

Feasibility Study for a New Zoo in Elk Grove

Final Report – February 28, 2022



SACRAMENTO ZOO



Table of Contents: A Feasibility Study for a New Zoo in Elk Grove

1.	Introduction.....	1
	▪ RS&S Scope.....	3
	▪ Brief History of Zoo’s Relocation Efforts and the Elk Grove Opportunity.....	4
	▪ Two Site Tours of Benchmark Zoos: Fresno Chaffee Zoo and Houston Zoo.....	5
2.	Vision Concept Plan.....	8
	▪ Vision Overview.....	8
	▪ Key Animal and Visitor Experiences.....	9
3.	Concept Feasibility Plan (CFP).....	11
	▪ Bubble Diagrams.....	12
	▪ Comparable Benchmark Models.....	14
	▪ Summary Table: Rough Order of Magnitude Construction Budget Allocations.....	17
4.	Strategic Business Plan.....	23
	▪ Attendance Projections.....	23
	▪ Admission Pricing Projections.....	26
	▪ Operating Revenues and Expenses – Pro Forma Projections.....	29
	▪ Partner Roles and Opportunities.....	32
	▪ Preliminary Economic Impact Analysis.....	32
5.	Funding Strategies.....	34
	▪ Private Funding Support.....	35
	▪ Public Sector Support.....	38
	▪ Visitor-Generated Funding Opportunities.....	39
	▪ Mission-Delivery Funding Opportunities.....	42
6.	Next Steps.....	45
7.	Conclusion.....	47

Appendix A: Vision Statement

1. INTRODUCTION

Relevant Strategies and Solutions (RS&S) is pleased to present this feasibility study to the leadership and citizens of the City of Elk Grove and the Sacramento Zoological Society to support and advance the exciting initiative to build an entirely new Zoo in Elk Grove. This truly once-in-a-lifetime opportunity has been realized through a combination of visionary leadership, executive commitment, knowledgeable input from zoo experts, and support from donors and friends. We are confident that the potential new Zoo in Elk Grove will incorporate best-in-class thinking, design, and practices to create unparalleled animal and visitor experiences.

Given the extremely rare opportunity to build a major new zoological park from the ground up, which last occurred in 1988 with the Indianapolis Zoo, the new Zoo in Elk Grove offers enviable potential for all involved:

- For the animals – spacious, naturalistic, dynamic, and invigorating habitats and state-of-the-art animal care facilities;
- For the visitors – fresh, new, fully engaging, up-close-and-personal experiences facilitated by the latest design and technology and complemented by high-quality refreshment and dining/lodging options; and
- For the Elk Grove community – a world-class zoo that will delight Elk Grove residents, support student learning, promote conservation and environmental awareness, contribute to the tax base, boost regional economic development, attract broad-based tourist interest, and enhance Elk Grove’s standing as a highly desirable regional destination.
- For designers and contractors who do not have to worry about interfacing with antiquated infrastructure and outdated building code issues. Building new eliminates many of the unknown expenses incurred with renovating old facilities and exhibits.

The purpose of this feasibility study, as outlined below, is to provide the key information necessary for the Sacramento Zoo and the City of Elk Grove to make an informed decision about bringing the new Zoo in Elk Grove to life. The feasibility study ensures that the vision is supported with data establishing realistic and achievable goals for implementation. It is important to recognize that the feasibility study is based on a high-level conceptual plan and does not include any design concepts or specific animal or visitor design initiatives. The high-level concept plan included in the feasibility study presents a compelling vision for the new Zoo.

Unlike most feasibility studies RS&S has completed, assessing sites for a new zoo in Sacramento, the City of Elk Grove is already ahead of the game, having already identified the potential site for the new Zoo in Elk Grove: land that the City would purchase bordered by Lotz Parkway and Kammerer Road, off of Highway 99. The proposed site includes approximately 100 total acres, with approximately 60 to 75 acres within this site identified by the City for the new Zoo. The proposed site is undeveloped land that is zoned and planned for uses such as a zoo.

This feasibility study constitutes a feasible and planning study, consistent with California Environmental Quality Act ("CEQA") Guidelines section 15262, for possible future action for a project that has not yet been approved, adopted, or funded. This feasibility study will have no legally binding effect on later activities.

Utilizing the compelling vision statement and the proposed available site, the feasibility study addresses six key strategic objectives by focusing on the following questions:

1. What compelling animal, visitor, and community experiences and amenities must be available to support the vision and the desired outcomes?
2. How best to utilize the proposed site characteristics and assets to implement the envisioned animal, visitor, and community experiences and amenities, and how would a phased development of the vision plan utilize the proposed site?
3. What is the rough order of magnitude (ROM) for the projected construction costs to implement the vision plan based on best practice benchmark exhibits and amenities?
4. What are the viable and sustainable financial, operating, and attendance models for the new Zoo at the proposed site?
5. What financial resources are needed to support the construction and operating needs of the new Zoo?
6. What are the best practice roles of the City of Elk Grove and the Zoological Society for jointly constructing and operating the new Zoo?

The feasibility study will address these strategic objectives and position the Zoo, the Society and the City to achieve/provide:

- Highest standards of care and management for the animal collection with a focus on conservation.
- Sufficient space and capability to exhibit a diverse animal collection.
- Exceptional visitor experiences and amenities, including:
 - Parking and other accessibility features;
 - Special and unique animal encounters;
 - Active play and adventure opportunities;
 - Educational engagement for all, from elementary students to adults;

- Digital programming that engages visitors to enhance the pre/post/on-site experiences; and
- Dynamic admission and membership fees.
- Financial viability and future sustainability, including:
 - Public-private partnership potential;
 - Opportunities to develop synergy with other local/regional attractions and businesses; and
 - Opportunities for special events, rentals, and other revenue-generating possibilities.
- A compelling brand and awareness throughout the Sacramento region as a leading conservation, educational, and wildlife institution.

This initiative highlights the vision and ingenuity of the Board of the Sacramento Zoological Society and the City's leadership team. This study was developed through and with their keen interest and collegial collaboration. The project would not be possible without the strong and capable leadership of both the Society and the City. We thank the Society and the City for their support.

RS&S Scope of Work

RS&S was engaged by the Sacramento Zoological Society in September 2021 to work with its Elk Grove feasibility planning team to conduct the necessary planning with respect to vision, site considerations, visitor and animal experiences, infrastructure needs, construction budgeting, operating projections, phasing options, pricing and revenue strategies, potential partner roles and opportunities, fundraising, and potential management and operating agreement structures.

Based on our planning discussions, we identified the following six priorities:

1. Vision Concept Plan: Ensure that the vision for the new Zoo reflects all site opportunities for animal and visitor experiences.
2. Concept Feasibility Plan (CFP): Create bubble diagrams to reflect the vision, including infrastructure needs and opportunities, and create rough order of magnitude construction budget allocations.
3. Strategic Business Plan: Identify the operating projections and planning assumptions, identify cash flow projections including source & use projections, develop phasing options, update pricing and revenue strategies, and identify partner (City of Elk Grove, Society, and third-party) roles and opportunities.

4. Communications Plan: Support the Zoo in its work with PCIPR, the Zoo's external communications firm, to ensure creation of a dynamic communications plan that will engage and excite the community in the planning for the new Zoo.
5. Fundraising Strategies: Identify achievable and effective fundraising strategies to support the new Zoo with support from private individuals/donors, corporate and foundation support, and strategic partner support.
6. Management & Operating Agreement (MOA): Provide guidance to the Zoo's legal counsel (Downey Brand LLP) on best practice management and operating agreement models. Our feasibility study does not address the MOA at this time, as additional concept programming needs to be completed prior to drafting the MOA. As part of the planning process, we have shared best practices and agreement models with the Society's legal team to guide their development of the MOA. The Downey Brand team is completing a best practices analysis of these existing agreements so both parties have an overview of the existing agreements. The first step we recommend is the development of a Memorandum of Understanding (MOU), which would enable both parties to move forward with the next stages of planning, design, and the cultivation of funders while the more detailed MOA is developed and executed.

Through the course of this work, our goal was to ensure that all of the planning steps integrated with each other so that the leadership of the City and the Society were empowered with a compelling vision, meaningful data, solid benchmarks, clear messaging, and actionable next steps to move this once-in-a-lifetime opportunity forward.

Brief History of Zoo's Relocation Efforts and the Elk Grove Opportunity

For many decades now, the Sacramento Zoo has been impacted by the limitations of its Land Park site and the lack of viable expansion capabilities. These impacts have been most notably felt in the loss of iconic species such as gorilla, hippo, elephant, and tiger, and also in accreditation issues and warnings from the Association of Zoos and Aquariums (AZA). Parking (a long-time challenge for the Zoo) and size (only 14.6 acres) were considered major factors in limiting the Zoo's annual attendance: ten-year average of 503,000 annually, significantly below attendance levels of other AZA zoos with similar metropolitan statistical area (MSA) populations.

Because of these issues, it has long been a matter of consensus that relocation is necessary for the Zoo to thrive as a modern, sustainable zoological facility. Plans to relocate have been initiated several times over the years, but have failed to reach execution. In 2009/10, a plan to move the Zoo to Sutter's Landing was suspended due to remediation costs associated with soil contamination issues and a realignment of the goals and priorities of the City of Sacramento. As part of the 2010 study, an assessment of alternative sites, including Cal Expo and the Arco/Sleep Train site, also failed to progress.

Then in 2017/18, the Zoo's facility master plan called for over \$128 million of necessary improvements and recommended enhancements at its current 14.6 acres in Land Park. With no ability to expand habitats while maintaining the current size and scope of the animal collection or to increase parking, the Society determined that it was neither feasible nor practical to make such a large investment at the current site. This situation generated serious concerns about the Zoo's ability to maintain a dynamic animal collection, offer compelling visitor experiences, accommodate increasing demand for visiting the Zoo, foster continued donor interest, and generate the revenue necessary for sustainable operations. Therefore, the Society determined that relocation offered the best opportunity to achieve financial viability and long-term sustainability, and it undertook, with the support of the City of Sacramento, an exhaustive, nearly four-year search evaluating potential sites for relocation within Sacramento.

When attempts to move forward with relocation planning efforts in Sacramento failed to reach resolution with the City of Sacramento in 2020/21, the City of Elk Grove and Zoo leadership came together and realized a powerful and extraordinary opportunity to work together to build a new, world-class zoo from the ground up. The working title for this new initiative is the new Zoo in Elk Grove.

The new Zoo in Elk Grove will be founded on the Sacramento Zoo's nearly 100-year legacy and unparalleled commitment to animal care. Building on that strong foundation and working from a shared vision, the Society and the City seek to:

- create a new regional zoological park that will maintain the highest standards in animal care;
- support and promote wildlife conservation;
- offer best-in-class visitor, animal, and guest experiences;
- serve as an educational partner to students within Elk Grove and the greater Sacramento region; and
- become a much valued and valuable community resource for the City of Elk Grove.

The leadership of both the Society and the City are excited by this unprecedented opportunity to create a new zoo from a blank slate – to incorporate the latest thinking and newest technology in every aspect of the planning and design from animal habitats to guest amenities to veterinary care to infrastructure and more. The new Zoo will usher in a new era of excellence for zoological institutions while also supporting and promoting Elk Grove's community, visitor, and economic development goals. With a shared vision for a world-class zoo and what that would mean for the animals, for the visitors, and for the City of Elk Grove, Zoo and City leadership stand ready to work together on next steps.

Site Tours: Fresno Chaffee Zoo and Houston Zoo

As part of the planning process and to provide real-world points of comparison, Society staff led the planning team on tours of both the Fresno Chaffee Zoo and the Houston Zoo as benchmark management and operating models. Both zoos underwent privatization as noted below just as the Sacramento Zoo did in 1997. These tours provided a wonderful opportunity for the City and the Society to calibrate expectations and solidify their vision for the new Zoo.

Although there are many positive outcomes from having visited the Fresno Chaffee Zoo and the Houston Zoo, we focused on a number of key strategic impacts that both zoos have delivered to their respective communities, specifically: community investments in their zoos, attendance growth, and economic values. We have summarized these “impact stories” below:

Fresno Chaffee Zoo

Celebrating its 90th anniversary in 2019, the Fresno Chaffee Zoo is a 39-acre zoological park that is located in Roeding Park. Pre-Covid, the Zoo attracted over 825,000 visitors annually, with an all-time peak of **964,000 visitors in 2016** with the opening of the new African Adventure. The 825,000 annual baseline of visitors to the Zoo reflects a 107% increase in attendance from 398,900 in 2007.

Until 2006, the Zoo was operated by the City of Fresno. With the successful passage of Measure Z funding for the Zoo in November 2004, the management of the Zoo shifted to a private non-profit entity, Fresno’s Chaffee Zoo Corporation. The Fresno County Zoo Authority is the public agency responsible for the administration of Measure Z, the sales tax which is collected throughout Fresno County for the support of the Zoo in the City of Fresno.

Measure Z, a Fresno County sales tax of 1/10th of one percent on retail transactions, was approved by the voters initially in 2004 and again in 2014 to support the Zoo’s capital improvements. The Zoo began receiving funds on April 1, 2005, with two-thirds of the funds to be spent on capital improvement projects and up to one-third to be spent on operations and maintenance of the Zoo.

Since 2007, the Zoo has invested over **\$135MM** in new animal exhibits (Sea Lion Cove, African Adventures, and Kingdoms of Asia, among other smaller animal exhibits) and visitor amenities, with over 90% of these investments funded by Measure Z capital improvement funds and the Zoo’s unrestricted operating fund supported by Measure Z. These investments have been the primary reason for the 107% increase in the Zoo’s visitation since 2007.

Although no recent economic impact studies have been completed, it is estimated that the Zoo’s approximately \$15MM annual operating budget provides over **\$40MM in direct and indirect on-going economic benefits** to the Fresno community through its annual operations. With over \$135MM in capital improvements, **the one-time direct and indirect economic benefits from these capital improvements to the Fresno community are anticipated to be \$231MM.** *Source: The Fresno Chaffee Zoo’s annual report to the community.*

Houston Zoo

Celebrating its 100th anniversary in 2022, the Houston Zoo is a 55-acre zoological park that was privatized in 2002. In the twenty years since, the total capital investment in the Houston Zoo has been approximately **\$300MM**, raised completely through private fundraising and earned revenue. The most recent campaign included a \$50MM lead gift from a long-time donor to the Zoo.

Since 2002, and with over \$300 million in capital investments, Zoo attendance has more than doubled, from 1.2 million in 2002 to its **peak of 2.5 million in 2016**. Covid-era attendance has stabilized at around 2.1 million. This includes general zoo visitors, members, and special event attendance, such as the very successful annual Zoo Lights celebration. The Houston Zoo has grown to become the 2nd most attended zoo within the United States that charges an admission fee, second only to the San Diego Zoo.

The most recent economic impact study (2019) estimated that the Zoo generated over **\$242MM annually in direct and indirect economic benefits to the City of Houston**, inclusive of its construction activity.

The 2002 new management operation agreement (MOA) between the Houston Zoo and the City of Houston included a one-time deferred maintenance grant from the city of approximately \$7MM. In addition, annually, the City of Houston provides all utilities at no charge to the Zoo per their MOA. The rough estimate of value for these utility services is \$2MM/year. Pre-Covid, the City of Houston provided approximately \$9MM annually to the Zoo for general operating support.

2. VISION CONCEPT PLAN

Complete implementation of the Zoo's vision will utilize a full 60 acres, not including parking, in a two-phased process: Phase 1 encompassing 41 acres, with the remaining 19 acres being developed in Phase 2. The full 60 acres is required to fully leverage the vision/concept plan; provide the necessary capacity for the Zoo's planned animal collection, support services, and retail and dining amenities; and to deliver a high-quality zoo experience.

We have identified the need for 10 acres of land to support the Zoo's primary parking needs. Ten acres of parking will accommodate the baseline attendance projections for the new Zoo. Allocating parking acreage separately from the Zoo's core 60 acres allows for the opportunity for the City to charge for parking, potentially securing financing options for building the parking and/or supporting Zoo investments/improvements.

Vision Overview

Building this new Zoo is a remarkable opportunity and utmost care must be taken to leverage every aspect of the planning and execution of the project, using the vision as a guide. It is critical that the Society and the City develop, design, and implement the best possible exhibits and experiences so that the considerable financial commitment required is justified as a sound investment in a successful and sustainable operation. By investing in best-in-class habitats and exhibits for a dynamic animal collection and fresh and exciting guest experiences, the new Zoo will generate the kind of enthusiasm that will drive attendance to the Zoo from beyond the Sacramento region and attract and sustain visitation at levels that will support operations and enable the Zoo to deliver on its mission.

The vision statement shared as **Appendix A** captures the essence of what a visit to the new Zoo might feel like, if approved and constructed. It depicts the potential types of animals, visitor experiences, special encounters, and retail/refreshment/lodging opportunities envisioned for the new Zoo based on the site identified by the City of Elk Grove.

Key Animal and Visitor Experiences

The table on the following page summarizes the key animal and visitor experiences planned for the new Zoo, denoting the acreage required for each exhibit/experience, the program elements, and potential species expected to be exhibited. For planning purposes, some smaller exhibits have been consolidated. The table that follows does not fully reflect the entire animal and visitor experience as depicted in the vision attached as Appendix A.

As noted in the table below, two-thirds of the total site – 41 of the total 60 acres – is programmed to be built out as part of Phase 1. This first phase of development boasts:

- a dynamic animal collection, including the return of iconic species like the hippo, the introduction of rhinoceros and gelada, and hugely popular favorites like giraffe, okapi and lemur among other beloved animals;
- a welcoming entry plaza with retail, dining, event space, and a variety of bird aviaries;
- fantastic visitor experiences, including the expansive African Savannah (which comprises more than half of the Phase 1 acreage), and fun play spaces, including the playground and carousel; and
- state-of-the-art animal care facilities with a new veterinary hospital.

The Phase 1 programming will support baseline visitation projections of over one million visitors annually, positioning the new Zoo as a key community asset and regional attraction.

The remaining 19 acres will be built as part of the Phase 2 programming. Planned Phase 2 exhibits and experiences include a California-focused experience highlighting the unique heritage of the state, as well as exhibits featuring animals of Asia and Australia and a Great Apes exhibit.

As noted above, parking is not included in the proposed 60-acre site plan.

Zones	Acres	Program Elements/Experiences	Potential Key Species
Entry Complex	3	Arrival, retail, plaza, restrooms, admin offices, lodge, event space, aviary	giant tortoise, alligator, flamingo, parrot, sloth
Carousel	0.5	fee-based experience	
Primate Playground	0.5	integrates with lemur and monkey exhibits with sitting walls for visitors	lemur, monkeys, climbing & play activities
African Savannah	23	restaurant, classrooms, overnight experiences, giraffe feed, rhino interaction	rhino, lion, meerkat, cheetah, wild dog, zebra, giraffe, ostrich, antelope, warthog
Gelada	3	large collection of gelada with expansion opportunities	gelada
Hippos	4	underwater viewing, return of iconic species, aviary	hippo, cichlid, lungfish, python, bee-eater
Okapi	1	Visitor viewing and VIP tours	okapi, crane, duiker
Support			
<i>Vet Hospital</i>	1	potential UC Davis with viewing windows for visitors	n/a
<i>Maintenance & Warehouses</i>	2	shops for operational staff & services	n/a
<i>Service/Infrastructure</i>	3	back-of-house holding and storage	n/a
Subtotal Phase 1	41	2/3 of the total proposed site is built out in phase 1	
Phase 2 Projects			
California	5	highlighting the heritage of our State	grizzly bear, otter, elk, trout, rattlesnake
Asia	5	visitors experience unique up-close learning opportunities	tiger, orangutan, gibbon, hornbill, red panda
Great Apes	6	large indoor and outdoor yards with climbing experiences, aviary	gorilla, chimpanzee, bonobo, colobus
Australia	3	farmhouse with windmill and Australian walk-about, aviary	kangaroo, wallaby, emu, cassowary, cockatoo, kookaburra, lorikeet, skink, monitor, python
Subtotal Phase 2	19		
Total Acres	60	Total Site Allocation	
NOT Included: Parking	10	Surface Lots: 125 cars/acre, ~1,250 spaces total	

3. CONCEPT FEASIBILITY PLAN

The Concept Feasibility Plan is intended to provide an overview of the key exhibits, animals, and acreage planned for the various animal and visitor experiences at the new Zoo. These concepts were planned for the specific site in Elk Grove designated for the Zoo. When previous sites within Sacramento were under consideration for a relocation of the Sacramento Zoo, **criteria for success** were developed to assess the long-term viability and sustainability of the Zoo at each site. Below, we apply these criteria to the Elk Grove site:

- **Acreage & Expansion Capacity:** With 60 acres available for the Zoo, the site supports the new Zoo's vision and will allow for future phasing opportunities as projected.
- **Vehicle Access:** Situated in southeast Elk Grove, bordered by Lotz Parkway and Kammerer Road, the site offers easy access to/from Highway 99 and future connectivity to Interstate 5.
- **Transit Access:** Future bus, light-rail/fixed transit will enhance access.
- **Ability to Exhibit a Diverse Animal Collection:** Programming 60 acres allows for mixed-use animal exhibits and experiences.
- **Partner/Supporting Use Opportunities:** The location of the site offers opportunities for the Zoo to engage with local communities to create unique day/night initiatives and programs.
- **Marketability:** The marketability of a new Zoo at this site is strong with solid connections to the local Elk Grove and regional communities.
- **Return on Investment from Operations:** Programming both day and night experiences will be attractive to both local and regional markets and will generate sustainable operating revenues.
- **Availability of Utilities:** Utility services are planned for the site and surrounding development.
- **Flood Protection Status:** The site is not located within a local of FEMA floodplain and long-term drainage facilities are planned for the area.
- **Ability to Utilize the Site for a Zoo:** The site is well-suited for zoo attractions and strongly complements recent and planned residential and corporate development adjacent and nearby.

The proposed Elk Grove site meets and exceeds our expectations for development, success, sustainability, and viability.

Bubble Diagram

The bubble diagram below depicts the potential option identified by the team as presenting the most efficient and effective use of the proposed site for the new 60-acre Zoo plus 10 acres for parking.

The diagram includes the entry complex, the planned Phase 1 exhibits (labeled generally as Africa), the support areas, the planned Phase 2 exhibits, and parking on an adjacent 10-acre parcel of land. It fully accounts for a total of 60 acres for the Zoo (41 acres for Phase 1 and 19 acres for Phase 2) and 10 acres for parking.

As a point of reference, the Houston Zoo is a 55-acre site plan plus parking, while the Fresno Chaffee Zoo is 39 acres plus parking.



Comparable Benchmark Models

The table below outlines a list of comparable exhibits or experiences at other AZA zoological institutions that can serve as benchmarks/best models for defining the rough order of magnitude cost projections for the planned exhibits and experiences at the new Zoo. The benchmarks/best models are recognized by our industry (in some cases as AZA award-winners) as leading, innovative, and outstanding animal exhibits and experiences. As noted throughout our feasibility report, the new Zoo will have the highest quality of animal and visitor experiences and exhibits as the goal of both the Society and the City of Elk Grove is to create a new Zoo that is a community and region amenity, best in class, and reflective of the high standards of its leaders and the community as a whole.

As identified in the table below, we chose three benchmark/best model comparables for each animal exhibit or experience in the concept master plan based on how they aligned with respect to the animals involved, the size of the exhibit/experience, and the quality of the exhibit/experience. Then we identified the total investment costs to construct the comparable exhibit/experience, including hard costs (actual construction) and soft costs (architectural fees, permitting, etc.). Those costs are indicated in the chart, including the year the exhibit/experience was or is planned to be open to visitors.



Phase I Exhibits			
Zone	Comparable Models	Year Opened	Total Investment
Entry			
	Nashville Zoo	2016	\$ 8,400,000
	Birmingham Zoo	2019	\$ 11,500,000
	Baton Rouge Zoo	2023	\$ 12,000,000
Savannah			
	Dallas Zoo- Giants of the Savanna	2010	\$ 30,000,000
	Columbus Zoo Heart of Africa	2014	\$ 30,800,000
	Fresno Zoo African Adventure	2015	\$ 57,000,000
Okapi			
Hippos			
	Memphis Zoo: Zambezi River Hippo Camp	2016	\$ 22,000,000
	Dallas Zoo: Hippo Outpost	2017	\$ 14,000,000
	Nashville Zoo River Safari Hippo	2023	\$ 8,500,000
Gelada Monkey			
	Oakland Zoo Baboon	2009	\$ 923,907
	Nashville Zoo Patas Monkey	2023	\$ 3,000,000
	Nashville Zoo Mandrill	2023	\$ 4,500,000
Playground			
	MNZoo Woodland Adventure	2010	\$ 1,000,000
	MNZoo Hanifl Family Wild Woods	2016	\$ 1,500,000
	Bronx Zoo Nature Trek	2017	\$ 2,000,000
Vet Hospital			
	Virginia Zoo	2014	\$ 4,000,000
	OKC Zoo	2016	\$ 9,200,000
	Nashville Zoo	2019	\$ 16,000,000
Support Buildings			
	\$500-\$1,000/sq.ft		
	Animal Commissary 10,000 sq. ft.		\$ 5,000,000
	Maintenance/shops 15,000 sq. ft.		\$ 7,500,000
	Warehouse- food and retail 15,000 sq. ft.		\$ 7,500,000

Phase II Exhibits			
Zone	Comparable Models	Year Opened	Cost
California			
	MN ZOO- Russia's Grizzly Coast	2008	\$ 24,000,000
	Memphis Zoo Teton Trek	2009	\$ 23,000,000
Australia			
	San Diego Safari Park- Walkabout Australia	2019	\$ 18,250,000
	Cincinnati Zoo: Roo Valley	2020	\$ 13,000,000
Asia/ Tiger			
	Virginia Zoo: Asia: Trail of the Tiger	2011	\$ 18,000,000
	Fresno- Asia	2024	\$ 44,000,000
Great Apes			
	Omaha's Henry Doorly Zoo: Orangutan Forest	2005	\$ 12,000,000
	Houston Zoo-African Forest/Gorilla	2015	\$ 28,000,000

Analyzing the Comparables

The tables below provide rough order of magnitude (ROM) budget ranges for the projected exhibits/experiences as outlined above based on the benchmark/best model comparables.

For each benchmark/best model comparable, we utilized the then total investment costs and adjusted them for 2022 investment pricing by escalating at 4% annual inflation from the year that the exhibit/experience was originally opened to visitors to the current year - 2022. The California adjustment factor - a 20% increase - takes into account the additional costs of doing business in California related to permitting and other issues including necessary environmental impact studies. Investment costs were not adjusted for the AZA exhibits that were completed at California zoos.

Based on the investment costs (utilizing the California adjustment factor), we identified a rough order of magnitude (ROM) for each of the key concept zones, assuming 2022 investment dollars. The ROM has been allocated in two phases as defined in the Concept Feasibility Plan and assumes that the new Zoo will be built on 60 acres with at least an additional 10 acres for parking.

Phase 1 Investments

Zone	Comparable Models	Year Opened	Total Investment	Escalation to 2022	Plus 20% California Factor	ROM Budget Range	
Entry						\$10,000,000	\$15,000,000
	Nashville Zoo	2016	\$8,400,000	\$10,628,680	\$12,754,416		
	Birmingham Zoo	2019	\$11,500,000	\$11,960,000	\$14,352,000		
	Baton Rouge Zoo	2023	\$12,000,000	\$12,000,000	\$14,400,000		
Savannah						\$45,000,000	\$60,000,000
	Dallas Zoo- Giants of the Savanna	2010	\$30,000,000	\$46,183,622	\$55,420,346		
	Columbus Zoo Heart of Africa	2014	\$30,800,000	\$42,151,927	\$50,582,312		
	Fresno Zoo African Adventure	2015	\$57,000,000	\$75,008,111	\$75,008,111		
Okapi						\$1,000,000	\$1,500,000
Hippos						\$18,000,000	\$24,000,000
	Memphis Zoo: Zambezi River Hippo Camp	2016	\$22,000,000	\$27,837,018	\$33,404,422		
	Dallas Zoo: Hippo Outpost	2017	\$14,000,000	\$17,033,141	\$20,439,769		
	Nashville Zoo River Safari Hippo	2023	\$8,500,000	\$8,500,000	\$10,200,000		
Gelada						\$3,000,000	\$5,000,000
	Oakland Zoo Baboon	2009	\$923,907	\$1,538,373	\$1,538,373		
	Nashville Zoo Patas Monkey	2023	\$3,000,000	\$3,000,000	\$3,600,000		
	Nashville Zoo Mandrill	2023	\$4,500,000	\$4,500,000	\$5,400,000		
Playground						\$1,500,000	\$2,000,000
	MNZoo Woodland Adventure	2010	\$1,000,000	\$1,601,032	\$1,921,239		
	MNZoo Hanifl Family Wild Woods	2016	\$1,500,000	\$1,897,979	\$2,277,574		
	Bronx Zoo Nature Trek	2017	\$2,000,000	\$2,433,306	\$2,919,967		
Vet Hospital						\$10,000,000	\$15,000,000
	Virginia Zoo	2014	\$4,000,000	\$5,474,276	\$6,569,131		
	OKC Zoo	2016	\$9,200,000	\$11,640,935	\$13,969,122		
	Nashville Zoo	2019	\$16,000,000	\$17,997,824	\$21,597,389		
Support Buildings							
	\$400-\$750/sq.ft						
	Animal Commissary 8,000 sq. ft.		\$3,200,000	\$6,000,000		\$3,200,000	\$6,000,000
	Maintenance/shops 12,500 sq. ft.		\$5,000,000	\$9,375,000		\$5,000,000	\$9,375,000
	Warehouse- food and retail 12,500 sq. ft.		\$5,000,000	\$9,375,000		\$5,000,000	\$9,375,000
Subtotal						\$101,700,000	\$147,250,000
On Site Infrastructure- \$20-\$28 per sq.ft. 41 acres = 1.78MM Sq. Ft.						\$35,600,000	\$49,840,000
TOTAL ROM						\$137,300,000	\$197,090,000
Parking	10 acres x 125 cars per acre+ x 1250 spots X (\$4k-7K/spot)			\$5,000,000-\$8,750,000		\$5,000,000	\$8,750,000
Phase I Subtotal						\$142,300,000	\$205,840,000
Phase I Mid Point ROM						\$174,070,000	

Below, we have provided additional details and summarized several key points that highlight any significant differences between the comparable exhibit/experience and the planned exhibit/experience in the new Zoo (such as different animals or added amenities) that impacted the investment cost estimate.

Note: Where costs are cited for the benchmark/best practice comparables, we have utilized the California adjustment factor figure from the table to provide a level comparison to our investment cost range projections. Also, to ensure a cohesive look and feel and guarantee continuity in design and materials, it is assumed that a toolbox of standards would be created in the design process that would govern fixtures, landscape, hardscape, etc.

Phase 1 Investments

- **Entry:** Online sales, mobile ticketing, and the continuing innovations offered through technology have dramatically altered the visitor arrival sequence for many institutions, including zoos, relegating ticket booths and long queuing lines at zoo entries into relics of the past. Therefore, with an anticipated budget range of **\$10MM - \$15MM**, the Entry Plaza at the new Zoo will reflect this new reality and offer a warm welcome to visitors and members, introducing them to their zoo experience with a seamless arrival sequence, including guest services with security, retail shops, quick-service food, and a sit-down restaurant that will overlook the African Savannah. It is anticipated that the Zoo would move its current carousel from its Land Park location to the new Zoo in Elk Grove.
- **African Savannah:** As the most significant, compelling, and WOW-factored visitor experience at the new Zoo, the Savannah will also carry the most significant budget - projected at **\$45MM - \$60MM**. At 23 acres, the Savannah is almost twice as large as the current zoo in Land Park and represents over 50% of the Phase 1 development site of the new Zoo. Including such species as zebra, rhino, giraffe, gazelle, ostrich, African wild dogs, lion, and cheetah, the Savannah will exhibit the hoofed animals in a mixed-species exhibit that will replicate their native habitats. A naturalistic African lodge will offer mixed-space for dining, events, and interpretive/learning labs while overlooking the expansive Savannah landscape.

A key difference between the new Zoo's Savannah and that of two of the benchmark/best models (Dallas Zoo's Giants of the Savanna exhibit at \$55.4MM and the Fresno Chaffee Zoo's African Adventure at \$75MM) is the inclusion of elephants in the benchmark models, which added approximately \$20MM to their investment costs. The third benchmark model (Columbus Zoo's Heart of Africa at \$50.6MM) did not include elephants in their exhibit concept plan. Elephants will not be exhibited at the new Zoo.

- **Okapi:** In 2019, the Sacramento Zoo at Land Park built a three-quarter acre okapi exhibit for two okapi for less than \$500,000 utilizing its in-house construction team. Okapis, a visitor favorite given their lovable appearance and a critical part of the Zoo's collection plan, will have a new exhibit that will allow visitors a truly special "up-close" animal enrichment experience. There are not many industry comparables; therefore, we utilized the Zoo's 2019 investment as a baseline model (projecting a **\$1MM - \$1.5MM** investment) with additional investments for visitor experiences and learning environments while recognizing that the new Okapi exhibit will have enhanced design components that will be consistent with those applied throughout the new Zoo.
- **Hippos:** The new Zoo will offer guests a variety of unique ways to view a pod of hippos in the fantastic Freshwater Discovery exhibit, including underwater viewing, which is projected to cost **\$18MM - \$24MM**. Comparable hippo experiences at Memphis, Dallas and Nashville ranged in cost from \$10.2MM (Nashville Zoo's River Safari Hippo) to \$20.4MM (Dallas Zoo's Hippo Outpost) to \$33.4MM (Memphis Zoo's Zambezi River Hippo Camp). Memphis Zoo's exhibit, which was by far the most expensive, also included crocodile, okapi, flamingo, and a lodge and event space.
- **Gelada:** This is the first phase of the Zoo's investment in its primate collection that will exhibit a large collection of gelada with a lower initial investment cost for a high-impact visitor and animal experience. The comparable models used to establish our **\$3MM - \$5MM** gelada exhibit investment included Oakland Zoo's baboon exhibit (\$1.8MM), Nashville Zoo's patas monkey exhibit (\$3.6MM) and Nashville Zoo's mandrill exhibit (\$5.4MM). We chose these benchmark/best models as gelada require similar housing, holding, and containment as baboon and mandrill and, therefore, would require a similar exhibit investment.
- **Primate Playground:** Offering a fun and interactive play space for kids of all ages, the playground will delight families and provide an engaging interlude during their trip to the Zoo. It is anticipated that this playground will be near the entry complex and visitor amenities (food and dining options), and would integrate with the adjacent lemur exhibit that will allow children of all ages to interact with the highly active and entertaining lemurs. The investment cost for the playground ranges from **\$1.5MM - \$2MM**. The comparables we considered included two play areas at the Minnesota Zoo: Woodland Adventure (\$1.9MM) and Hanifl Family Wild Woods (\$2.3MM), and the Bronx Zoo's Nature Trek (\$2.9MM). All three are high-activity, fun play spaces for visitors of all ages.
- **Veterinary Hospital:** With an investment range of **\$10MM - \$15MM**, the approximately 10,000 sq/ft veterinary hospital will highlight the Zoo's continued focus on animal care and showcase the strong relationship with the University of California Davis Center for Zoo Health and Medicine, a 50+ year partnership. Veterinary hospitals at Virginia Zoo (\$6.6MM), Oklahoma City Zoo (\$14MM), and Nashville Zoo (\$22MM) provided benchmarks/best practice models as all three hospitals support a collection of similar size and composition, and all three were recently completed. We have assumed full build-out in Phase 1 as we are confident that UC Davis will want to showcase the premiere Veterinary Hospital as part of its partnership with the new Zoo.

- **Support Services:** Also included in our budget projections is a range of **\$13.2MM - \$24.7MM** for support buildings that will provide over 32,000 sq/ft of operational work space including an animal commissary, maintenance/shops, and receiving areas for food and retail. The investment in these facilities reflect a total of 32,000 sq/ft in a variety of customized structures at a cost of \$400 - \$750/sq ft.
- **Infrastructure:** Necessities such as electricity, solar, site water and drainage, technology, central security controls, gas, site prep, site improvements including pathways, and landscaping were also included in the investment projections with a range of \$20 - \$28 per square foot investment. With 41 acres at the proposed site for Phase 1 (1.78MM total sq/ft), the infrastructure investment is projected to cost **\$35.6MM - \$49.8MM** to support the Phase 1 concept plan. With 825,000 sq/ft (19 acres) allocated for Phase 2 concepts, the infrastructure investment is projected to cost \$16.5MM - \$23.1MM.
- **Parking** is not included within the 60-acre concept site. Based on projected baseline annual visitation of one million visitations (assumes Phase 1 as proposed is completed), the Zoo will need approximately 10 additional acres for parking adjacent to its entry. Assuming 125 cars-per-acre capacity on a surface lot, the Zoo would have parking for approximately 1,250 parking spaces to support its daily and annual visitation.

Note: With a design day estimate of 8,000 – 10,000 visitors (.8% - 1% of total annual visitation) and assuming 3.5 visitors per car with two turn-overs per day (daily visits of 2 – 2.5 hours), the 10 acres of parking will support the baseline annual visitation. In future years, if light-rail is implemented, the demand for parking could decrease, although the Zoo will need to have alternative parking strategies for peak visitation above the identified design day estimate. Such strategies could include remote parking beyond the identified 10 acres.

As points of comparison:

- Houston Zoo has slightly less than 10 acres of parking to accommodate its 2.1 million visitor baseline annual attendance.
- Fresno Chaffee Zoo has slightly less than 8 acres of parking for its baseline annual attendance of 825,000 visitors.

The total capital investment allocation for Phase 1 of the new Zoo, including the additional 10 acres for parking, is projected to range from \$142.3MM to \$205.8MM with a mid-point baseline of \$174MM. We are confident that the mid-point capex investment will support the identified vision, community expectations, and business model for a world-class Zoo in Elk Grove.

The capital investment “soft” costs in Phase 1 include the first-year start-up/pre-opening costs of programming the transition to the new Zoo – estimated to be 50% of the first year’s operating budget, or \$12.7MM in start-up expenses for salaries, animal care, and overhead expenses that are all considered pre-opening expenses. These start-up expenses would not include any operating expenses for the current Land Park Zoo, which we assume will continue to operate until the new Zoo opens in Elk Grove.

Phase 2 Investments

We have also identified comparable benchmark/baseline models for key exhibits for the Phase 2 development of the new Zoo in order to establish investment allocation ranges for future planning purposes.

Phase II Exhibits						ROM Budget Range	
Zone	Comparable Models	Year Opened	Total Investment	Escalation to 2022	Plus 20% California Factor		
California						\$30,000,000	\$40,000,000
	MN ZOO- Russia's Grizzly Coast	2008	\$24,000,000	\$39,961,764	\$47,954,117		
	Memphis Zoo Teton Trek	2009	\$23,000,000	\$36,823,741	\$44,188,489		
Australia						\$7,000,000	\$10,000,000
	San Diego Safari Park- Walkabout Australia	2019	\$18,250,000	\$20,528,768	\$24,634,522		
	Cincinnati Zoo: Roo Valley	2020	\$13,000,000	\$14,060,800	\$16,872,960		
Asia/ Tiger						\$40,000,000	\$50,000,000
	Virginia Zoo: Asia: Trail of the Tiger	2011	\$18,000,000	\$27,710,173	\$33,252,208		
	Fresno- Asia	2024	\$44,000,000	\$44,000,000	\$44,000,000		
Primate							
	Omaha's Henry Doorly Zoo: Orangutan Forest	2005	\$12,000,000	\$23,374,806	\$28,049,767	\$30,000,000	\$35,000,000
	Houston Zoo-African Forest/Gorilla	2015	\$28,000,000	\$36,846,090	\$44,215,308		
TOTAL ROM PHASE ii						\$107,000,000	\$135,000,000
On Site Infrastructure- \$20-\$28 per sq.ft. 19 acres = 825,000 Sq. Ft.						\$16,500,000	\$23,100,000
Phase II Subtotal						\$123,500,000	\$158,100,000
Phase II Mid-Point Rough Order of Magnitude						\$140,800,000	

Below, we have provided additional details and summarized several key points that highlight any significant differences between the comparable exhibit/experience and the planned exhibit/experience in the new Zoo (such as different animals or added amenities) that impacted the investment cost estimate.

- The Zoo's **California-focused native wildlife trail** has an investment range of **\$30MM - \$40MM** and will include bald eagle, river otter, and grizzly bear. For comparables, we looked to the Minnesota Zoo's Russia's Grizzly Coast (\$48MM), which included grizzly bear, wild boar, amur leopard, and sea otter; and Memphis Zoo's Teton Trek (\$44MM), which included grizzly bear and wolf, as well as a lodge and event venue.

- With an investment range of **\$7MM - \$10MM**, the new Zoo's **Australia** exhibit will not be as expansive as San Diego Safari Park's Walkabout Australia (\$24.6MM), which included an events deck and concessions, or the Cincinnati Zoo's Roo Valley (\$16.9MM), but it will give visitors unique, up-close experiences of the Land Down Under including kangaroos, wallaby, emu, and cockatoos among other engaging species.
- The **\$40MM - \$50MM Asia/Tiger** exhibit will be an exciting addition to the new Zoo, including tigers, orangutans, gibbons, and other species. Virginia Zoo's Asia: Trail of the Tiger (\$33.2MM) and Fresno Chaffee Zoo's Asia (\$44MM) provide a range of comparables for consideration with similar sized and programmed exhibits.
- The Phase 2 **Great Apes/Primates** exhibit is sure to become a family favorite as the Zoo would plan on exhibiting gorillas, chimps, bonobos, and colobus species. Using comparable models from Omaha's Henry Doorly Zoo (\$28MM) and Houston Zoo (\$44.2MM), we established an investment range of **\$30MM - \$35MM**.
- On-Site Infrastructure for the 19 acres of Phase 2 is estimated to range from **\$16.5MM - \$23.1MM** for building out the remaining support and infrastructure needs of the new Zoo.

The total capital investment allocation for the Phase 2 projects of the new Zoo is projected in 2022 dollars to range from \$123.5MM to \$158.1MM with a mid-point baseline of \$140.8MM.

4. STRATEGIC BUSINESS PLAN

RS&S developed the attendance, pro forma financial projections, and staffing plan to support the vision/concept plan for the new Zoo. As noted below, we utilized three key data points to create the attendance and financial projections:

1. The Zoo's historical data from its operations at Land Park;
2. AZA industry data with benchmark comparables based on the MSA, acreage, and annual visitation; and
3. RS&S's experience in creating sustainable and viable business plans for over 100 AZA clients over the years.

With the attendance, financial projections, and staffing plans, RS&S outlined the potential economic impacts, both direct and indirect benefits, for the construction and ongoing operations of the new Zoo utilizing data from a recent (2020) economic and revenue impact study that was completed for a new zoo in the City of Sacramento.

Attendance Projections

We created the table below based on the following key business planning assumptions:

- The business plan and attendance projections assume that Phase 1 of the vision/concept plan is fulfilled on approximately 41 acres of land in Elk Grove.
- The vision/concept plan is implemented with high-quality animal exhibits and visitor amenities/experiences reflective of the City of Elk Grove's high standards for community projects that add value and enhance the quality of life for the residents of and visitors to the Elk Grove area.
- The new Zoo will build upon the current Zoo's continued visitation successes: over the past three years (2019 – 2021) an average of 522,000 visitors visited the Zoo annually at Land Park, and the Zoo saw no significant decline in its visitation during the pandemic.
- We have assumed that the baseline attendance distribution of the 1.090MM visitors (10% higher in the opening year 1, to be conservative) will be similar to the Zoo's current 2019 baseline (pre-Covid). It should be noted that in 2021, adult and child visits were higher percentages than the 2019 baseline mainly due to the decline in school visits during the pandemic in 2021.

- With a larger Zoo, expanded animal exhibits, increases in the number of animals, and adjacent parking, the annual attendance projections (**Table 1**) utilize benchmark MSA penetration from similar MSA communities with zoos (**Table 2**). On average, these zoos attracted over 69% of the MSA on an annual basis. If you eliminate the one outlier (Columbus), the average of the three MSA benchmarks drops to 56%. Being conservative in our projections, we anticipate that in year 1 the annual attendance will be 10% higher than the stable year baseline (1,090,000 – 45% of the MSA) due to the high level of interest in and excitement about the new Zoo opening.
 - For year 2, we anticipated a 10% decline from the peak opening of 1.2MM visitors, year 3 is a stabilized year, and years 4 and 5 will experience a 3% and 4% decline year over year. In year 5, the Zoo attendance of 1,018,400 will be approximately 42% of the MSA of 2.4MM residents.
 - We have assumed that approximately 20% of the total visitors will be non-local as the new Zoo will have a regional appeal to “day-trippers and tourists” to the Sacramento region. Note: Currently, the Sacramento Zoo, with its small facility size, has 20% regional appeal; therefore, this is a conservative benchmark for the new Zoo.
- We anticipate the Zoo will have approximately 28,000 household members upon opening of Phase 1 – up from its current 14,500 household members in 2022. Of the 28,000 household members, we anticipate that over 4,200 households will be Elk Grove members – which would represent appropriately 10% of the current residential base, assuming an average family of four.
 - We would anticipate that Elk Grove residents would receive a 20% discount on the annual cost of a Zoo membership – similar to the discounts that residents receive for other community amenities on the respective facility’s annual pass program.
 - Members, with an average family size of 4, will visit on average 2.7 times a year – higher in the initial years due to the appeal of the new Zoo, adding value to the Zoo’s membership program.
- Total visitation assumes dynamic evening/events programs utilizing the compelling restaurant and event space that will overlook the new Savannah and that would be located near the main entry.
- With the completion of the proposed Phase 2 projects, RS&S anticipates that the Zoo’s baseline attendance from Phase 1 investments would increase from 1,090,000 total visitors to a range of 1,280,000 to 1,310,000 annual visitors – a 17% - 20% increase over the Phase 1 capital investments. The new Phase 2 completion attendance baseline (mid-point of 1,295,000 total visitors as the stabilized year attendance) is anticipated with the full buildout of the proposed Phase 2 projects and a level of quality investment in the capital improvements that supports the vision concept plan and the quality standards of the City.

Table 1 – Attendance Projections: Phase 1 Investments

	2019 Baseline	2022 Forecast	% Distribution	Pro Forma				
				Year 1	Year 2	Year 3	Year 4	Year 5
Adults	145,742	197,261	28.7%	343,982	312,711	312,711	303,603	291,926
Seniors	8,516	11,773	1.7%	20,100	18,272	18,272	17,740	17,058
Child	102,789	124,928	20.2%	242,604	220,549	220,549	214,125	205,890
Schools & Groups	51,234	15,773	10.1%	120,923	109,930	109,930	106,728	102,623
Members	132,192	120,928	26.0%	312,001	283,637	283,637	275,376	264,785
Under 2	51,434	52,577	10.1%	121,395	110,359	110,359	107,145	103,024
Free	16,522	2,533	3.2%	38,995	35,450	35,450	34,418	33,094
Total Attendance	508,429	525,773	100.0%	1,200,000	1,090,909	1,090,909	1,059,135	1,018,399
% Increase from 2019		3.4%		136%	115%	115%	108%	100%

Table 2 – AZA Attendance Benchmarks

Data from AZA Benchmarks by MSA	MSA Population	Attendance	Attendance % of MSA Population
Sacramento Zoo	2,400,000	542,417	23%
San Antonio Zoological Society	2,518,036	1,065,721	42%
Cincinnati Zoo	2,137,406	1,746,268	82%
Kansas City Zoo	2,035,335	932,000	46%
Columbus Zoo	2,100,000	2,219,946	106%
Data from AZA Benchmarks by Annual Attendance	MSA Population	Attendance	Attendance % of MSA Population
Sacramento Zoo	2,400,000	542,417	23%
Birmingham Zoo	1,400,000	565,087	40%
Tulsa Zoo	991,561	327,714	33%
John Ball Zoo	1,077,370	519,663	48%
The Maryland Zoo in Baltimore	2,690,886	430,223	16%
Santa Barbara Zoological Gardens	407,057	432,937	106%
Zoo Knoxville	868,546	512,112	59%
Average by MSA			69%
Average by Annual Attendance			50%

We utilized 2019 AZA data for the benchmark zoos – the last full year of operations before the pandemic

Admission Pricing Projections

Like its current admission policy, the new Zoo will continue to manage its admission fees via a dynamic pricing structure that allows admission fees to vary seasonably as visitor demand increases/decreases with shifts in experiences and the time of year. In addition, the new Zoo could offer “day/night” experiences through its dynamic pricing structure. **Table 3** summarizes the suggested recommended pricing thresholds.

Table 3 - Projected Admission Fees

Admissions Rates	Proposed Range of Rates for Year 1			5% Increase	
	Low	High	Average	Years 1 - 2	Years 3 - 5
Adults	\$22	\$30	\$26	\$26	\$27
Seniors	\$18	\$26	\$22	\$22	\$23
Child	\$18	\$26	\$22	\$22	\$23
Schools & Groups	\$10	\$10	\$10	\$10	\$11
Members					
Under 2					
Free					

Notes on Table 3:

- Year 1 reflects average dynamic pricing based on the anticipated pricing thresholds.
- Year 1 pricing is consistent with the Zoo’s current (Land Park) pricing structure – current 2022 dynamic pricing thresholds for the Zoo at Land Park for adults range from \$18.50 to \$23.00 – see Table 4 below.
- Year 1 is consistent with 2021 AZA Benchmark admission fees – **Table 4** – within average ranges of the benchmarks to AZA MSA zoos.
- Year 1 pricing is consistent with other Sacramento cultural attractions – **Table 5**.
- Average admission pricing is projected to increase in year 3 as fees are adjusted to reflect visitation demands.

Table 4 – Pricing Benchmarks from AZA Similar Zoos

Data from AZA Benchmarks by MSA	MSA Population	Attendance	Adult Admission	Child Admission	Family Membership	Parking
Sacramento Zoo	2,400,000	542,417	\$18.50-\$23.00	\$14.00-\$18.00	\$ 150.00	
San Antonio Zoological Society	2,518,036	1,065,721	\$21.73-31.99	\$17.16-27.99	\$ 164.00	
Cincinnati Zoo*	2,137,406	1,746,268	\$8.00-10.50	\$7.00-8.00	\$ 154.00	\$10.00
Kansas City Zoo	2,035,335	932,000	\$18.00-20.00	\$17.00-18.00	\$ 145.00	
Columbus Zoo	2,100,000	2,219,946	\$ 21.99	\$ 16.99	\$ 189.00	\$10.00
Data from AZA Benchmarks by Annual Attendance	MSA Population	Attendance	Adult Admission	Child Admission	Family Membership	Parking
Sacramento Zoo	2,400,000	542,417	\$18.50-\$23.00	\$14.00-\$18.00	\$ 150.00	
Birmingham Zoo	1,400,000	565,087	\$ 17.99	\$ 12.99	\$ 140.00	
Tulsa Zoo	991,561	327,714	\$ 14.00	\$ 10.00	\$ 99.00	\$ 2.00
John Ball Zoo*	1,077,370	519,663	\$ 10.00	\$ 10.00	\$ 165.00	
The Maryland Zoo in Baltimore	2,690,886	430,223	\$ 22.00	\$ 18.00	\$ 149.00	
Santa Barbara Zoological Gardens	407,057	432,937	\$ 19.95	\$ 14.95	\$ 250.00	\$11.00
Zoo Knoxville	868,546	512,112	\$ 24.95	\$ 19.95	\$ 170.00	\$ 5.00
Average by MSA*			\$20.57-24.66	\$17.05-20.99	\$ 163.00	\$10.00
Average by Annual Attendance*			\$ 19.78	\$ 15.18	\$ 162.17	\$ 6.00

* Zoos excluded from “price averages” as outliers

Table 5 – Sacramento Benchmark Attractions: Admission & Membership Pricing

Data from Local Benchmark Attractions	Venue Type	Adult Admission	Child Admission	Family Membership	Parking
Six Flags Discovery Kingdom Vallejo	Theme Park	\$34.99	\$34.99	\$311.52	\$25.00
Oakland Zoo	Zoo	\$18.00-24.00	\$15.00-20.00	\$174.00	\$10.00
San Francisco Zoo	Zoo	\$25.00	\$18.00	\$179.00	\$12.00
MoSaC:Museum of Science and Curiosity	Children's Science Center	\$15.00	\$12.00	\$135.00	\$6.00
SeaQuest Folsom	Interactive Aquarium	\$18.99	\$9.99	\$196.00	\$0.00
Rocklin Quarry Park	Adventure Park	\$15.00-79.00	\$15.00-79.00	\$0.00	\$0.00
California State Museum	Museum	\$10.00	\$8.00	\$0.00	\$0.00
California Railroad Museum	Museum	\$12.00	\$6.00	\$110.00	\$6.00
Raging Waters	Theme Park	\$44.99	\$44.99	\$239.96	\$10.00
Average		\$21.55-29.33	\$18.22-25.89	\$192.21	\$11.50

Notes on Table 5

- This table reflects 2021 data and pricing.
- The Oakland Zoo offers dynamic pricing throughout the year.
- The proposed pricing structure for the new Zoo aligns with the local attractions of similar size and scope (San Francisco Zoo and Oakland Zoo).

Operating Revenue & Expenses – Pro Forma Projections

RS&S developed the five-year financial operating projections utilizing the vision/concept plan, site plan, and attendance/pricing projections and assumptions summarized above. We believe that the projections reflect a conservative planning approach. There are a number of key underlying financial assumptions that support the projections found in **Table 6**:

1. No annual operating support from the City of Elk Grove is programmed.
2. The five-year projections identify a viable and sustainable financial model with annual net operating income projections that range from 8% of total operating revenues in year 1 to 1% in year 5.
3. Parking fees, if charged, are not reflected in the operating projections as parking could be an opportunity for the City of Elk Grove to raise revenue which could be allocated towards financing options for constructing the parking and/or Zoo improvements.
4. Admissions reflect the dynamic pricing structure.
5. Membership fees reflect a baseline of 28,000 household members.
6. Visitor per capita spending will increase by 30% over the 2022 per cap with new and expanded food, dining, and retail venues. RS&S strongly recommends that the Society continue its relationship with the SSA Group, the Zoo's current food, retail and catering partner, to manage and operate the new Zoo's food, catering, and retail venues.
7. Rides/Encounters include giraffe and rhino fee-based experiences, as well as VIP tours of the African Savannah.
8. Salaries and benefits reflect approximately 63% of the Zoo's operating expenses in Year 1 – within the AZA industry benchmark for large AZA institutions with similar management models. Salaries and benefits increase to 66% in years 2 – 5. **Table 7** outlines the baseline 197 positions at the Zoo. Zoos must invest in their most valuable resources, their staff and volunteers, as they are critical to a successful, high-quality, engaging, and fun Zoo experience.
9. The pro forma projections include a capital re-investment of approximately \$4.8MM annually, which is the construction-only estimate of Phase 1 (\$144MM) depreciated over 30 years. Funds would be utilized to maintain and support the high-quality of the animal and visitor experiences.

Additional notes on the pro forma projections, including operating assumptions, can be found after **Table 6**.

Table 6 – Pro Forma Operating Revenue & Expense Projections

	Current Location Budget	Pro Forma				
	2022	Year 1	Year 2	Year 3	Year 4	Year 5
Total Attendance	525,773	1,200,000	1,090,909	1,090,909	1,059,135	1,018,399
Gen. Adm. Ticket Price	Dynamic (\$14-\$30)	\$18/\$30	\$18/\$30	\$19/\$31.50	\$19/\$31.50	\$19/\$31.50
Operating Revenue:						
Administration- Commission	\$825,044	\$2,447,955	\$2,225,414	\$2,225,414	\$2,160,596	\$2,077,496
City Contribution/Funderland rent	\$354,465	\$0	\$0	\$0	\$0	\$0
Admin - Interest Income	\$60,000	\$60,000	\$61,200	\$62,424	\$63,672	\$64,946
Development	\$504,000	\$723,000	\$818,798	\$927,288	\$1,050,154	\$1,189,299
Education	\$374,632	\$855,043	\$777,312	\$777,312	\$754,671	\$725,646
Admissions	\$6,638,103	\$15,932,235	\$14,483,850	\$15,208,043	\$14,765,090	\$14,197,202
Dinosaur Fee	-\$252,034	\$0	\$0	\$0	\$0	\$0
Conservation	-\$119,764	-\$174,193	-\$158,357	-\$158,357	-\$153,745	-\$147,832
Membership	\$1,616,510	\$3,870,300	\$3,870,300	\$4,267,006	\$4,480,356	\$4,939,593
Vending Commission	\$18,000	\$41,082	\$37,348	\$37,348	\$36,260	\$34,865
Rides/Encounters	\$592,875	\$1,353,151	\$1,230,137	\$1,230,137	\$1,194,308	\$1,148,373
Events/Group Sales	\$73,000	\$997,500	\$964,250	\$964,250	\$955,273	\$943,662
Total Operating Revenue	\$10,684,829	\$26,106,073	\$24,310,250	\$25,540,863	\$25,306,635	\$25,173,249
Operating Expenses:						
Administration	\$1,080,877	\$1,621,316	\$1,664,403	\$1,708,673	\$1,754,157	\$1,800,891
Animal Care	\$2,094,526	\$4,289,052	\$4,409,729	\$4,533,866	\$4,661,563	\$4,792,926
Development/Marketing	\$660,752	\$1,546,158	\$1,602,182	\$1,661,597	\$1,724,739	\$1,791,988
Education	\$769,105	\$1,552,415	\$1,579,852	\$1,622,931	\$1,663,112	\$1,703,442
Facilities and Utilities	\$1,259,047	\$4,149,331	\$4,254,872	\$4,363,201	\$4,227,685	\$4,113,343
Guest Service	\$1,780,030	\$4,662,657	\$4,183,306	\$4,295,189	\$4,410,156	\$4,528,294
Veterinary	\$488,509	\$977,018	\$999,151	\$1,021,803	\$1,044,990	\$1,068,722
Capital and redevelopment	\$2,100,000	\$4,783,333	\$4,783,333	\$4,783,333	\$4,783,333	\$4,783,333
Events/Group Sales	\$11,500	\$488,645	\$444,223	\$444,223	\$431,285	\$414,697
Total Operating Expense	\$10,244,346	\$24,069,925	\$23,921,051	\$24,434,816	\$24,701,021	\$24,997,636
Net Operating Income	\$440,484	\$2,036,148	\$389,199	\$1,106,047	\$605,614	\$175,613

Additional Notes from Table 6:

- All expenses, except capital re-investment expenses, have annual 3% increases programmed – historically an industry benchmark assumption, excluding 2022 factors.
- Animal & facilities staffs and expenses increase proportionally due to animal and acreage increases.
- Marketing expenses are higher in years 1 and 2 due to awareness building of new Zoo – projected at \$.50/guest.
- Guest Services increase with doubling of Zoo visitation over 2022 baseline.
- Facilities reflect an annual utility allocation of approximately \$1.1MM in Year 1, adjusted annually thereafter.

Table 7 - Projected Staffing Plan for Vision Concept

	2022 Budget		Pro Forma									
			Year 1		Year 2		Year 3		Year 4		Year 5	
	FTE	Salary & Benefits	FTE	Salary & Benefits	FTE	Salary & Benefits	FTE	Salary & Benefits	FTE	Salary & Benefits	FTE	Salary & Benefits
Administration	5	\$710,777	8	\$1,066,166	8	\$1,098,150	8	\$1,131,095	8	\$1,165,028	8	\$1,199,979
Animal Care	32	\$1,694,776	64	\$3,489,552	64	\$3,594,239	64	\$3,702,066	64	\$3,813,128	64	\$3,927,522
Education/Conservation	7	\$610,838	16	\$1,394,148	16	\$1,435,973	16	\$1,479,052	16	\$1,523,424	16	\$1,569,126
Facilities	9	\$589,267	34	\$2,255,470	34	\$2,323,134	34	\$2,392,828	31	\$2,217,905	28	\$2,063,367
Development/Marketing/PR	4	\$436,552	9	\$1,030,141	9	\$1,061,045	9	\$1,092,876	9	\$1,125,663	9	\$1,159,433
Front/Guest Services/Membership	13	\$607,909	30	\$1,387,463	30	\$1,429,087	30	\$1,471,960	30	\$1,516,119	30	\$1,561,602
Safety, Security, Grounds	13.5	\$592,391	31	\$1,352,046	31	\$1,392,607	31	\$1,434,385	31	\$1,477,417	31	\$1,521,740
Veterinary	2.5	\$129,609	5	\$259,218	5	\$266,995	5	\$275,004	5	\$283,255	5	\$291,752
Total	86	\$5,372,119	197	\$12,234,204	197	\$12,601,230	197	\$12,979,267	193	\$13,121,937	190	\$13,294,520
Average Cost Per FTE		\$62,467		\$62,151		\$64,016		\$65,936		\$67,849		\$69,825

Notes from Table 7:

- Departments are stable year/year except for facilities, which will decline in years 4 and 5 due to operational efficiency of systems and procedures.
- Average cost per FTE remains constant with annual increases in benefits.

Partner Roles and Opportunities

in addition to providing valuable, specialized mission, animal, and visitor services to the Zoo and its visitors, we would anticipate that Zoo partners would support the Zoo through a capital investment in the Zoo's facilities and amenities. A brief overview of the operating services that the two identified and current partners would provide are highlighted below:

- It is anticipated that **UC Davis**, as the leading animal medicine veterinary school, would continue its 50+ year partnership with the Zoo. Therefore, **UC Davis** would provide veterinary and vet tech support to the Zoo's new and expanded animal collection and utilize the new animal hospital as a living classroom for UC Davis students. Through a VIP tour, visitors may have the opportunity to safely experience this unique state-of-the-art learning lab in action.
- The **SSA Group** is the Zoo's current long-term food and retail partner and RS&S strongly recommends that the Society continue this partner relationship at the new Zoo. It is anticipated that the SSA Group would provide food, retail, and catering services and invest in the new Zoo's unique guest experience app that will serve to connect visitors to the Zoo through pre-/post/on-site mobile experiences. The SSA Group is the AZA's leading hospitality partner currently servicing almost 50 AZA institutions.

Preliminary High-Level Community and Economic Impact Analysis

For the purposes of the feasibility study, it is important to note that RS&S did not conduct a full community and economic impact study. RS&S outlined the potential economic impacts, both direct and indirect benefits, for the construction and ongoing operations of the new Zoo utilizing data from a recent (2020) economic and revenue impact study that was completed for a new zoo in the City of Sacramento. Once the design schematics are fully developed, we do anticipate that the Zoo and/or City of Elk Grove will complete a full community and economic impact study.

The analysis below summarizes the economic impacts on the Elk Grove community from the capital investment and annual operating expenses based on known multipliers and therefore reflects a high-level analysis based on the preliminary site and funding models.

Based on a preliminary capital investment of \$174MM for the Phase 1 development, and assuming that 90% of the total investment is invested in California, there would be one-time economic impacts created through the construction of the new Zoo in Elk Grove, which include the following:

- It would be expected that **\$314.3MM in direct and indirect expenditures** would benefit the region.
- The construction would create **2,074 direct and indirect jobs** from approximately \$128.6MM in total labor income.

Based on a projected annual operating budget of \$24.1MM, the new Zoo would have the following annual impacts on the local community:

- The Elk Grove area would **derive over \$75.8MM annually in economic benefits** from the new Zoo. This estimate is on the conservative side as it includes neither on-site nor off-site expenditures that would be made by visitors to the new Zoo.
- The new Zoo at Elk Grove has the potential to support **approximately 280 direct jobs** at the Zoo.

5. FUNDING STRATEGIES

Previous Funding Feasibility Study Findings – 2020 Report

As part of the 2020 Sacramento relocation feasibility study, RS&S focused on determining initial private sector donor funding capacity for the then proposed Sleep Train site. The feasibility study in 2020 determined the degree to which the Sacramento Zoo possessed the fundamental requirements for moving forward with plans to relocate the Zoo, namely:

- a compelling case for support;
- a cultivated constituency (and the willingness of that constituency to contribute);
- a capable and willing volunteer leadership; and
- staffing and infrastructure to support a major fundraising effort.

Nearly 90% of the 28 community leaders RS&S interviewed in 2020 shared that they found the case for support describing the relocation project to be good/compelling. The feasibility study showed a clear willingness to support the relocation of the Sacramento Zoo among Zoo donors, Zoo members, philanthropists, corporate and foundation representatives, and civic and thought leaders in the region.

Based on our understanding of the Zoo's situation at that time, the findings from our interviews, and our experience with other campaigns, we recommended that the Sacramento Zoo move forward with the planning for a 3- to 5-year capital campaign for relocating the Zoo once the City of Sacramento secured the Sleep Train site. The private funding potential estimate at that time (2020) was broken down into three components:

- private donations/individuals - \$15MM;
- corporations/foundations - \$5MM; and
- zoo partners - \$12MM.

In 2020, we highlighted several key factors necessary for the Zoo to move forward with its fundraising plans:

- securing a viable site as soon as possible;
- securing the City of Sacramento's financial commitment to the necessary capital investment;
- conducting a comprehensive community outreach effort;
- forming a campaign leadership team;
- attracting corporate, foundation, and individual support with a menu of naming opportunities; and
- dealing with COVID 19 impacts while capitalizing on opportunities by promoting the Zoo as a safe, outdoor attraction.

We went on to note in the report that one of the variables with the highest probability of impacting the success of a capital campaign for a new Sacramento Zoo in 2020 was **the ability of the Zoo to land a lead donor**. This finding remains true today.

Key Donor Funding Strategies - 2022

Though no lead donor emerged from the 2020 feasibility study, we believed then that there were individuals who could and would step up given the right site and public-sector partner. We believe this even more firmly now with this new opportunity in Elk Grove where the excitement is high and the momentum is building for the new Zoo. After decades of relocation talk and searching for a new site within Sacramento failing to come to fruition, Zoo friends, donors, and community members were growing fatigued with the seeming stalemate and truly eager for real action. Elk Grove stepped in at the perfect time as a city on the move with exciting development, primed for growth, and ready to act.

Upcoming and recent development projects in Elk Grove only add further confidence to the potential for successful funding of the new Zoo in Elk Grove, including: the Ridge shopping center anchored by Costco and including Crumbl Cookies, Buffalo Wild Wings, Mayweather Boxing, Sephora, and other food, shopping and fitness venues; the \$500MM Sky River Casino slated to open later in 2022; a new 100-bed Dignity Health hospital to break ground in the mid-2020s; the 20-acre Project Elevate, a mixed-use retail, dining, entertainment, office, and residential complex; the new 56-acre District 56 recreational and community park opened in November 2021; and the recently announced \$60MM Kubota Tractor Corporation investment in a new western states distribution hub – only their fifth such facility in the United States.

The recent article in the Sacramento Bee highlights the anticipation and Elk Grove's enthusiasm for the possibility of the project. It details the City's avid interest, its dynamic growth, and its hopes for a zoo that will bring over 1 million visitors and 250 jobs as a regional attraction and a valuable community asset for Elk Grove residents.

Private Funding Support

In terms of attracting donor support, especially lead gifts, it truly is a new day. Donors tend to want to be part of something that is exciting, that is alive with potential, and purposefully moving forward. The dynamic development occurring in Elk Grove, along with the City leadership's avid interest and active involvement in the feasibility planning process to-date, combine to make Elk Grove a more compelling and viable location for the new Zoo than other locations that were considered within the Sacramento region over the past 20+ years. Together, this positive movement and the solid planning underway enhance the Zoo's ability to attract a lead gift[s], which will set the stage for campaign success, encourage other large gifts, and solidify the new Zoo as a sound investment for the philanthropic communities and the City of Elk Grove.

It is important to note, however, that it is not yet clear how significantly the pandemic and social dynamics have impacted the overall philanthropic landscape and donor tendencies. Many individuals and organizations have shifted their giving priorities during the past two years.

These uncertainties present the new Zoo with both challenges (competition with serious social issues) and opportunities (potential to engage new audiences in an exciting new initiative – one that has not been created in almost 40 years). As the Society and its Board leadership begin its donor cultivation and discovery calls with major donors and community leaders, the Zoo’s compelling case for support must be told and leveraged to maximize private support contributions for the new Zoo – focusing on the new “opportunities” and mindful of recent challenges.

Naming rights represent an extraordinary opportunity for the new Zoo to engage individual and corporate involvement in this funding initiative. With the potential to raise significant support for the Zoo, securing a naming sponsor[s] would also succeed in generating enthusiasm, increasing awareness, and building confidence among the philanthropic community in the value and importance of the project. Naming rights, whether for the Zoo itself, an exhibit, or an amenity, could present a very attractive option for certain donors.

Based on our experience in supporting fundraising campaigns for zoos, **a lead gift generates approximately one-quarter to one-third of the campaign goal.** We strongly believe it is possible for the Zoo to attract a lead gift in the range of \$5MM - \$10MM. With a \$5MM lead gift(s), we would recommend setting the phase 1 **private fundraising campaign goal** at **\$15MM - \$20MM**; a \$10MM lead gift(s) would raise the goal to **\$30MM - \$40MM.**

For the campaign to be successful, other prospects with the capacity to make additional lead gifts (\$500,000 - \$2.5MM) need to be identified. It will often take up to 18 to 24 months to secure gifts of that size. Therefore, the length of the active campaign is likely to be around three to five years.

The campaign goal should not be publicly announced until there is confidence in the Zoo’s ability to secure the majority of the lead gifts. With the acceptance of the feasibility study, we would strongly encourage the Society and the City to move quickly with developing a MOU (memorandum of understanding) that defines the roles and key responsibilities of the two partners while the design process moves forward in the next phase of new Zoo development. Having the MOU in place will allow the Society to move forward with its plans to implement the capital fundraising plan, including securing lead gifts in support of the Phase 1 development plan.

With all of the recent growth and business interest in Elk Grove (e.g., Kubota and other new development noted above), we see significant potential for strong corporate interest in the new Zoo, not only in a capital campaign, but even more so in programming support once the Zoo is up and running. Corporate support interests tend to lean heavily towards health and wellness initiatives and community engagement opportunities.

Based on our experience with similar initiatives, and with the Zoo’s dynamic vision and case for support, we envision the potential for **corporate support** at **\$2MM - \$4MM for Phase 1** projects. We would anticipate that future phases of development could have higher levels of corporate support once the corporate and business sectors experience the successes of the Phase 1 projects and their outcomes.

Partner support will also be a key part of the overall Phase 1 funding strategy:

- The Zoo and UC Davis have had a long-term partnership of over 50 years in which UC Davis has provided veterinarian and vet tech support services to the Zoo at Land Park. We anticipate that this partnership will continue and expand given the new location in Elk Grove with strong involvement from UC Davis for a new, state-of-the-art veterinary hospital as a hands-on teaching and learning facility.
- The SSA Group, the Zoo’s current long-term food, retail, and catering partner, is also expected to contribute capital support towards construction of key visitor facilities and amenities, including the new Lodge at the entry that overlooks the African Savannah.

We estimate total **partner support** to range from **\$12MM - \$15MM** for Phase 1.

We have summarized in the chart below the potential private fundraising opportunities for the Phase 1 projects:

	\$5MM Lead Gift		\$10MM Lead Gift	
Individuals	\$15MM	\$20MM	\$30MM	\$40MM
Corporate	\$ 2MM	\$ 4MM	\$ 2MM	\$ 4MM
Partners	\$12MM	\$15MM	\$12MM	\$15MM
TOTAL	\$29MM	\$39MM	\$44MM	\$59MM

Based on the above summary of private fundraising support and on the initial level of feasibility planning with no design considerations, the range for a **Phase 1 capital campaign** goal is **\$29MM - \$59MM**. This range will become much more narrowly focused as the design and implementation plans continue to be developed. Great care must be taken in identifying and cultivating the Zoo’s top donor prospects. Priorities include revisiting the findings from the 2020 feasibility study and ensuring that top donors and key prospects are kept informed and engaged as design and implementation plans proceed.

As lead prospects are identified, targeted outreach and engagement plans should be developed and prospect research should be conducted as necessary in preparation for additional cultivation and eventual solicitation.

Potential of Public Sector Support

Zoos, aquariums, and cultural institutions across the country in a range of markets are seeing success for large campaigns for new sites/facilities.

- Both the City of Elk Grove and the new Zoo are positioned to realize a number of significant objectives through this project in terms of the creation of successful and sustainable outcomes:
 - The Zoo has the opportunity to achieve the goals of its ambitious vision statement and bring back iconic animals in a world-class zoological facility ready to meet guest expectations through future generations.
 - The City of Elk Grove will boast a premier destination attraction.
- **A true "win-win" situation.**
- Private/Public funding for capital expenditure (capex) with no operating debt service commitments for the capital improvements from the Zoo's annual operating funds is a proven, sustainable financial approach. Within the past decade, communities such as Fresno, Oakland, and Columbus have invested in their zoos to great success, all with capital investment funding strategies that do not rely on their zoos' operating resources.
- Zoos are great investments for public sector support. As noted in the introduction to this report, Fresno and Houston are just two examples of how cities/regional authorities have recently invested in their zoos.
- Capital (bricks and mortar) resonates more with donors wanting to see the direct impact of their gift. The new Zoo will generate great interest by sharing the plans and concept drawings for the new facility with prospective donors as part of a thoughtful cultivation plan.
- Effective communication and marketing of the Zoo's plans and vision will entice new partners to join in the exciting initiative and encourage larger commitments from existing donors and partners.

With the projected Phase 1 mid-point capital investment of \$174MM, in 2022 dollars, and the Zoo's commitment to raise private and partner funding for the Phase 1 projects as summarized above, the City of Elk Grove and the Zoo will need to discuss the "source" of the funding models for the Phase 1 investments. The Zoo is confident that additional private funds would be available for Phase 2 projects.

One potential capital investment funding source that is not included in the Zoo's pro forma financial model is the Visitor-Generated Funding Opportunities outlined below, specifically parking, and the school- based revenues summarized below.

Visitor-Generated Funding Opportunities

Parking Analysis with Projected Annual Parking Revenues

This Parking Analysis is intended to provide projections of both weekend and weekday parking utilization, as well as an estimate of the parking revenue that could be generated through parking fees charged on the 10-acre parking lot built to support the Zoo's projected annual baseline attendance of 1,090,909 visitors. As noted above, parking revenues are NOT included in the new Zoo's operating revenues as we anticipate that, if parking fees are charged, such revenues could be utilized to support the public-sector capital investment in the Zoo.

The table below depicts monthly attendance distribution for the Zoo's first full baseline year (using year 3 attendance projections) and breaks it down between weekends and weekdays. It also shows the attendance distribution across the Zoo's various types of visitors, including paid, members, groups, and free.

Attendance Assumptions: All projections are based on Year 3 operating attendance – full base year

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Monthly Allocation		5%	7%	10%	13%	13%	10%	10%	9%	7%	6%	5%	5%
First Year Baseline	1,090,909	54,545	76,364	109,091	141,818	141,818	109,091	109,091	98,182	76,364	65,455	54,545	54,545
Number of Days	365	31	28	31	30	31	30	31	31	30	31	30	31
Weekend Allocation	104	8	8	10	8	8	10	8	10	8	8	10	8
Weekday Allocation	261	23	20	21	22	23	20	23	21	22	23	20	23
Weekend Attendance	645,273	30,000	42,000	65,455	85,091	85,091	65,455	65,455	58,909	45,818	39,273	32,727	30,000
Per Weekend Day		3,750	5,250	6,545	10,636	10,636	6,545	8,182	5,891	5,727	4,909	3,273	3,750
Weekday Attendance	445,636	24,545	34,364	43,636	56,727	56,727	43,636	43,636	39,273	30,545	26,182	21,818	24,545
Per Weekday Day		1,067	1,718	2,078	2,579	2,466	2,182	1,897	1,870	1,388	1,138	1,091	1,067
Attendance Distribution													
Paid	551,532	27,577	38,607	55,153	71,699	71,699	55,153	55,153	49,638	38,607	33,092	27,577	27,577
Members	283,637	14,182	19,855	28,364	36,873	36,873	28,364	28,364	25,527	19,855	17,018	14,182	14,182
Groups	109,930	5,497	7,695	10,993	14,291	14,291	10,993	10,993	9,894	7,695	6,596	5,497	5,497
Free	145,810	7,290	10,207	14,581	18,955	18,955	14,581	14,581	13,123	10,207	8,749	7,290	7,290
		54,545	76,364	109,091	141,818	141,818	109,091	109,091	98,182	76,364	65,455	54,545	54,545

Key Assumptions: Attendance

1. Total attendance for year 3 is projected to be 1,090,909 visitors/guests.
2. The monthly attendance distribution is based on the Zoo's actual 2019 visitation distribution.
3. Total annual weekend attendance is projected to be 645,273 or 55% of projected annual attendance. An average of 6,258 guests per day will visit on the weekends.
4. The total annual weekday attendance is projected to be 445,636 or 45% of annual attendance. An average of 1,712 guests per day will visit on weekdays.

Parking Assumptions: All projections are based on Year 3 operating attendance – full base year

The next table details the total number of cars projected to be parked over the course of the Zoo’s first full baseline year broken down between weekends and weekdays.

Proof of the # of H/H Members	28,364													
Weekend Parking Cars	Totals	812	1,137	1,418	1,728	1,728	1,064	1,330	1,276	1,241	1,064	709	812	
Weekend Days Per Month		8	8	10	8	8	10	8	10	8	8	10	8	
Total Weekend Cars	123,500	6,500	9,100	14,182	13,827	13,827	10,636	10,636	12,764	9,927	8,509	7,091	6,500	
Weekday Parking		213	344	416	387	370	327	285	374	278	228	218	213	
Weekday Days Per Month		23	20	21	22	23	20	23	21	22	23	20	23	
Total Weekday Cars	79,091	4,909	6,873	8,727	8,509	8,509	6,545	6,545	7,855	6,109	5,236	4,364	4,909	

Key Assumptions: Parking

1. Total annual weekend parked cars for year 3 is projected to be 123,500 with an average of 1,187 per day (104 weekend days annually).
2. Total annual weekday parked cars for year 3 is projected to be 79,091 with an average of 303 per day (261 weekdays annually).

The table below provides a model of the potential annual operating revenues projected from parking fees based on 1,090,909 total visitors to the Zoo. The model below provides three pricing strategies (\$10/\$15/\$20) per car assuming four years to build and the third operating year of the new Zoo.

As a baseline in year four of operations and assuming the mid-point of \$15 per car – the following gross revenues would be generated (prior to any related operating costs for parking):

- General Visitation (Paid, Group Buses and Free visitors) \$2,674,000
- Annual Member Benefit that Members could be charged \$425,000
- Total Annual Gross Parking Revenues for Use \$3,099,000



Note: Annual operating expenses for parking (staffing and maintenance) is projected to be between 12% - 15% of the total annual revenues.

Total Parked Cars	202,591						
Discount Rate - 12%	24,311	Parking Fees	Total Revenues	Member Household Visits	28,364	Member Benefit	Total Annual Revenues
Net Parked Cars for Fees	178,280	\$10	\$1,782,800			\$10 \$283,637	\$2,066,437
		\$15	\$2,674,200			\$15 \$425,456	\$3,099,656
		\$20	\$3,565,600			\$20 \$567,275	\$4,132,874

Key Assumptions: Parking Revenue

1. Total annual parked cars for year 3 is projected to be 202,591 cars.
2. 12% discount to provide an allocation for member visit and public transportation (light rail); Groups and Free visitors pay for parking (including group buses/vans).
3. Parking revenue projections based on three parking fees have been studied; \$10, \$15 & \$20 for visitors and members.

Mission-Delivery Funding Opportunities

Education about wildlife and conservation is at the core of every zoo’s mission. The new Zoo will advance this aspect of its mission with dynamic and engaging educational offerings by building partnerships and programming with the Elk Grove Unified School District, as well as other private and/or independent schools in and around the region. The unique educational programs and connections outlined below could provide opportunities for the Elk Grove Unified School District (and other private/independent schools) to support either the Zoo’s capital investment during Phase 1 or help to underwrite teacher participation in the Zoo’s education programs once the new Zoo is open.

Located within a short drive from thousands of families within Elk Grove and offering ample, dedicated school bus parking, the new Zoo is easily accessible for school groups. It is also convenient to public transportation. Its specially designed, state-of-the-art Education Hub will deliver inspiring content to engage students and visitors of all ages in vital conservation messaging. Educational programming will be tied to STEAM and core curriculum as appropriate.

The new Zoo will be in the extraordinary position of being able to offer two exceptional kinds of opportunities for student engagement:

1. **Pre-Opening Educational Programming** – As plans for the new Zoo continue to develop and funds are raised over the next several years, the Zoo has a unique opportunity to build excitement and develop strong relationships with students and the Elk Grove educational community *before the Zoo even opens its gates!* Outlined below are just a few ways in which the Zoo’s education team could build those relationships over the next several years:
 - *Curriculum Enhancement:* The Zoo could convene a “Zoo Education Committee” by inviting teachers from Elk Grove to participate during the pre-opening phase in working with the Zoo education staff to develop new programming that will not only interest and engage students, but also support STEAM and core curriculum requirements.
 - *Look What’s Happening At Your Zoo:* A fun and engaging fifteen-minute program featuring students hosts and Zoo staff, this biweekly offering could be streamed into schools in Elk Grove providing updates on the building of the new Zoo and interviews with staff. Interested schools could be chosen by lottery to determine the hosting schedule and Zoo education staff could work with them to produce the content that could be streamed and/or made available to all interested schools.
 - *Zoo Conservation Team:* In this creative and interactive program, middle and/or high school students could learn about the Zoo’s conservation initiatives both locally and around the world. They could work with Zoo educators to develop conservation messaging that highlights the Zoo’s conservation efforts, demonstrates the impacts, and encourages involvement and action. As part of the Zoo’s Conservation Team, the students could then share the messaging with elementary school students throughout the district, becoming conservation ambassadors while serving as student teachers to their younger counterparts.
 - *Classroom Mascot:* For younger grades, students could “adopt” a classroom mascot, choosing one of the animals that will be at the new Zoo and learn all about it as part of a larger curriculum. With input/support from Zoo educators, students could learn about their animal’s habitats at the new Zoo, its situation in the wild, and any threats that may confront it. They could then conduct research, find digital images, and create a web page for their animal. Projects like this help zoos promote deep and meaningful connections between people and animals that are so critical to advancing conservation initiatives.
 - *Virtual Zoo:* Using the vision statement for the new Zoo as a guide, Zoo educators could engage students in developing a virtual zoo. Not only would this be a fun and engaging project, but this would also provide educators the opportunity to highlight the various animal species and their habitats, as well as some key conservation stories. It would also generate excitement and build awareness about the new Zoo.

2. **Operational Educational Programming** - Once the Zoo is open, full, on-site programming will commence at the Education Hub. Our educators can collaborate with teachers/school leaders to develop programming that supports and enhances the core curriculum. In addition to the continuation of many of the pre-opening activities mentioned above, outlined below are more potential programming opportunities for the new Zoo:
- *Educational Field Trips:* The new Zoo will have the capacity to host entire grade levels from elementary through high school for educational field trips with STEAM-based lesson plans. With opportunities for hands-on, experiential learning, our programming will be designed to engage students and build on classroom learning in a new and fun setting.
 - *Classroom Educational Incentive Program:* With input from area teachers, the Zoo education staff could develop an incentive program for Elk Grove teachers and their classes. The program could be used for larger incentives such as meeting a longer-term educational goal for the class, or a semester of reading a certain number of books, or possibly a reward for kindness to classmates. The reward could be the use of a Zoo classroom for an hour on a reserved day, or a discounted admission for the class or even a short virtual program just for a specific class. Working together, the Zoo and local teachers can design an incentive program that will motivate students to do their best while highlighting the Zoo's offerings.
 - *Overnight Camping:* Students could have the opportunity to go on Safari right in their own hometown through imaginative experiences offered at the new Zoo's African Savannah. What an unforgettable experience for students to enjoy views across the expansive landscape from their tented camps overlooking a waterhole where lions gather! Students could also learn about nocturnal animals and get to see the action at breakfast as the animals begin their day.
 - *Virtual Reality:* Through the magic of technology like virtual reality, students could learn in an entirely new way about species that were once native to California and now gone (such as mammoths, mastodons, short-face bear, giant ground sloth) and compare these species with modern day animals they can experience at the new Zoo (such as rhinoceros, grizzly bear, and two-toed sloth).

In addition to these mission-centric educational initiatives, the new Zoo could also offer opportunities for students to gain hands-on, real-life experience. Both paid and volunteer opportunities could be available for high school students, providing valuable life skills and job training for education/public speaking, hospitality management, and guest services.

6. NEXT STEPS

Encouraged with the progress of the planning process to date, we urge the Society and the City to continue working together to advance this project by taking the next steps:

- Review and consider the feasibility study: A careful reading of this report will ensure that all parties are fully briefed and armed with the critical data that supports the vision and details the necessary capital investments required to bring the vision to reality. Recognizing that this is a feasibility study, we are confident that the “use of funds” identified in this report is appropriate for the development of a world-class zoo in the City of Elk Grove. Although the specific source of private and public funding has not yet been identified, these important discussions will continue over the next 9-12 months as the design and planning for the new Zoo advance with the execution of the MOU as detailed below.
- Develop a Memorandum of Understanding: Working through the Society’s and the City of Elk Grove’s legal teams, develop and execute a Memorandum of Understanding (MOU) defining the specific roles and responsibilities of the City of Elk Grove and the Society in the ownership and operation of the new Zoo. This MOU may be developed utilizing the best practices and agreement models shared as part of this planning process.
 - This MOU will allow both the Society and the City of Elk Grove to continue to move this exciting initiative forward while the more detailed Management Operating Agreement (MOA) is executed by both parties.
 - The MOU would allow both the Society and the City of Elk Grove to define and begin to implement their respective funding initiatives for both the capital and operating needs of the new Zoo.
- Move forward with design: As stated earlier, this report is based on a high-level conceptual plan and does not include any design concepts or specific animal or visitor design initiatives. Engaging a leading, innovative zoological design firm to develop plans, based on the vision and accompanying bubble diagrams, will move the project to the next stage and provide compelling materials to share with the Elk Grove community, potential partners, and prospective donors as appropriate.
- Consider augmenting the Society Board with additional members from the Elk Grove community, subject to the Zoo’s By-Laws and nominating provisions.
- Coordinate communications: The Society and City leadership should coordinate carefully with their public relations firms on key message points of the feasibility study. Once an MOU is executed, a comprehensive communications plan should be enacted to ensure that the community is kept informed of the next steps’ progress as the excitement keeps building through active engagement and outreach.

- Develop private fundraising strategy: With the MOU in place, the Society can move forward with determining its priority donor prospect list and developing cultivation strategies for each as part of a larger campaign fundraising plan. The campaign fundraising plan will define cultivation strategies for individuals, partners, and corporate communities including identifying potential lead gift(s) to support this exciting and innovative “once in a life-time” opportunity for the Elk Grove community. The Society is ready to move forward with its discovery and cultivation efforts. In the coming weeks, the Society will continue to have “quiet phase” discussions with many of its long-term donors and friends.

7. CONCLUSION

Our goal for this feasibility study was to support the Society and the City of Elk Grove as they work to move forward together with plans to build the new Zoo. To facilitate this process, we focused on the following key strategic issues:

- Identifying the compelling **animal, visitor, and community experiences and amenities** that should be part of the new Zoo to support the vision and achieve the desired outcomes;
- Determining how to utilize the proposed **site characteristics and assets** to implement the envisioned animal, visitor, and community experiences and amenities, and how to factor in a phased development plan;
- Calculating the rough order of magnitude for the projected **construction costs** to implement the vision plan based on best practice benchmark exhibits and amenities;
- Establishing viable and sustainable **financial, operating, and attendance models** for the new Zoo at the proposed site;
- Determining the necessary **financial resources** to support the construction and operating needs of the new Zoo; and
- Identifying the **best practice roles** of the City of Elk Grove and the Society in constructing and operating the new Zoo.

The information provided in this report addresses these issues and provides a compelling framework to proceed with the next steps as identified above.

New Zoo in Elk Grove - Vision

FEBRUARY 2022 - DRAFT

A WILD ADVENTURE AT THE NEW ZOO IN ELK GROVE

You've heard the announcements, read the articles, and seen the advertisements: an entirely new zoo in the Sacramento region of Northern California is opening and the excitement is palpable. This once-in-a-lifetime chance to build a new zoo from the ground up has come to fruition, thanks to the vision and commitment of the Sacramento Zoological Society, the City of Elk Grove, and the support of friends and donors from near and far. Drawing on the proven experience and vast knowledge of experts in the field, the new Zoo in Elk Grove incorporates world-class thinking and design, employs best practices in animal care and conservation, and offers an incredible visitor experience. The world has been watching and now the day is finally here: the new Zoo in Elk Grove is open and your much awaited visit is about to begin....

Heralded by stunning wildlife-themed archways, your approach to the new Zoo signals the start of an unparalleled animal experience! Ready for adventure, you leave your car in a beautifully landscaped parking area, appreciative of the canopy of solar panels providing a shady cover. The walkways leading to the entrance complex are festooned with messaging from Sacramento Municipal Utility District (SMUD) about the benefits of solar energy. You are pleased to learn about how the Zoo cares for natural resources.

As you walk to the entry, your eyes are drawn up to the colorful banners depicting flagship species such as giraffe and lion. Your heart beats faster in anticipation of the exciting day ahead! Before you get started, though, you have some tough decisions to make. You consider your choices as you move into the welcoming **ZOO PLAZA**: in addition to your general zoo admission there are opportunities to meet a sloth, feed a giraffe, support a conservation project, participate in a local wildlife program, or even spend the night at the Zoo in an authentic tented camp. With all of these opportunities for exploration and engagement, you can already see a return visit in your future! Perhaps a zoo membership would be a good investment?

With your decision made, you move on to explore **ZOO PLAZA**. You take note of the lodge and grill and the adjacent gift shop where you know you will be stopping at the end of your visit. You are appreciating the attractive and inviting plaza when you notice a lot of activity and laughter. You look over to see several mobs of meerkats frolicking around their boulder homes with a sentry posted at the top of a termite mound keeping watch over the landscape. As you enjoy the antics of the meerkats, you also take note of the attractive signage interspersed throughout **ZOO PLAZA** acknowledging the donor contributions to the new Zoo. You are grateful for the generosity of hundreds of donors and the City of Elk Grove for their support of this new Zoo, a fantastic community asset situated on a 60-acre campus devoted to animal welfare, conservation, and education.

You see a group of elementary school students enter the Zoo led by docents for a tour. The Zoo boasts an **EDUCATION HUB** where Elk Grove Unified and other northern California school district students learn core curriculum related to conservation. Intended to teach and inspire a new generation about stewardship of local ecosystems and the global role that zoos serve in saving species, the **EDUCATION HUB** is home to several classrooms that connect students with wildlife conservationists working in the field. Virtual reality transports students into California's past to discover extinct species such as mammoths and Sabre-toothed cats. Indoor habitats feature terrariums for diverse species such as naked mole rat, elephant shrew, dwarf mongoose, emerald tree boa, and axolotl. What a fantastic partnership between the Zoo and the schools!

Excitement builds as you are now approaching the **SAVANNAH**, an expansive mixed-species habitat and the most significant visitor experience at the Zoo. You stand in rapt wonder at the vista before you. One view is simply not enough to take it all in as herds of hoofed animals, herbivores, and large birds - zebra, ostrich, antelope, and gazelle - roam the scenic landscape. You take the trail into the **SAVANNAH**, keen to encounter wildlife in this beautiful, open, naturalistic setting.

Your breath catches in your throat as a herd of giraffe slowly ambles towards you at the encounter deck. A keeper provides background on the giraffe and important information about the Zoo's long-term commitment to the conservation of this species in Tanzania. The raised deck not only offers a sweeping panorama of the scenery, it also allows you to hand-feed these elegant mammals. You giggle a little nervously as their amazingly long tongues gently take the leaves from your hand; their warm breath brushes your face as you admire their beautiful eyelashes. You reluctantly move on as feeding time concludes and the animals gracefully wander away.

As you continue through the **SAVANNAH**, you take note of the distinctive terrain, dotted with trees and featuring a lush waterhole in the distance. You come around a bend and are thrilled to see a herd (crash) of white rhinoceros, a brand-new addition to the Zoo! Looking around at the herds of animals roaming the landscape, it's not hard to imagine that you are actually on safari in Africa.

Enthralled with the **SAVANNAH** experience and eager to learn more, you and your family opt to participate in a **BACKSTAGE TOUR**. Following an educator into an enormous barn that serves as one of the husbandry areas for the savannah animals, you are delighted with the opportunity for this up-close encounter. Through safety barriers, the educator allows you to touch a rhinoceros. You cannot help but compare his rough, gray skin to a moving boulder. You learn that only the combined efforts of zoos and conservationists can save rhinos from extinction. It makes you happy to know that your visit to the Zoo today supports these conservation efforts. Continuing the **BACKSTAGE TOUR**, you marvel at the height of a giraffe's bedroom and are fascinated to learn about the diet preparation for the zoo animals.

The next stop on the **BACKSTAGE TOUR** is the University of California at Davis Center for Zoo Health and Medicine. The existing Sacramento Zoo has enjoyed a relationship with the UC Davis School of Veterinary Medicine for over six decades. UC Davis was a pioneer in the field of zoo medicine due to the work of Dr. Murray Fowler, former chair of the Sacramento Zoological Society Board of Trustees. Residents and students rotate through their zoo program, which has graduated more zoo veterinarians than any veterinary school in the world. The **BACKSTAGE TOUR** takes you within the Center where glass viewing windows separate you from the surgical suite and provide an up-close view of veterinarians and technicians performing a check-up on a whistling duck, a small, pretty waterfowl species. As you walk along the hallway past laboratories where

scientists are studying slides under microscopes, you realize that the images are being projected onto the hallway walls for you to view. How fascinating!

Feeling like a zoo insider, you leave your **BACKSTAGE TOUR** to continue your zoo exploration, now heading down a shady forest trail through a living tunnel of greenery. You emerge into a forest clearing where you encounter an odd animal that looks as if it walked straight out of the pages of a fairy tale: the chocolate brown animal has the head of a giraffe and the hindquarters of a zebra. It is an okapi, a rare species from the Democratic Republic of Congo. You wonder at the strange beauty of this species and are delighted to learn about the Zoo's participation in the Okapi Conservation Project. Taking one last look at this unusual creature, you move along.

In a nearby leafy glade, a pack of African wild dogs runs by as you read about how this rare species is threatened by diseases transmitted from domestic dogs. Next, you pass several habitats for the cheetah, Africa's fastest land mammal. Large viewing windows allow for close access and tremendous outlooks across the landscape. It is a great spot to catch the cheetahs in action!

Just across the path from the wild dogs are the "Big Cats," a pride of lions. A male lion sleeps underneath a tree while a trio of lionesses prowl the habitat. The zoo keepers launch an informative talk, using a training wall to draw a lioness over so guests can get a closer look. The keepers explain how positive reinforcement and training allow the Zoo to properly care for these animals. You appreciate the opportunity to learn more about these magnificent animals while being in such close proximity to them.

You walk on and notice a grassland habitat nearby that is home to a troop of gelada. You learn that these large monkeys with bright red chests and a brown-mane of mantled hair are only found in the highlands of Ethiopia. The new Zoo joins San Diego and the Bronx Zoo as one of the esteemed few zoos within the United States caring for this sociable species. You and your family decide to sit down and have a treat at the **GELADA GELATO CAFÉ**. The gelato is infused with flavors of local fruits from California's central valley, as well as sustainably harvested vanilla. The gregarious geladas are fun to watch as you enjoy your tasty treat.

Refreshed from your gelato break, you begin walking along and are amused by the antics of several species of lemurs. You have noticed them hopping on branches in habitats throughout the Zoo. The existing Sacramento Zoo has a long history of working with these playful prosimians and supporting conservation projects throughout Madagascar.

Your next stop is **FRESH WATER DISCOVERY**, a true cause for celebration as you will have the chance to encounter the hippopotamus, returning to the region after a decades-long absence. The Zoo's pod of hippopotamus resides in several habitats, allowing a variety of viewing opportunities for guests. A long boardwalk travels over marshland leading to a dock where keepers hand apples to guests to throw into the gaping mouths of the hungry hippos. Further down the path you pass several aquariums for species such as the brightly colored cichlid, African bullfrog, lungfish, and rock python. The next aquarium is a sight to behold: a pair of hippos resting peacefully underwater. Hippos spend the majority of their days sleeping underwater, and the new habitat allows guests to view the fine details of their wrinkly skin as their bulbous bodies rest against the windows. Suddenly, one of the hippos lifts its head to take a breath of air and lets out a WHEEZE-HONK noise. This triggers a

reaction amongst the other hippos down the river as a staccato of grunts echoes throughout the habitat. All of that noise does nothing to disturb the American alligators, who lie half submerged in the final pond of **FRESH WATER DISCOVERY**. You are fascinated by these large reptiles, even when they are only lazing about and basking in the sun! A small pavilion is also home to several species of dart frog. You admire the brightly colored skin of the frogs as you learn more about the important role of fresh water in maintaining a healthy ecosystem.

Vocalizations from the Zoo's flock of flamingos, a long-time zoo favorite, now beckon you into the large walk-through **AVIARY**. In addition to the flamingos, the aviary houses a unique variety of birds from the new world, including scarlet ibis, roseate spoonbill, sun bittern, and oropendola.

As you leave the **AVIARY** and head back towards **ZOO PLAZA**, the flamingo vocalizations give way to a tinkling musical arrangement. It is the Zoo's wildlife carousel, with hand-carved wooden animals representing species from around the world. A quick spin on the carousel ends just in time for you to travel to **DELTA TRAIL**. The Zoo's interest and action in conservation stretches far and wide, but also focuses right here in Sacramento County. Local wildlife sits front and center along the Zoo's **DELTA TRAIL**, where you encounter the western pond turtle, mountain yellow legged frog, and giant garter snake in various outdoor ponds. An educator talks to you about the Zoo's efforts to return small animals to the wild and explains the plight facing many of these species, including habitat loss and competition from invasive exotic animals. Solutions include propagation of these species in zoos and releasing them back into safe habitats.

The trail highlights species native to the Sacramento Delta, both past and present, including bald eagles, which are rescued and provided with a permanent home at the Zoo due to their non-releasable status. The eagles and trout are found in habitats that pay tribute to the Wilton Rancheria, an indigenous tribe whose territory encompasses Sacramento County. Interested to learn more, you study the informative graphics which interpret the descendants of Wilton Rancheria and their relationship with the land.

A splash of water suddenly draws your attention, revealing a family of river otter, an animal found throughout the Delta. You appreciate their antics for a while and then you move on to the final habitat on the **DELTA TRAIL**: the grizzly bear.

You are so excited that the new Zoo is welcoming these large bears back to the Sacramento region! Though featured prominently on the State seal and flag of California, you learn that grizzlies were hunted to extinction in California over a hundred years ago. Like the bald eagle, the bears who make their home at the Zoo were rescued as part of a United States Fish and Wildlife Service program that calls upon accredited zoos to offer permanent homes for bears that need special care.

With streams and large boulders and logs strewn throughout, the habitat offers myriad options for the bears' recreation and enjoyment. A glass viewing panel brings you nose to nose with these large bears and you feel a sense of awe knowing the grizzlies have finally returned home.

Your next stop is the **SAVANNAH GRILL**, a two-story lodge reminiscent of an African safari. **SAVANNAH GRILL** features locally sourced meats and vegetables to create a unique dining experience. Downstairs a local convention is hosting their icebreaker, and you see groups posing for photos in front of the iconic **SAVANNAH** landscape. You can easily appreciate how this would be a wonderful venue for many different kinds of

special events, whether corporate or community social gatherings. You also realize how the restaurant's positioning at the Zoo's entrance provides opportunities for the community to enjoy this amenity, even if not going inside the Zoo, as an added benefit – the Zoo becomes not only a daytime destination for an outing, but also can serve as a "date night" location or a fun gathering place for an evening event.

Your family is seated upstairs on an outdoor deck overlooking the waterhole. You enjoy a beverage and watch the **SAVANNAH** come alive as the sun sets. Rhinos stop by the waterhole for a drink and the whinnies of zebras fill the air. In the distance, you see the lions start to prowl, and this activity beckons you towards your evening adventures.

Your family walks back into the habitat towards the **BUSH CAMP**, where you can enjoy views of the animals from your personal tented camps. The camps, resembling those found on African safaris, provide incredible views, overlooking the lions and a second waterhole for the hoofed animals. A Zoo educator introduces your family to nocturnal animals such as owls and snakes. After the presentation, the entire group makes s'mores at the campfire while watching the carefully lighted **SAVANNAH** in the background. Animals move in and out of the light throughout the evening as you sit on the porch of your camp and reflect on what an incredible experience you have had in Elk Grove.

After a good night's sleep, you wake up for a breakfast around the camp fire as you see the animals begin their day. After breakfast, you walk back to **ZOO PLAZA**, where you enjoy perusing a gift shop featuring "fair trade" items from regions where the Zoo partners with local communities to create unique items to sell and help save animals. You enjoy selecting a few gifts knowing that your purchase is not only a memento of a great experience with your family, but also supports the Zoo's conservation mission.

As you walk along the path to the exit, you pause to take in the illustrated graphics and models depicting future phases of the Zoo. With great excitement, you note that plans for upcoming development phases will feature species such as tiger, orangutan, and kangaroo.

Wow! The new Zoo is thriving and growing with exciting plans for the future, and you are thrilled to be a part of it. Your pleasure at having enjoyed such a memorable adventure with your family is only enhanced by the knowledge that you are helping to sustain a world-class zoological park for the entire Sacramento region and beyond. With eager anticipation, you look forward to your next visit and the awesome experiences that await at the new Zoo!