TERM TIMELINE

	TARGET COSTS	2018												2019												COMMENTS			
		M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D						
ENTRY PLAZA EXPANSION																													<ul style="list-style-type: none"> - Paving and grading, better entry signage - Front entry statue or a photo opportunity
Design	± \$50,000																												
Fabrication/Construction																													
INTERPRETIVE ENHANCEMENTS																													<ul style="list-style-type: none"> - Grading, paving, and a retaining wall, option to have one or two light fixtures - Fabricate signs and install
Programming/Design	± \$10,000-																												
Fabrication/Installation/Construction	\$50,000																												
BEE ZONE																													<ul style="list-style-type: none"> - Grading, paving, and relocate fence, paint mural and other improvements - Install stations and bees
Programming/Design	±10,000																												
Fabrication/Installation/Construction																													
GOAT GATEWAY																													<ul style="list-style-type: none"> - Paint mural on the building, construct new front gate - Expand area to existing llama zone
Programming/Design	±10,000																												
Fabrication/Installation/Construction																													
TAMARIN CORNER																													<ul style="list-style-type: none"> - Move gate back - Construct a loop trail for the tamarins
Programming/Design	\$10,000																												
Fabrication/Installation/Construction																													
EXPANDED EAGLE DECK																													<ul style="list-style-type: none"> - Expand deck and create an animal encounter station
Programming/Design	± \$10,000-																												
Fabrication/Installation/Construction	\$50,000																												
PAINT EDUCATION BUILDING																													<ul style="list-style-type: none"> - Fun and attractive mural to beautify building
Design	± \$10,000																												
Fabrication/Installation/Construction																													

ENTRY PLAZA EXPANSION



ENTRY



INTERPRETIVE ENHANCEMENTS



BEE ZONE



GOAT GATEWAY



PYGMY GOAT TRAIL



NTS



SHORT-TERM UPGRADE BREAKDOWN

18-24 MONTHS

The goal is to create a “menu” of ideas that can be implemented in the next 18 to 24 months for a small investment and time commitment. It is critical for the Brandywine Zoo to create an “early win” that will generate excitement and buzz with patrons, Zoo staff, and the community. This excitement will help provide momentum for larger growth as outlined in the Master Plan.

PROJECT CATEGORIES:

- (A)** Animal Exhibits
- (B)** Kids Activities
- (C)** Food and Guest Comfort

POTENTIAL INVESTMENT COSTS:

- Minimal
- \$10,000 +/-
- \$10,000 - \$50,000
- > \$50,000

GOALS:

1. Improve existing areas
2. Provide a new activity for guests
3. Create a short-term bridge to future, larger projects

(A) ANIMAL EXHIBITS

PRAIRIE DOG MAZE

Change existing area around “historic walls” into a prairie dog exhibit. Walls can look like an old farm building or farm structures that have been abandoned and the prairie dogs have made it their home. Construct new barriers in front of the walls for viewing.

- Increases stay time
- Opportunity for Sponsorship
- Cost: > \$50,000
- Location: Existing Red Panda, Swift Fox, and Serval Habitats will need relocation



AVIARY

Extend mesh enclosure over the wooden boardwalk so guests can walk through the “duck” exhibit. Explore if more animals can be added to the enclosure.

- Increases stay time
- Opportunity for Sponsorship
- Cost: > \$50,000
- Location: Existing Duck Exhibit



ANIMAL FEEDING AND DEMONSTRATIONS

Provide group feeding opportunities wherever possible. Schedule regular feedings during the day, weekdays included. Feedings may be a paid experience. Encourage staff to also have “pop-up” interactions with guests.

- Increases repeat & scheduled visits
- Cost: Minimal
- Location: Throughout zoo



SHORT-TERM UPGRADES

18-24 MONTHS

B KIDS ACTIVITIES

OBSTACLE COURSE PLAY AREA

Create a fun, new play area with elevated bridges, netting, spiderweb netting, small slides. Take advantage of the existing land form to make this an exciting experience for children ages 3-6 +/-.

- Increases stay time
- Opportunity for Sponsorship
- Cost: > \$50,000
- Location: Near existing amphitheater



PHOTO OPPORTUNITY

Select eight to ten locations for children and adults with a photo-opportunity station. Themes should be fun, educational, can be animal-themed, and should reference the Brandywine Zoo. A great and easy way to generate social media presence at little cost.

- Immediate marketing boost via social media
- Opportunity for Sponsorship
- Cost: \$10,000 +/- or less
- Location: Throughout Zoo



SHORT-TERM UPGRADES

18-24 MONTHS

Ⓒ FOOD & GUEST COMFORT

FOOD TRUCK OR CARTS

Bring in various food trucks in combination with larger “pop-up” experiences at the Zoo. Can be regularly scheduled or on varying days to attract visitors during the week.

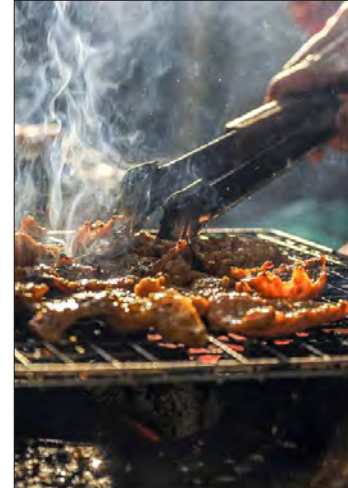
- Increases stay time
- Opportunity for Sponsorship
- Cost: Minimal
- Location: Inside or outside Zoo



SMOKED BBQ DAYS

May through September, designate one day a week for an outdoor BBQ near the Zoo entrance. The smell of cooking food will work its way through the park and entice new visitors to the Zoo. Can be part of larger “pop-up” events and promotions.

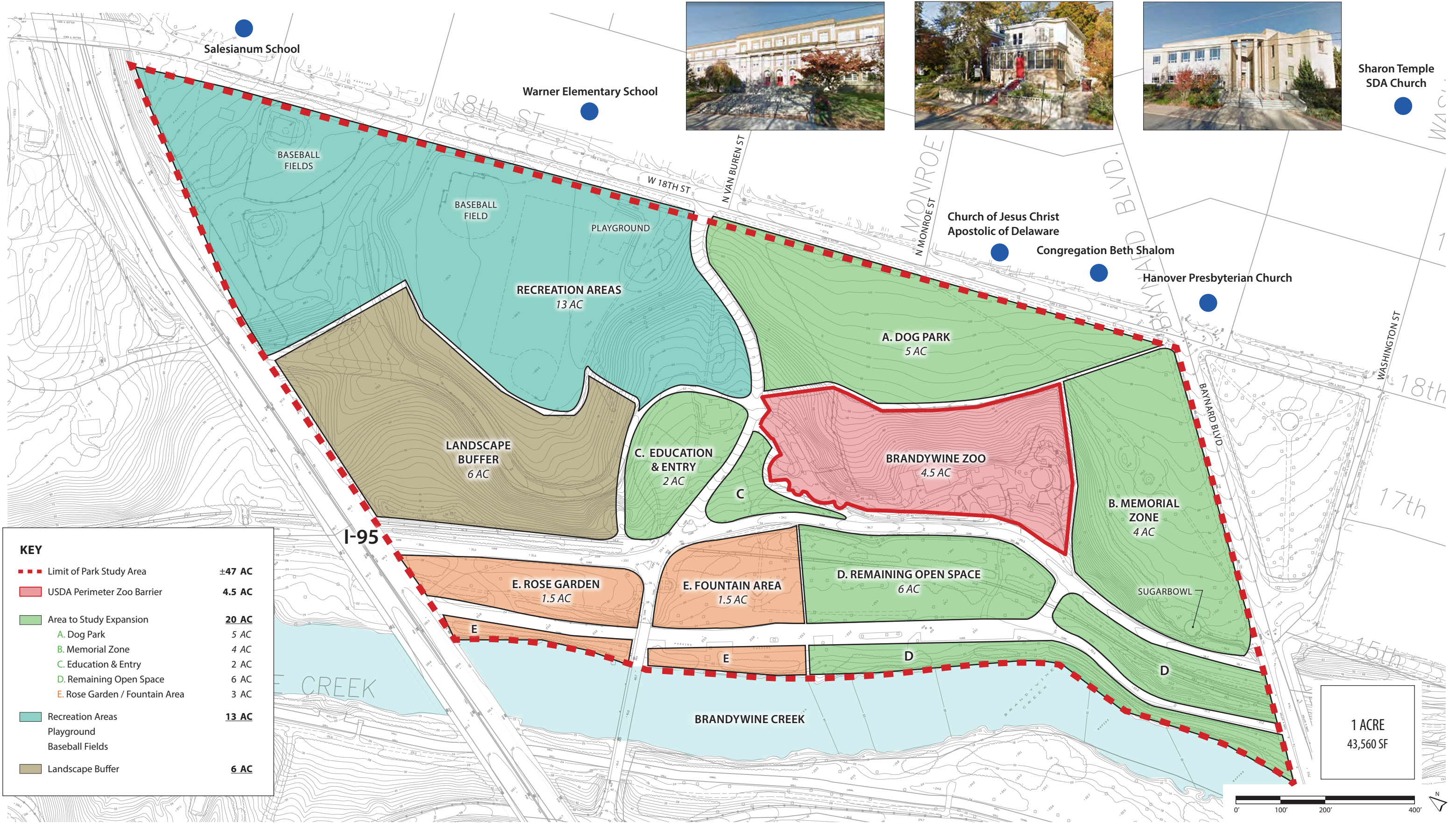
- Easy set-up and easy take-down
- Opportunity for Sponsorship
- Cost: Minimal
- Location: Inside Zoo near entrance



ADDITIONAL SUGGESTIONS:

- Llama Yard Deck Feedings
- Eco-exploration backpack tours
- Train loop in the park
- Small climbing wall
- Temporary Farmyard Encounter Zone
- “Quick-Fixes” at existing Zoo features

OVERALL EXISTING PARK LAND USE SUMMARY



KEY




--- Limit of Park Study Area	±47 AC
— USDA Perimeter Zoo Barrier	4.5 AC
Area to Study Expansion	20 AC
A. Dog Park	5 AC
B. Memorial Zone	4 AC
C. Education & Entry	2 AC
D. Remaining Open Space	6 AC
E. Rose Garden / Fountain Area	3 AC
Recreation Areas Playground Baseball Fields	13 AC
Landscape Buffer	6 AC



1 ACRE
43,560 SF

OVERALL PROPOSED LAND USE

SITE PLAN LEGEND

	Zoo Support	= 51,800 SF
	Animal Exhibits	=64,100 SF
	Guest Support & Mixed Use Small Animal Exhibits	= 26,400 SF

PROGRAM

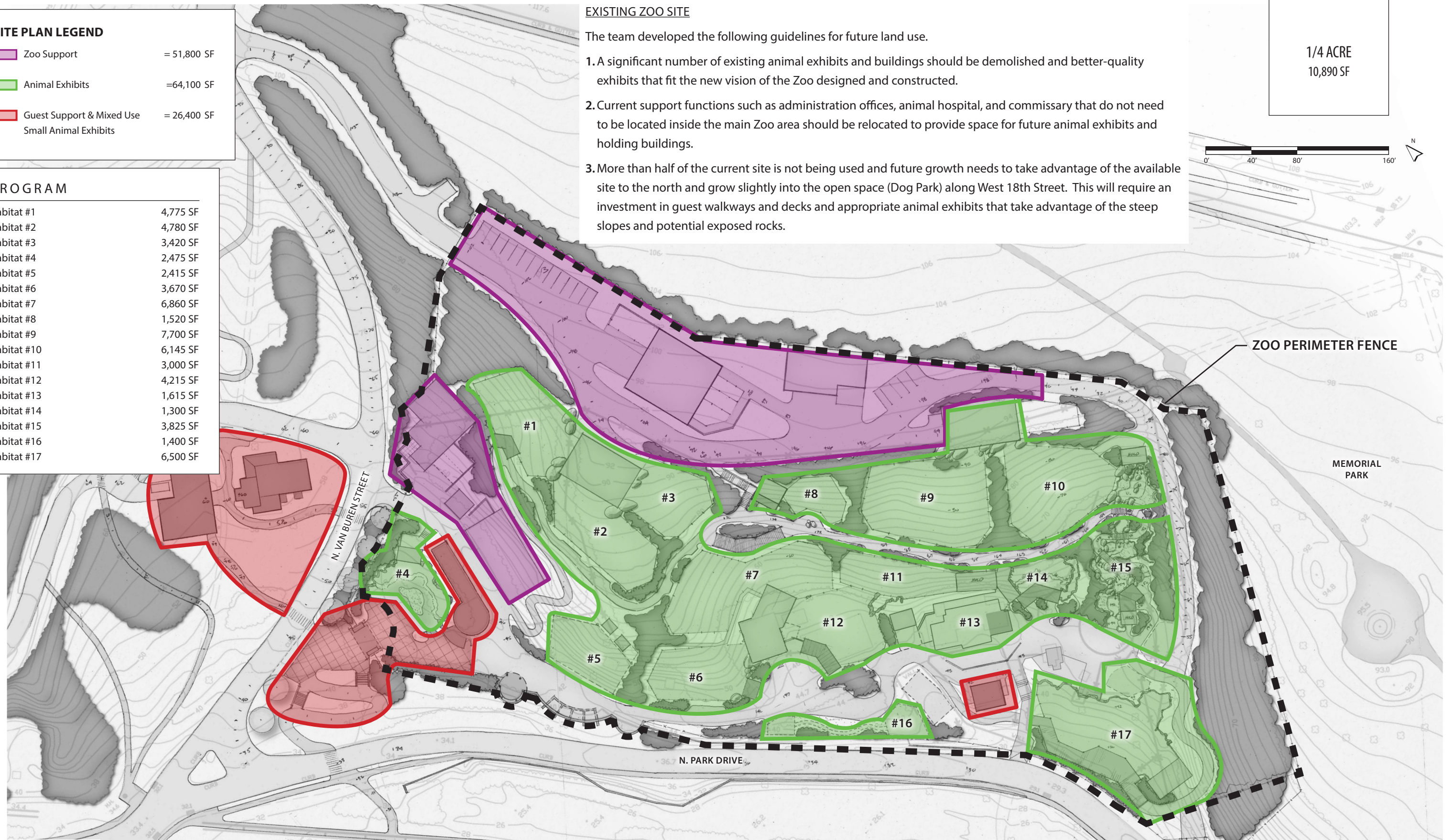
Habitat #1	4,775 SF
Habitat #2	4,780 SF
Habitat #3	3,420 SF
Habitat #4	2,475 SF
Habitat #5	2,415 SF
Habitat #6	3,670 SF
Habitat #7	6,860 SF
Habitat #8	1,520 SF
Habitat #9	7,700 SF
Habitat #10	6,145 SF
Habitat #11	3,000 SF
Habitat #12	4,215 SF
Habitat #13	1,615 SF
Habitat #14	1,300 SF
Habitat #15	3,825 SF
Habitat #16	1,400 SF
Habitat #17	6,500 SF

EXISTING ZOO SITE

The team developed the following guidelines for future land use.

1. A significant number of existing animal exhibits and buildings should be demolished and better-quality exhibits that fit the new vision of the Zoo designed and constructed.
2. Current support functions such as administration offices, animal hospital, and commissary that do not need to be located inside the main Zoo area should be relocated to provide space for future animal exhibits and holding buildings.
3. More than half of the current site is not being used and future growth needs to take advantage of the available site to the north and grow slightly into the open space (Dog Park) along West 18th Street. This will require an investment in guest walkways and decks and appropriate animal exhibits that take advantage of the steep slopes and potential exposed rocks.

1/4 ACRE
10,890 SF



PROPOSED SPECIES

#	CURRENT	PROPOSED	THEME	CONSERVATION STATUS	TEMP CUT-OFF (°F)	EXHIBIT SQ.FT	COMMENTS
1	New	Colobus Crested Porcupine	Africa	SSP SSP	60 55	4,775	Active primate housed in small groups. Training opp. World's largest porcupine species. Potential feeding opportunity.
2	New	Spotted Hyena	Africa	SSP	35	4,780	Unique animal in this area. Visitor connection to the Lion King. Training opportunity. BTS opportunity.
3	New	Red River Hog Bat Eared Fox	Africa	SSP	55	3,420	Active attractive species. Visitor interaction opportunity. Active unique species.
4	New (entry)	Ducks (short term) Flamingos (long term) Sloth Pudu	S. America	SSP SSP SSP	10 50 50	2,475	Mixed species with high visitor recognition. Feeding opportunity for the guests. Visitor favorite. Potential guest interaction. World's smallest deer species.
5	Condor	Condor	S. America	SSP	NA	2,415	Popular with the visitors due to large size.
6	Bobcat/Porcupine	Jaguar	S. America	SSP	35	3,670	Powerful carnivore and one of the few cats that will swim. BTS opportunity.
7	New	Sloth bear	Asia	SSP	40	6,860	Unusual, shaggy bear with elongated muzzle. Excellent enrichment opportunities. BTS opportunity.
8	New	Red panda Goral White-naped crane	Asia	SSP SSP SSP	NA NA NA	1,520	Current visitor favorite. Design exhibit for breeding. Small, goat-like, cold tolerant, active species. Active species that mixes well with pandas and goral.
9	New	Markhor	Asia	SSP	NA	7,700	Active mountain dweller. Can rotate with snow leopard for increased activity. BTS opportunity.
10	New	Snow Leopard	Asia	SSP	NA	6,145	One of the world's most beautiful cats. Can rotate with markhor for increased activity. BTS opportunity.
11	New	Siamang Binturong	Asia	SSP SSP	NA NA	3,000	Very vocal and active species. High visitor interest. Training demos.
12	Historic Cages	Maned wolf Giant anteater Capybara	S. America	SSP SSP SSP	40 32 20	4,215	Striking species. Training and BTS opportunities. Unusual species. Unique to the area. Feeding and BTS opportunities. Visitor favorite, active swimmer. Interaction and BTS opportunities.
13	Admin	Reptiles	Mixed		NA	1,615	Indoor space. Wide diversity of birds, mammals reptiles possible. Komodo dragons in the outdoor space. BTS opportunity.
14	Townhouses	Otter Eagle Raven	N. America	SSP NA	NA NA NA	1,300	Unique acrylic slide through the pool. Training and BTS opportunity. National bird and recovery story. Active and vocal.
15	Otter & Eagle	Lynx Porcupine Wolverine	N. America	SSP SSP SSP	NA NA NA	3,825	Ghost of the forest. Replace bobcat. Training and BTS opportunity. Visitor favorite. Largest land weasel. X-men connection. Training and BTS opportunity.
16a	New may or may not be connected to 16b	Red panda Callitrichid	S. America	SSP	50	1,400	Pandas could be housed here if the historic cages are taken down before a new panda exhibit is built. Various tamarins and marmosets will be housed here. Training opportunities.
16b	New may or may not be connected to 16a	Red panda Callitrichid	S. America	SSP	50		Pandas could be housed here if the historic cages are taken down before a new panda exhibit is built. Various tamarins and marmosets will be housed here. There will be an up charge for these interactions.
17	Llama	Ring tail lemur Red ruff lemur Crowned lemur Radiated tortoise Birds	Madagascar	SSP SSP SSP SSP & SAFE	45 40 50 60	6,500	Popular. More terrestrial. small group of 3-5. Interaction opportunity. Popular. More arboreal. small group of 3-5. Interaction opportunity. Rare species. Sexually dimorphic. Housed in pairs. Interaction opp. One of the world's rarest and most beautiful tortoises. Glass fronted viewing into exhibit on top of holding – party space?
18	Goats	Food concession					Move concessions out of the proposed tropical building and add a small seating area.

SELECTION CRITERIA

The team spent significant amount of time discussing the appropriate animal mix for the Zoo. The list of animals developed had to satisfy four criteria.

SPACE AND TOPOGRAPHY

With the limited amount of overall exhibit space available and steep terrain the animals selected are small to medium in size. They will naturally do well on slopes and exposed rock ledges.

CONSERVATION STATUS

The team looked at the conservation status of each of the animals and most of the animals are included in the AZA Species Survival Program (SSP).

CLIMATE

The Zoo is open year round so it is important that the animals selected do well year round and can spend significant amount of time outside.

APPEAL AND ACTIVITY LEVEL

The team selected animals that will appeal to the Zoo visitors on many levels and can be trained by staff in-front of the Zoo visitors.

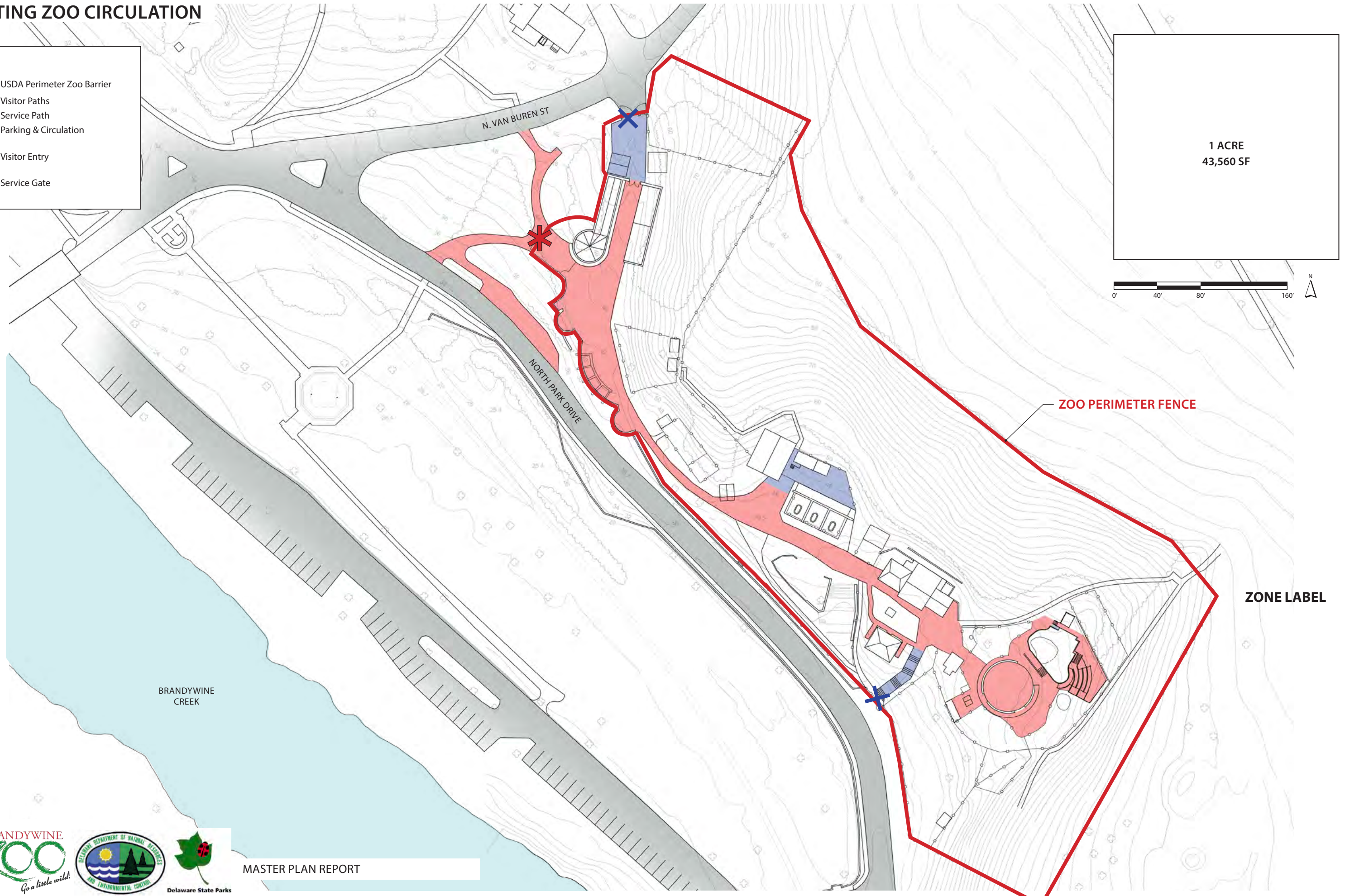
Other animals to think about (need input from Zoo):

- Rock Hyrax
- Meerkat
- Prairie Dog
- Snow Monkey
- Peccary
- Arctic Fox
- Other

EXISTING ZOO CIRCULATION

KEY

- USDA Perimeter Zoo Barrier
- █ Visitor Paths
- █ Service Path
- █ Parking & Circulation
- ✱ Visitor Entry
- ✕ Service Gate



1 ACRE
43,560 SF



CIRCULATION SUMMARY

The team studied several options relocating existing streets to increase the size of the Zoo and improve overall guest safety using the park and the Zoo. The two options below should be considered in the future:

Park Circulation Option #1: Relocate North Park Drive east of North Van Buren Street to the Sugar Bowl to the south. The new realigned road is proposed approximately where the abandoned railroad tracks are located. The Zoo would gain close to 1.5ac of quality land along the south side of the property. Guests will still have to cross North Park Drive to get to the Zoo entrance, but the new road can be designed with pedestrian crossing lights to improve guest safety.

Park Circulation Option #2: Relocate North Van Buren Street to the west of the existing education building. The road realignment is proposed to start at the intersection of North Park Drive and North Van Buren Street and extend for approximately 560'. By shifting this section of North Van Buren Street the Zoo property is much better connected, it has gained quality space for future development, and a dangerous crossing has been eliminated.

GUEST CIRCULATION

The team developed the following guidelines for future guest circulation.

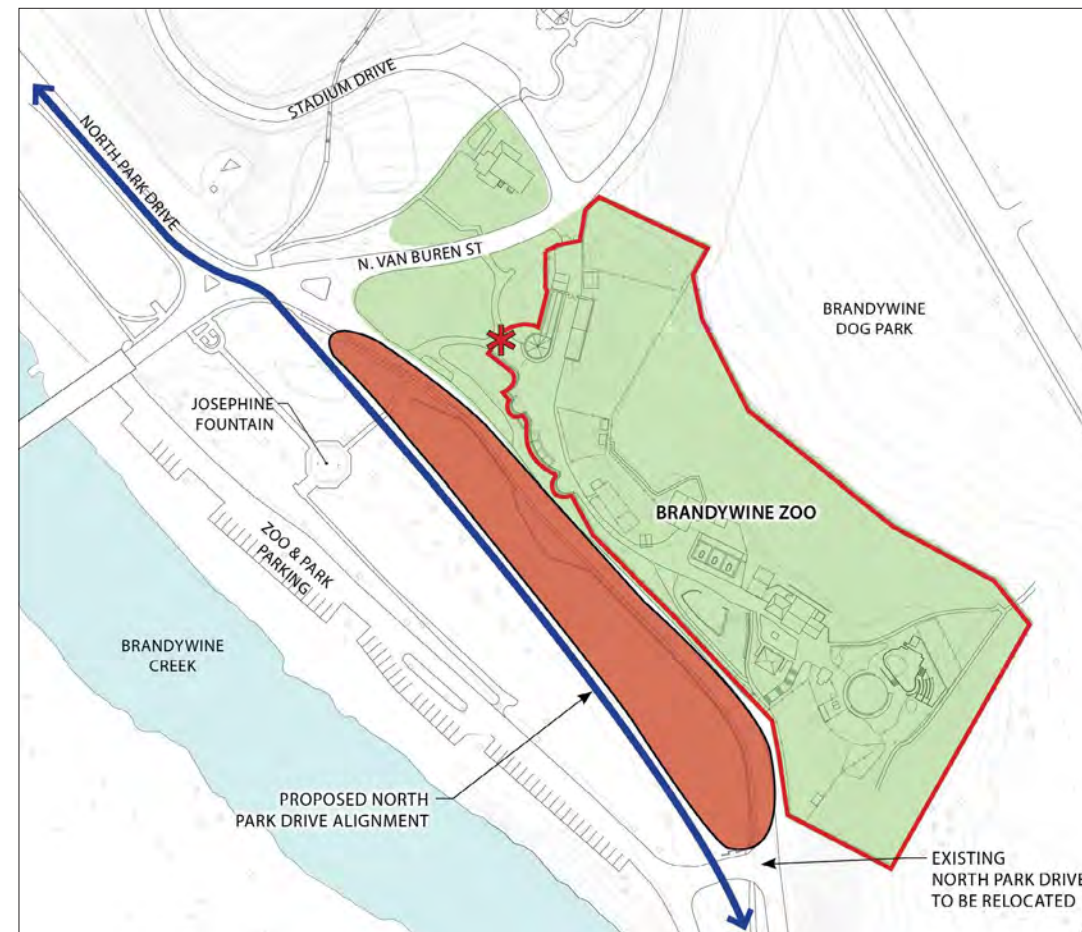
1. The current east/west spine needs to be changed to a loop path. The new portion of the path can be located on the north or the south side of the exiting spine.
2. The guest flow will not depend on elevators, escalators, or steps to deal with the existing grade difference on the site. Maximum grade for any guest path will not exceed 8% slope.
3. As much as possible, service circulation should not depend on guest walkways to access holding buildings, animal exhibits, or service zones.

SERVICE CIRCULATION

The team developed the following guidelines for future service circulation.

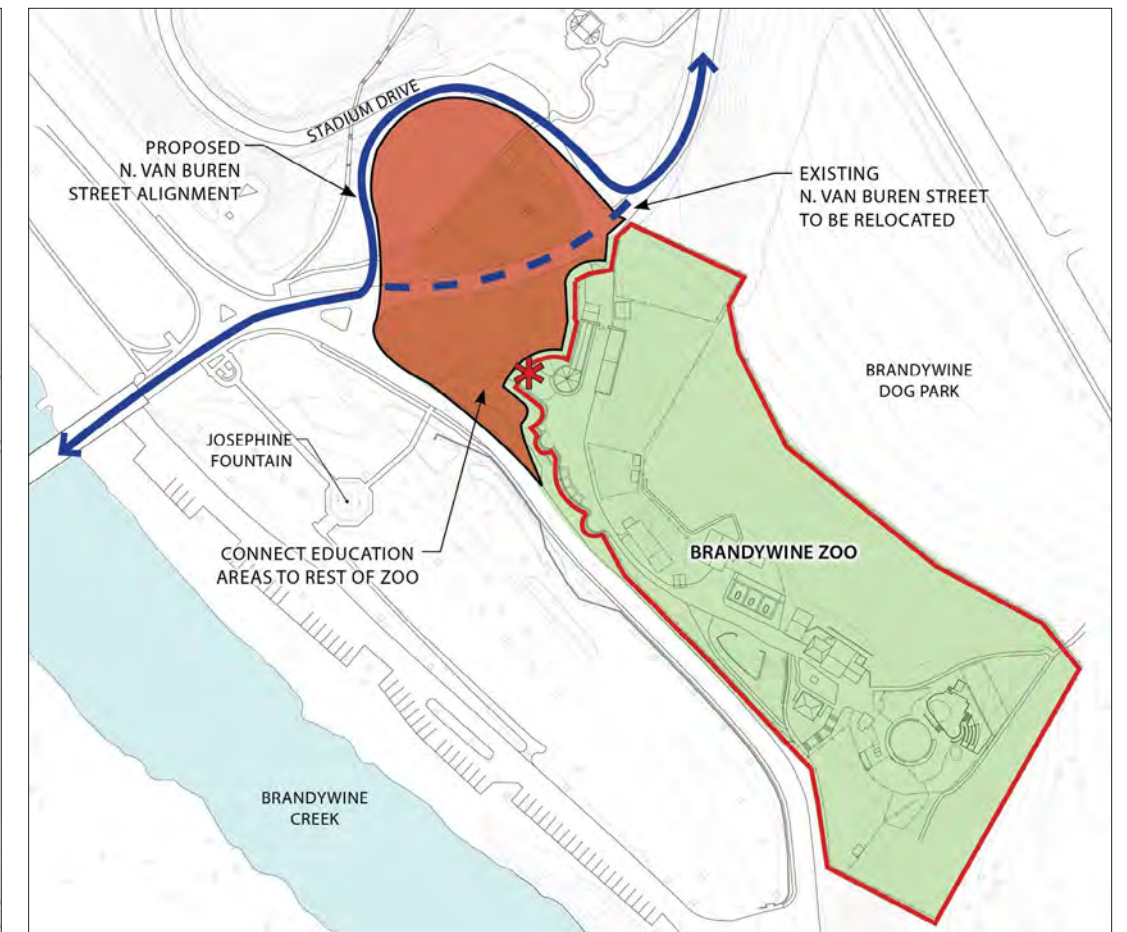
1. Provide direct access to exhibits, holding buildings, and service zones without using guest walkways.
2. Explore an option to construct a service spine along the east and north edge of the Zoo, starting by the entrance into the existing guest parking area and then heading to the north and connecting to North Van Buren Street.
3. Service roads need to be paved and minimum 12' to 14' wide.

PARK CIRCULATION OPTION #1



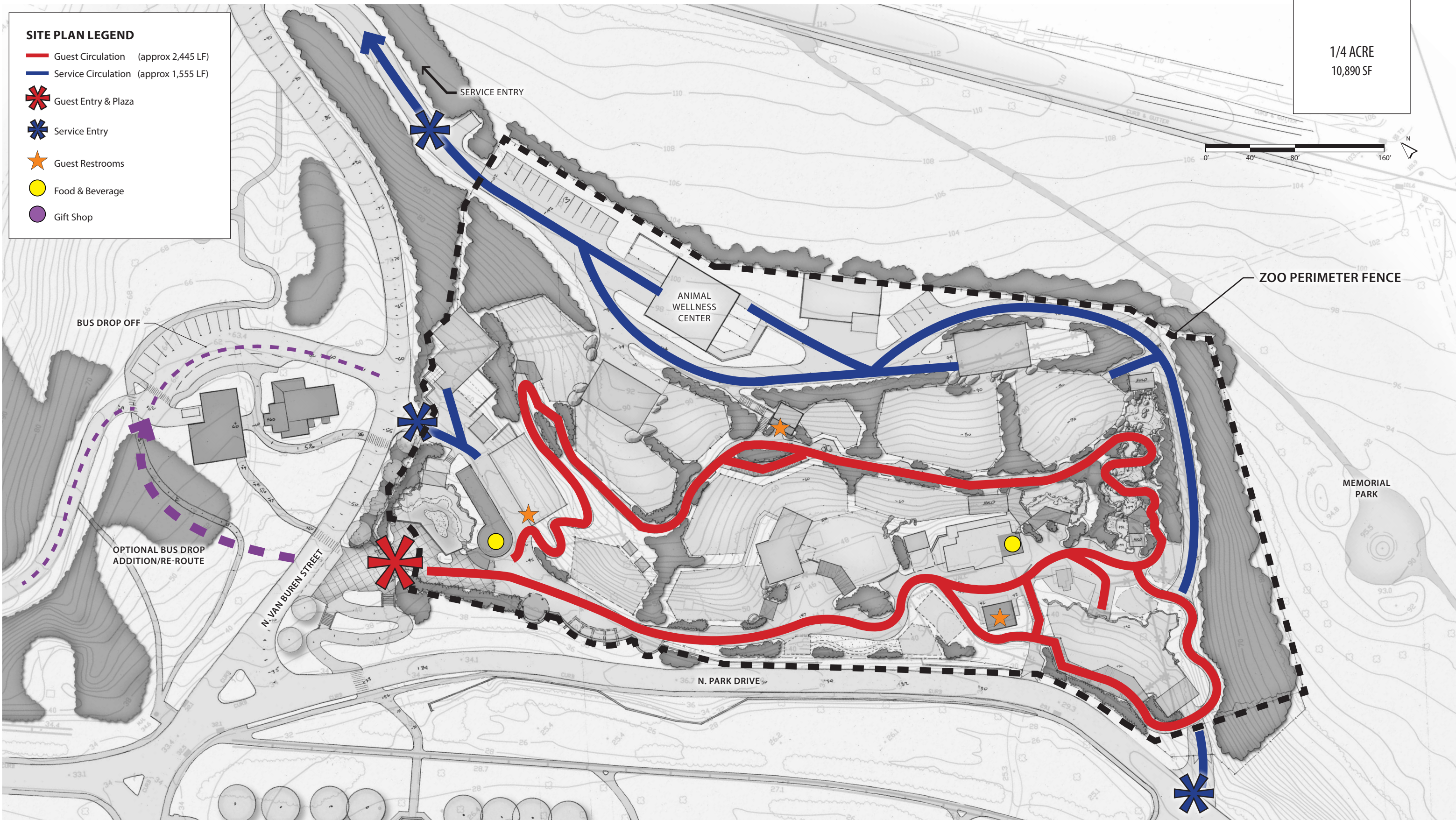
*See Illustrative Site Plan Expansion Option A on page 34

PARK CIRCULATION OPTION #2



*See Illustrative Site Plan Expansion Options B & C on pages 35-36

OVERALL PROPOSED CIRCULATION & GUEST SUPPORT



PARKING STUDY

GUEST PARKING

Approximately 80 parking spaces along the Brandywine River are available for regular park users and Zoo guests. There is a great demand for additional 100 paved spaces just to meet basic demand during the spring, summer, and fall. This can be accomplished by expanding guest parking to the east towards Baynard Blvd. and redoing existing parking areas with a more efficient layout. Overflow parking can also be created in the area to meet the demand during extra busy days and during special events. Existing and new parking areas need overhead lights and security cameras, vegetation needs to be pruned back and walkways replaced with a circulation system that separates different user groups and provides an easy and safe access to the Zoo main entrance.

STAFF PARKING

Additional 20 to 25 parking spaces for Zoo vehicles and staff should be created so spaces intended for guests are not occupied by the Zoo. The new staff spaces should be located in the Zoo support zone and constructed as part of each infrastructure or support project.

DROP OFF AND SCHOOL GROUPS

A clear circulation plan needs to be created when school buses are dropping kids off for "a day at the Zoo", dropping off or picking up kids as part of summer programs, or when parents in private vehicles are dropping off and picking up.

1. This plan proposes to use the new parking along Brandywine River for school buses to drop off and pick up. The kids will then walk to the Zoo entrance and meet a representative from the Zoo before heading into the Zoo or other areas of the park.

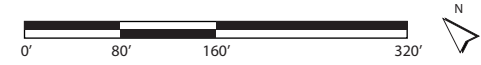
2. For drop off and pick up related to the education programs both buses and private vehicles would use Stadium Drive or the realigned North Van Buren Street for drop off and pick up.

ZONE	AREA	EXISTING	PROPOSED	COMMENTS
1	West of Van Buren St. Bridge	24	24	Shared
2	East of Van Buren St. Bridge	124	124	Shared
3	East of Entry into Parking	0	75	Shared
4	Overflow Parking	0	48	Shared

TOTAL PROPOSED SHARED GUEST PARKING 271

5	Staff Parking by Education	11	11	Not Shared
6	Staff Parking West of Hospital	0	13	Not Shared
7	Staff Parking East of Hospital	0	5	Not Shared

TOTAL PROPOSED DEDICATED STAFF PARKING 29



ILLUSTRATIVE SITE PLAN - EXPANSION OPTION A

SITE PLAN LEGEND

- Visitor Amenity
- Exhibit Building
- Admin / Support
- Habitat Space
- Holding
- Off-Exhibit Yard
- Ponds / pools
- Shrubs
- Tree
- Rocks
- Buffer Vegetation
- Visitor Path
- Service Path

TEST CIRCULATION GOALS

- Relocate N. Park Drive to gain 1.5 ac of land
- Provide new service road on North & South edges of Zoo boundary

1/4 ACRE
10,890 SF



ILLUSTRATIVE SITE PLAN - EXPANSION OPTION B

SITE PLAN LEGEND

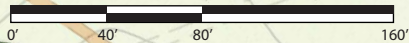
- Visitor Amenity
- Exhibit Building
- Admin / Support
- Habitat Space
- Holding
- Off-Exhibit Yard
- Ponds / pools
- Shrubs
- Tree
- Rocks
- Buffer Vegetation
- Visitor Path
- Service Path

TEST CIRCULATION GOALS

- Relocate N. Park Drive to gain 1.5 ac of land
- Provide new service road on North & South edges of Zoo boundary
- Add school bus drop-off zone which drives around the Education Hub to the west for easier vehicle circulation; eliminates large "loop" through the park that current buses & vehicles must use



1/4 ACRE
10,890 SF



ILLUSTRATIVE SITE PLAN - EXPANSION OPTION C

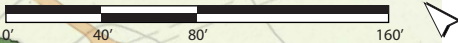
SITE PLAN LEGEND

- Visitor Amenity
- Exhibit Building
- Admin / Support
- Habitat Space
- Holding
- Off-Exhibit Yard
- Ponds / pools
- Shrubs
- Tree
- Rocks
- Buffer Vegetation
- Visitor Path
- Service Path

TEST CIRCULATION GOALS

- Relocate N. Park Drive to gain 1.5 ac of land
- Provide new service road on North & South edges of Zoo boundary
- Relocate N. Van Buren Street to the west of the education support facilities to connect the education functions with the rest of the zoo and eliminate the dangerous current crossing

1/4 ACRE
10,890 SF



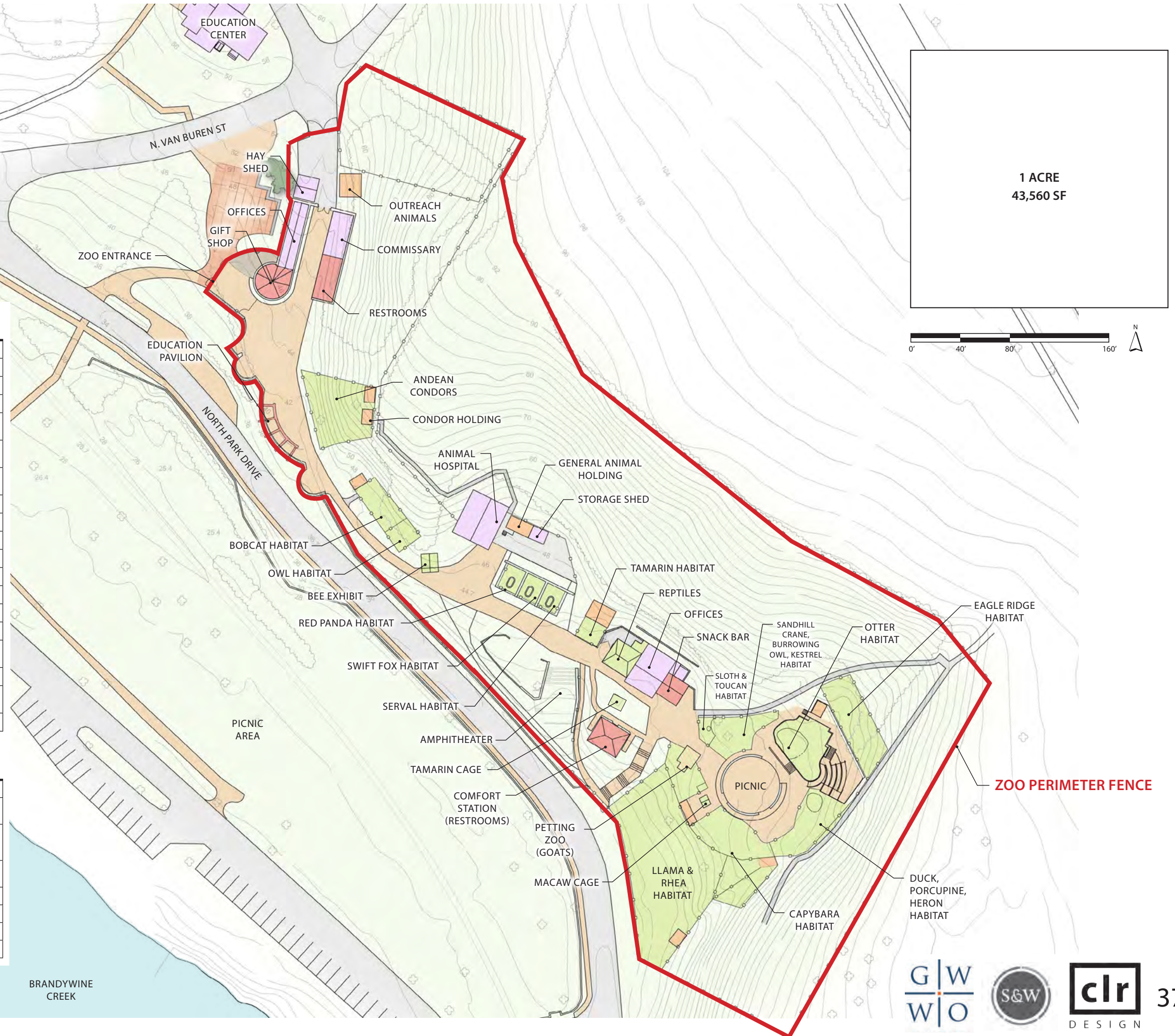
EXISTING ZOO - BUILDING INVENTORY

KEY

- USDA Perimeter Zoo Barrier
- Visitor Amenity
- Habitat Space
- Admin / Support
- Holding
- Off-exhibit Yard
- Buffer Vegetation
- Visitor Path
- Service Path

STRUCTURE	YEAR BUILT	TOTAL SF	CONSTRUCTION	STRUCTURE CONDITION	STRUCTURE TO REMAIN/ REPURPOSE/DEMO
Condor Exhibit	2000s	2,585 SF	steel/mesh	Good	Remain
Condor Holding	2000s	200 SF	concrete masonry	Fair	Remain
Bobcat Exhibit		830 SF	steel/mesh	Poor	Demo
Owl Exhibit		400 SF	steel/mesh	Poor	Demo
Red Panda Exhibit	1920s/ 2000s	350 SF	stone/mesh	Fair	Repurpose
Swift Fox Exhibit	1920s/ 2000s	350 SF	stone/mesh	Fair	Repurpose
Serval Exhibit	1920s/ 2000s	350 SF	stone/mesh	Fair	Repurpose
Tamarin Exhibit	2015	350 SF	steel/mesh	Fair	Repurpose
Tamarin Holding	2015	300 SF	concrete masonry	Fair	Repurpose
Capybara Exhibit		1,600 SF	steel fence / mesh	Poor	Demo
Goat Exhibit		800 SF	wood/mesh	Poor	Demo
Llamas & Rhea Exhibit		8,175 SF	steel fence / mesh	Poor	Demo
Bald Eagle Exhibit	2016	2,000 SF	steel/mesh	Fair	Demo
Otter Exhibit	1980s	1,525 SF	concrete	Poor	Demo
Duck, Heron Exhibit		1,575 SF	steel/mesh	Poor	Demo
Crane, Owl, Kestrel Exhibit		1,400 SF	steel/mesh	Poor	Demo
Outreach Animals	2017	325 SF	wood	Good	Remain
General Animal Holding		200 SF	steel/mesh	Poor	Demo
Reptile Exhibit		615 SF	stone masonry	Fair	Demo

STRUCTURE	YEAR BUILT	TOTAL SF	CONSTRUCTION	STRUCTURE CONDITION	STRUCTURE TO REMAIN/ REPURPOSE/DEMO
Ticketing & Gift Shop	2000	1,300 SF	stone masonry	Good	Remain
Commissary & Restrooms	2000	850 SF	stone masonry	Good	Remain
Education Pavillion	2000	725 SF	curved steel, fiberglass panel canopy	Fair	Remain
Zoo Offices Food		940 SF 525 SF	stone masonry	Fair	Demo
Amphitheater	2017		wood/mulch	Fair	Demo
Restroom Building	1920s	585 SF	brick masonry	Fair	Repurpose
Hospital	1990	1,235 SF	concrete masonry	Good	Repurpose
Education Center	1987	2,000 SF	brick masonry	Good	Repurpose

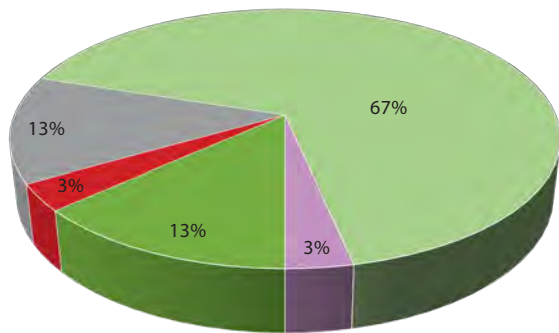


EXISTING ZOO LAND USE DIAGRAM

KEY

	USDA Perimeter Zoo Barrier	= 4.5 AC
	Animal Habitats & Holding	= .60 AC
	Visitor Services	= .15 AC
	Paths, Parking & Service	= .60 AC
	Landscape Buffer	= 3.0 AC
	Administration & Operations	= .15 AC

EXISTING LAND USE



PARKING SPACES (ESTIMATED)

Shared with staff and park users

	Primary Parking Area	60+ spaces
	Near Education Building	10+ spaces

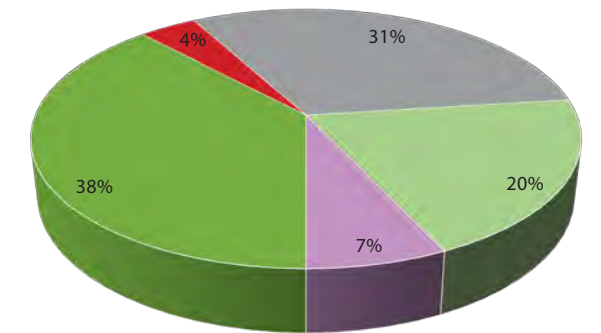
1 ACRE
43,560 SF



PROPOSED PLAN



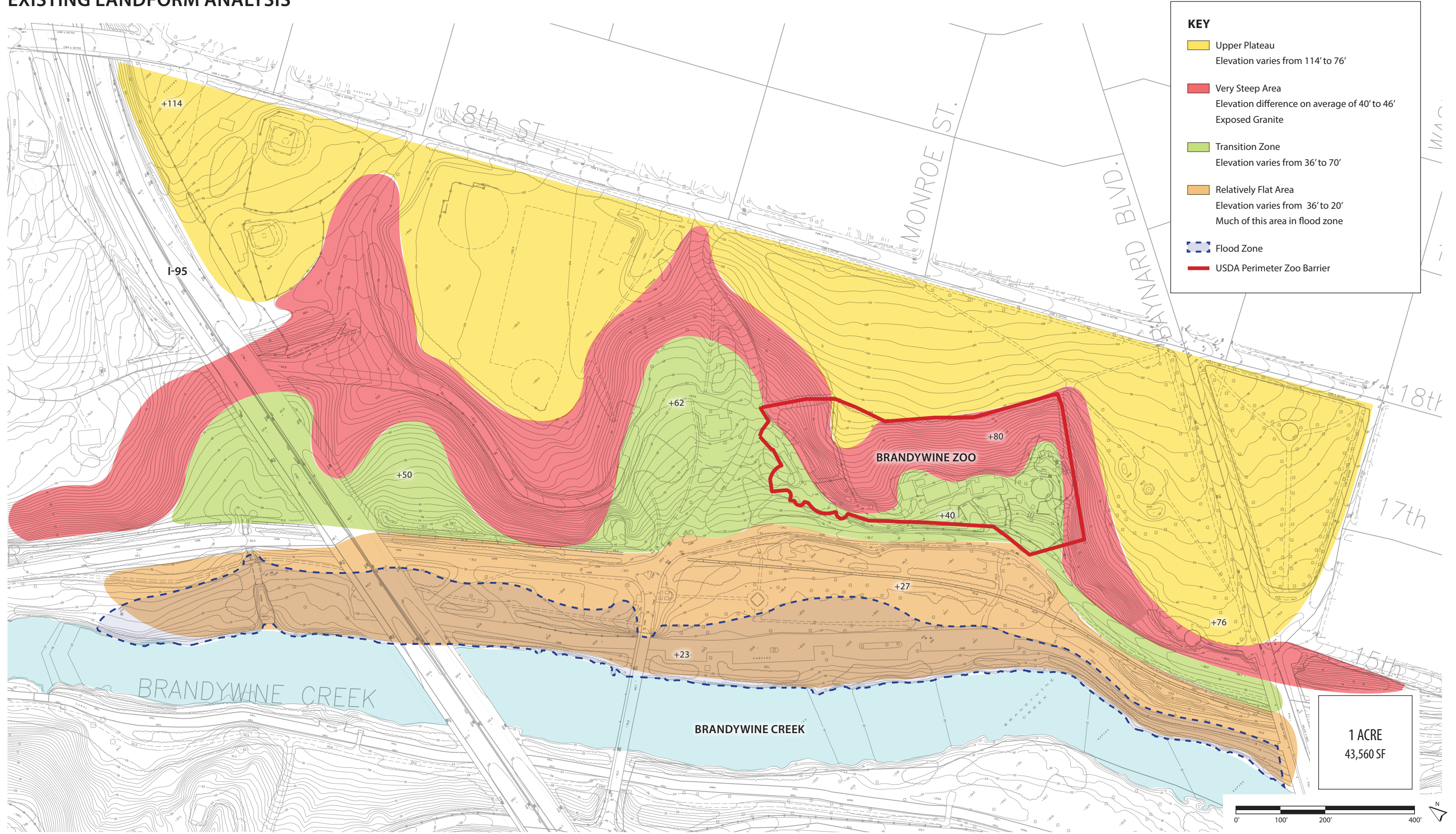
PROPOSED LAND USE



ZOO PERIMETER FENCE



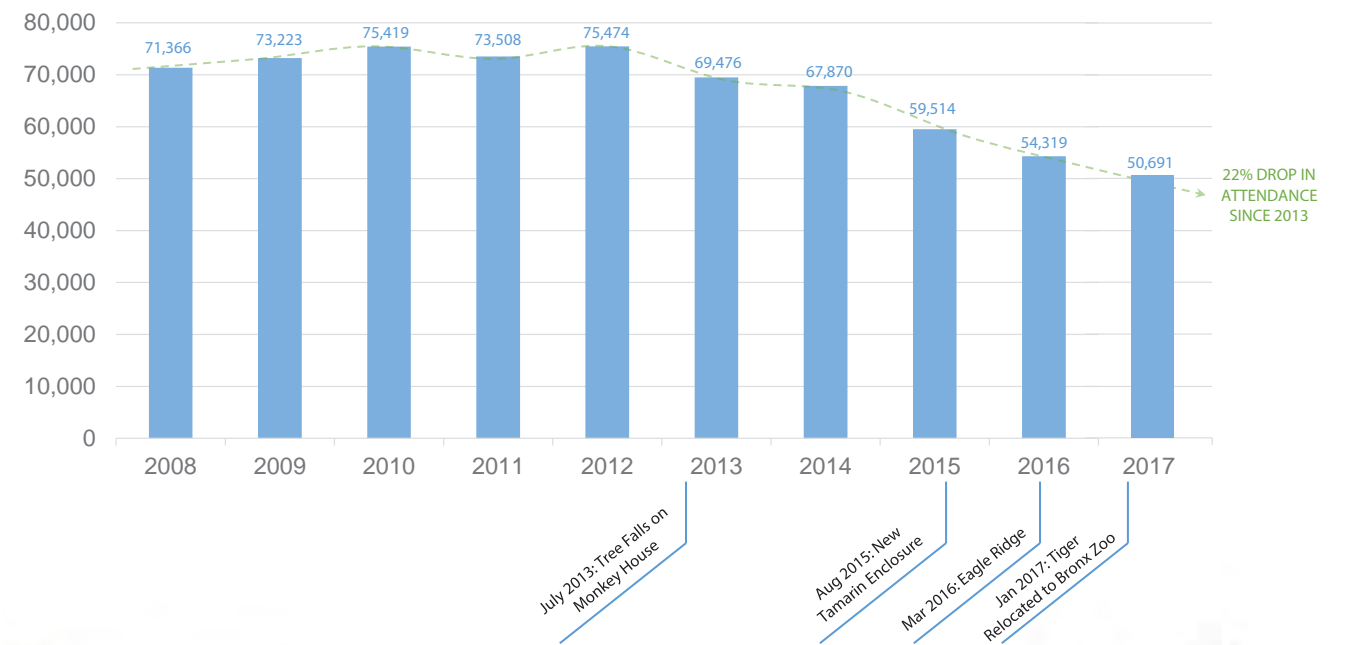
EXISTING LANDFORM ANALYSIS



Role of S&W Strategic Business Integration with Master Plan

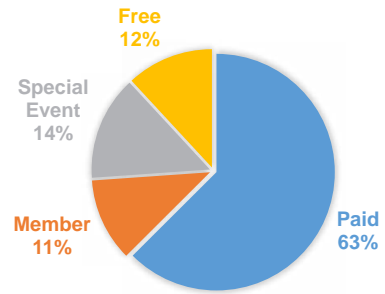
- Assess current attendance and financial baseline.
- Identify strategic business growth opportunities and recommendations.
- Integrate short-, mid- and long-term business, operational and funding opportunities with overall Master Plan.

Attendance Summary 2008-2016



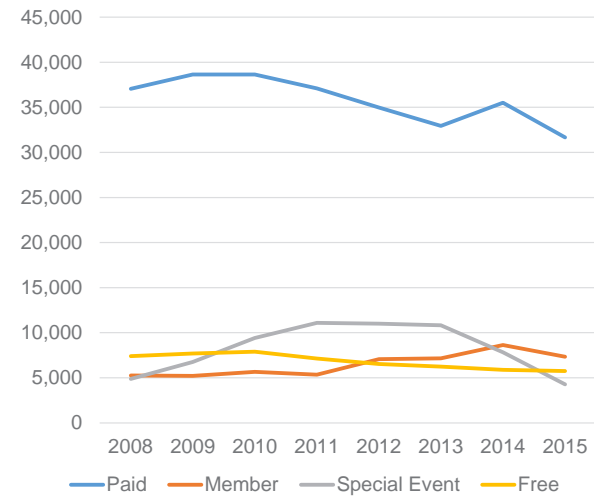
Attendance by Category 2008-2015

8-Year Average of Attendance by Category



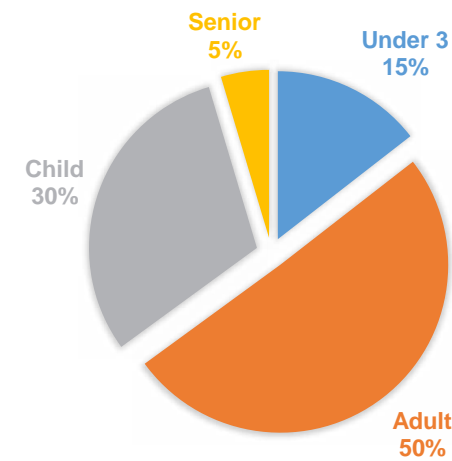
- Since 2008, paid attendance has decreased 14%, while member, special event and free visitors have remained largely stable.

Attendance Summary by Category 2008-2015

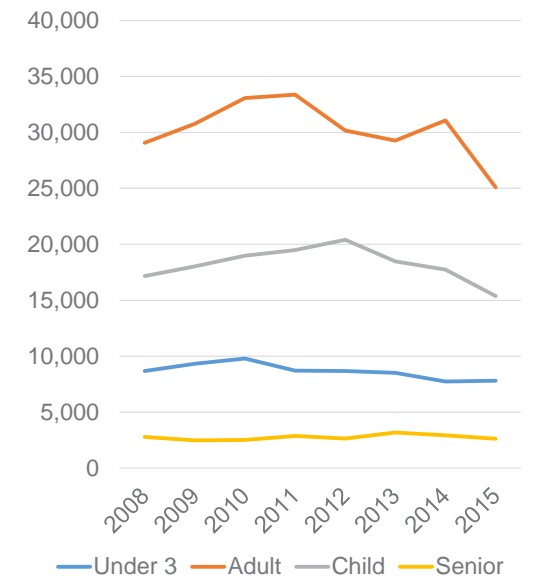


Attendance by Age Category 2008-2015

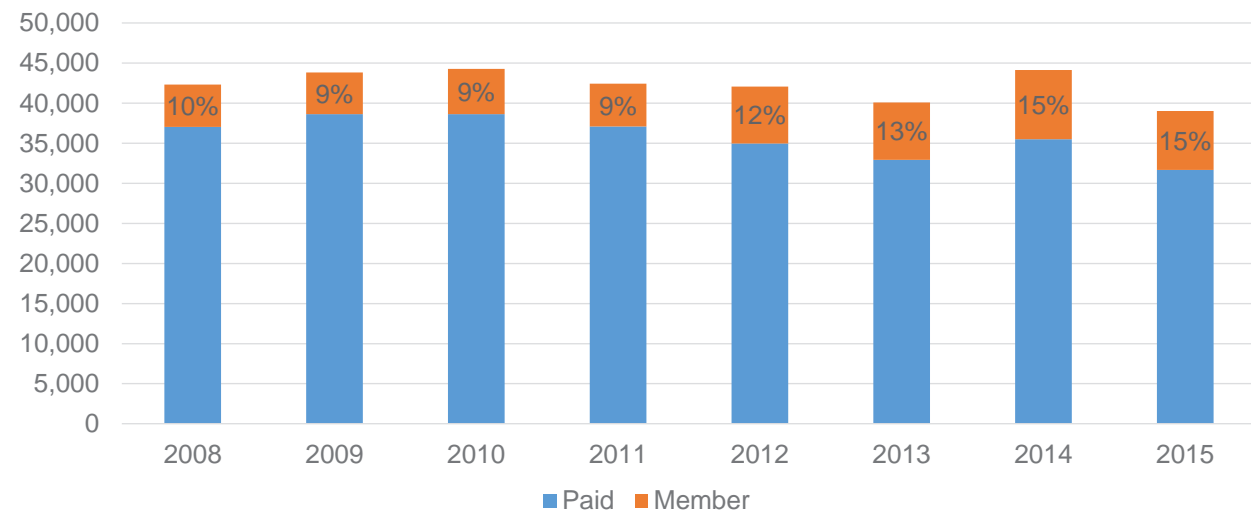
8-Year Average of Attendance by Category



Attendance Summary by Category 2008-2015



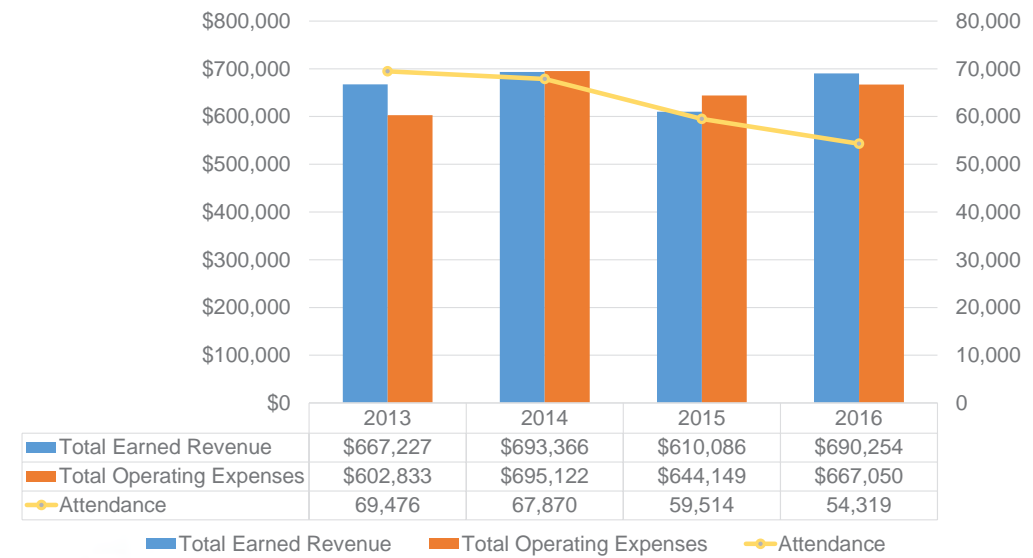
Paid Visitors vs. Members



- Paid visitors account for over 65% of total attendance.
- Members in 2015 accounted for nearly 15% of total attendance.

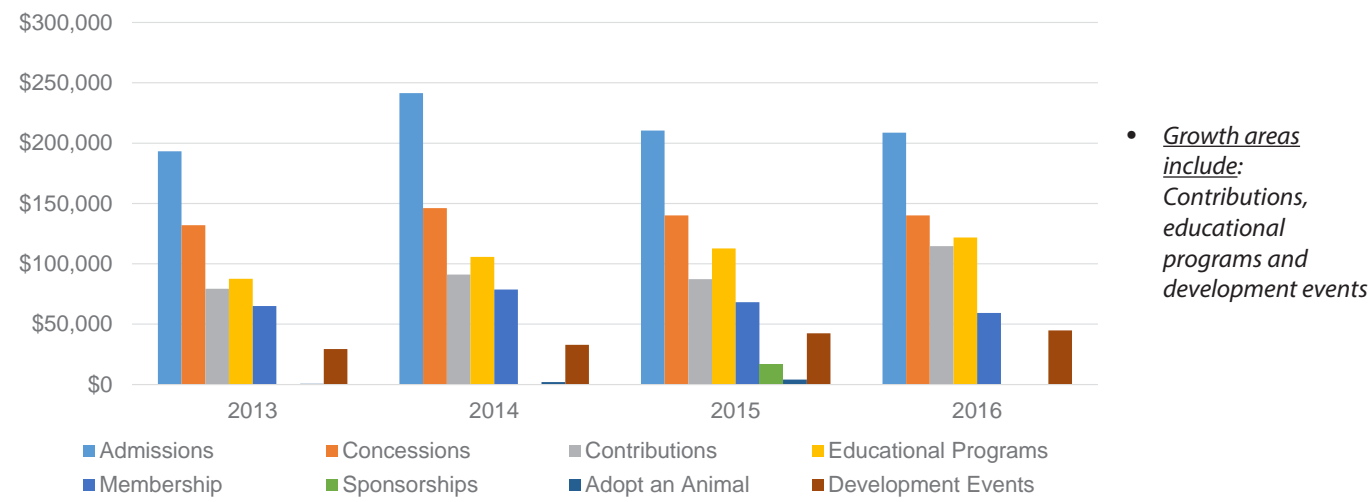
*Members as percent of total attendance is shown in orange

4-Year Society Financial Snapshot

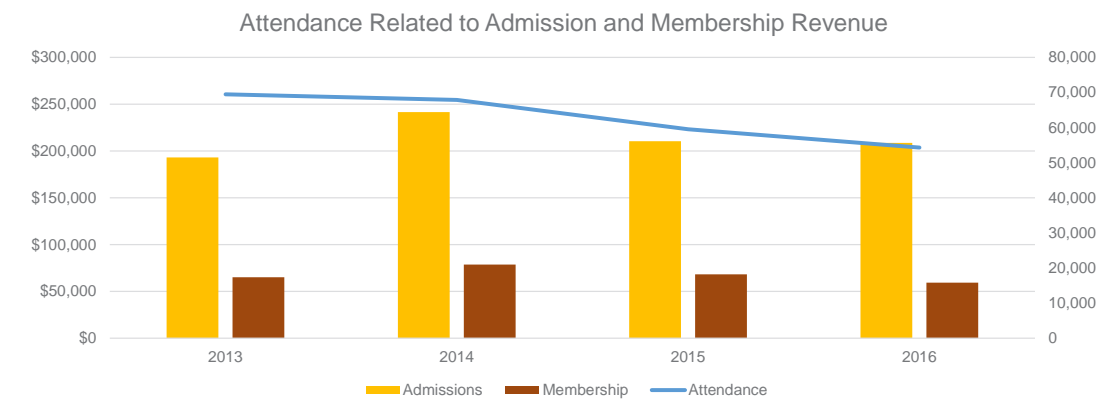


- While attendance has declined since 2013, earned revenue and operating expenses have remained largely stable.

Society Earned Revenue Snapshot

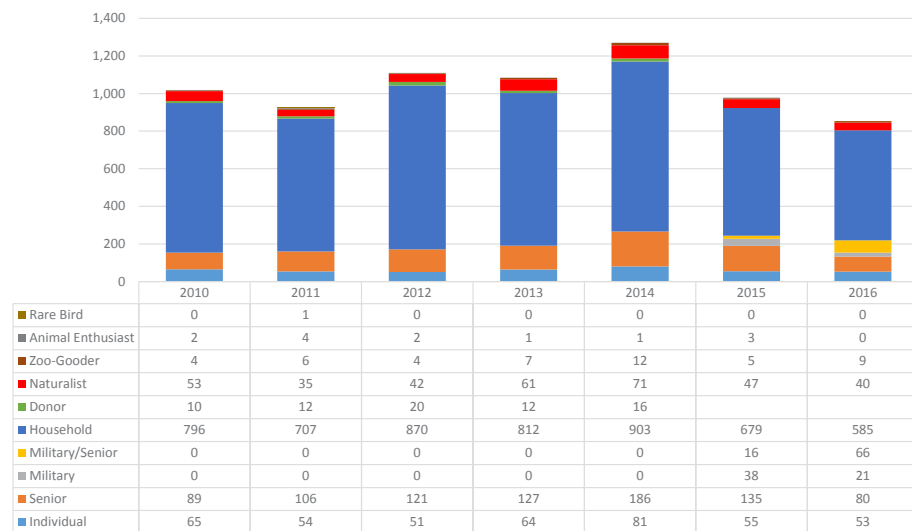


Attendance Related to Admission & Membership



- *As expected, declines in attendance have corresponded to similar decreases in admissions and membership revenues.*
- *However, since 2015, admissions revenue has been stable with membership revenue decreasing slightly.*

Summary of Number of Memberships by Type

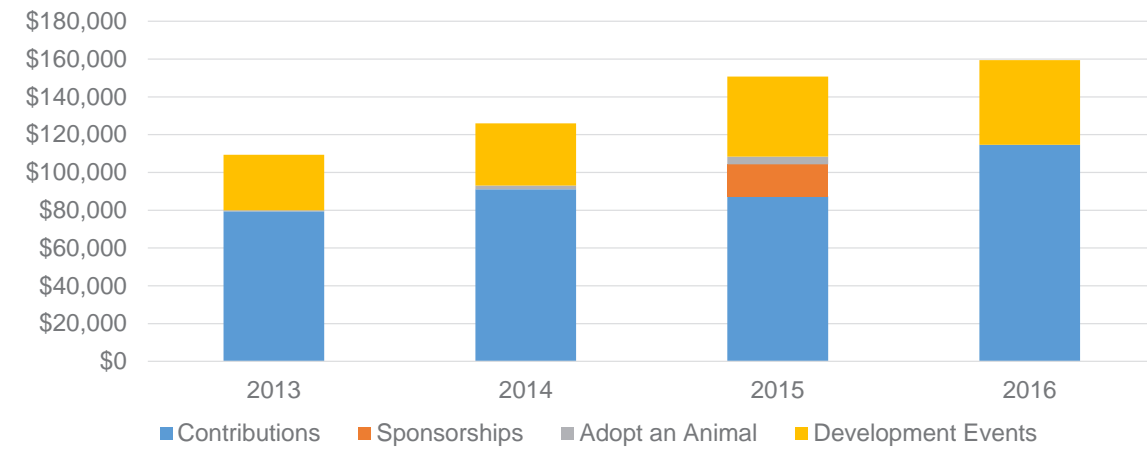


- *Household members have consistently comprised the majority of total memberships, with seniors and naturalists as the next largest membership levels.*
- *Overall, with the exception of 2014, memberships have been decreasing since 2013*

**For 2015 and 2016 data, individual, senior, military, military/senior and household memberships have been consolidated for single and two-year memberships*

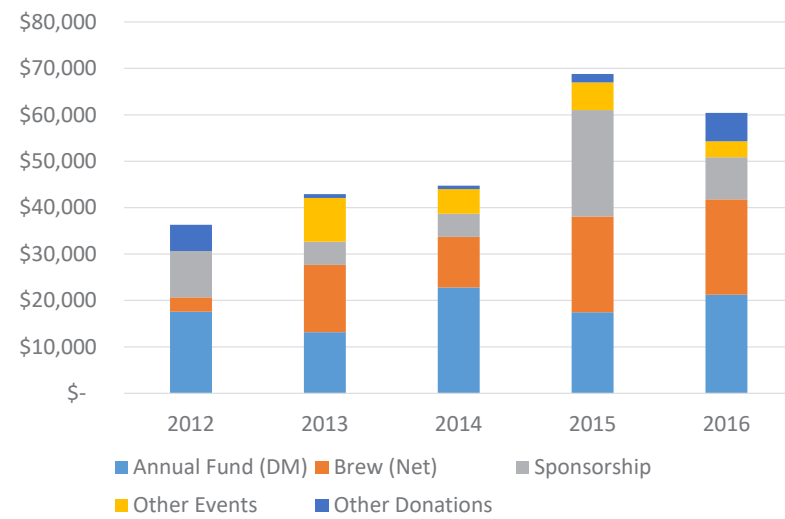
Fundraising Snapshot

Summary of Fundraising Activities



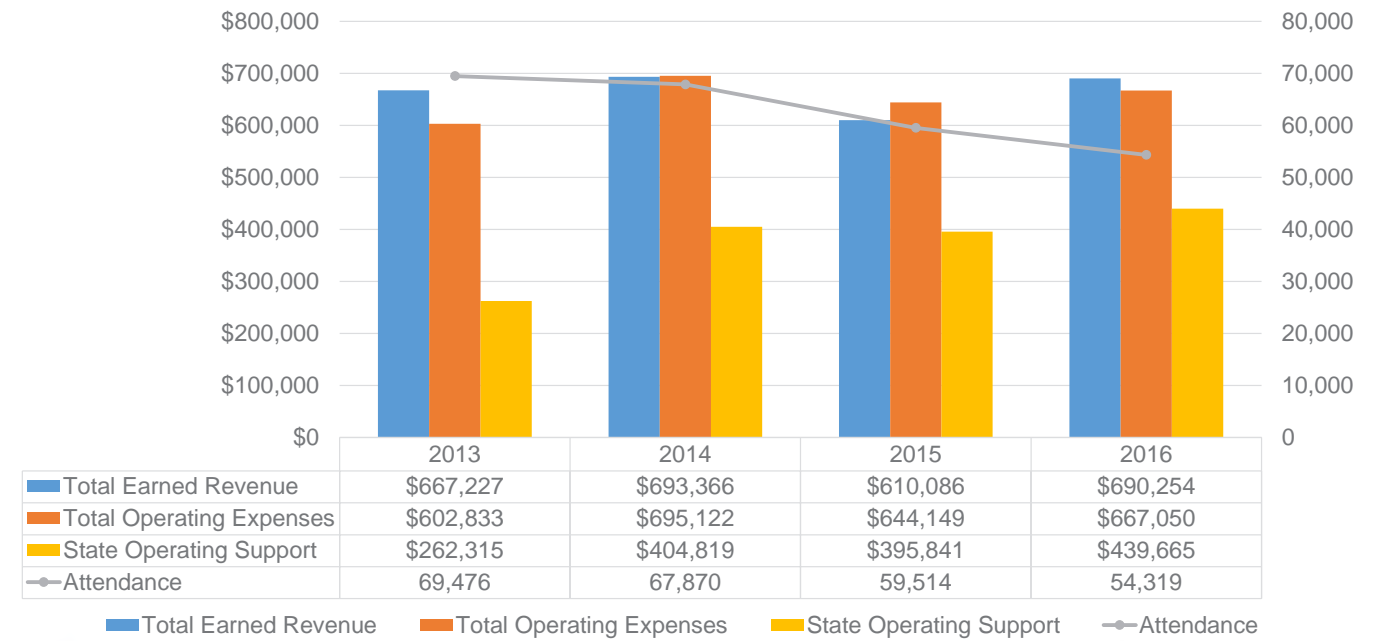
- *Fundraising efforts have grown significantly since 2013.*
- *Total fundraising revenue has grown, as have donations and development events.*

Breakdown of Society Fundraising Activities



- **Brew at the Zoo** special event has grown consistently since 2012 while revenue from the annual fund has remained stable.

Operating Model with State Operating Support



Cost Per Visitor

	2013	2014	2015	2016
Total Attendance	69,476	67,870	59,514	54,319
Adult Admission Price	\$7.00	\$7.00	\$7.00	\$7.00
Society Expenses	\$591,114	\$673,509	\$624,736	\$641,773
Cost Per Visitor (Society Only)	\$8.51	\$9.92	\$10.50	\$11.81
Society & State Operating Expenses (No capital, FTE or State services)	\$1,027,114	\$1,114,509	\$1,111,640	\$1,079,904
Cost Per Visitor (Society & State)	\$14.78	\$16.42	\$18.68	\$19.88

History of Major Capital Projects

2000	Gift Shop, Commissary, Restroom, Education Pavilion	\$ 1,000,000 (est.)	- DZS
2014	Monkey House Demolition	\$ 118,000	- DNREC/Parks
2015	Tamarin Exhibit & Holding Building	\$ 220,000	- DNREC/Parks
2016	Eagle Ridge & ADA Ramp	\$ 100,000	- DNREC/Parks
2017	Tiger Demolition & Amphitheater	\$ 114,000	- DNREC/Parks
2014-2017	Additional Capital Project Investment	\$ 311,000	- DNREC/Parks
2014 - 2017	TOTAL MAJOR CAPITAL PROJECT INVESTMENT	\$863,000	- DNREC/Parks

PUBLIC RECEPTION

The Brandywine Zoo and Delaware State Parks are committed to an open dialogue with the local community. On June 14th, 2018, the Delaware State Parks Advisory council hosted an open house at the Brandywine Zoo where the public had the chance to speak with Zoo staff and learn about the the Zoo's plans for the future. The Zoo and the Delaware Zoological Society expressed their shared missions of conservation education and the preservation of species in their natural habitat. 49 members of the community participated in the open house. The plan was also posted online for several weeks so that community members could review and comment on it. In addition, leaders from other institutions in Association of Zoos and Aquariums (AZA) were also solicited for their feedback. Community members were enthusiastic about these plans to build a bright future for the Zoo, the city of Wilmington, and the state of Delaware.



MASTER PLAN DEVELOPMENT TIMELINE

