

Exhibit A

2025 – 2027 STRATEGIC PLAN

As we introduce our 2025–2027 strategic plan, we celebrate the achievements of our previous plan: upgraded habitats that enhance animal wellbeing, expanded species recovery efforts and conservation partnerships, inspiring new guest experiences and much more. We completed our commitments from the 2008 zoo bond measure and received support from our community to keep going.

This plan continues to build on that progress. It outlines the Oregon Zoo's goals and priorities for the coming years, incorporating community input and Metro Council guidance gained during our recent campus planning process. At the core of everything is our mission: Connecting our community to the wonder of wildlife to create a better future for all.

There has never been a more important time to come **together for wildlife.**



Oregon Zoo
Together for Wildlife

OUR MISSION

Connect our community to the wonder of wildlife
to create a better future for all

STRATEGIC FOCUS AREAS

Transform
the Campus

Increase
Conservation
Impact

Enhance the
Zoo Experience

UNWAVERING COMMUNITY TRUST, ENGAGEMENT AND SUPPORT

OUTCOMES

We create
innovative spaces
and experiences
that inspire
and delight.

Our spaces are
welcoming,
inclusive and
accessible.

Zoo operations
are environmentally
sustainable and
climate resilient.

Our communities
understand
our conservation
impact.

We model
collaboration for
conservation.

We offer
experiences
that foster
wildlife-friendly
behaviors.

Our communities
recognize us
as a leader in
animal wellbeing
and care.

CORE COMMITMENTS



Staff Engagement
and Development



Planning and
Evaluation



Financial and
Operational Efficiency



Diversity, Equity
and Inclusion



Teamwork and
Collaboration

Transform the Campus

Maintain public trust through accountability and communication

- Set up citizens' oversight committee accountability
- Establish metrics, monitoring and reporting
- Create a communication strategy (internal and external)
- Engage public through listening sessions, focus groups and/or open houses
- Meet and maintain AZA accreditation standards

Build staff capacity for design construction and operation

- Build capacity to manage guest and animal experiences through construction
- Gain subject matter expertise to drive innovative design of infrastructure
- Develop team, tools, structures and processes to develop zoo campus
- Include subject matter input on designing exhibits for animal wellbeing

Use construction projects as ways to contribute to the regional economy

- Advance equity in workforce trades according to Metro guidelines

Use cohesive campus design to support guest needs and animal wellbeing

- Use data to help drive improvements in guest and animal experience
- Implement a zoo-wide interpretive plan to assess existing exhibit content and inform future exhibit content and experience design with a focus on storytelling and experiential learning
- Implement front-end, formative and/or summative evaluation for exhibits
- Improve circulation and accessibility including pathways and walkways
- Improve zoo wayfinding

Build technology infrastructure to support future needs

- Analyze the zoo's technical needs and risks
- Develop technology roadmap and investment strategy

Improve operational sustainability and climate resilience

- Develop zoo-wide sustainability priorities
- Design to mitigate climate impacts on guests and animals
- Implement campus-wide utility plan including power generation and distribution

Increase Conservation Impact

Increase our species recovery programs

- Collaborate to determine species and evaluate infrastructure needs
- Increase staff capacity to support conservation breeding and other recovery programs
- Increase public-facing exhibits focused on our species recovery work to enhance conservation education opportunities
- Ensure our ability to also respond to unanticipated wildlife needs that arise
- Showcase conservation action publicly

Diversify conservation funding sources

- Increase federal and state grant funding
- Initiate two new funding partnerships through ESG or other corporate sponsors
- Expand donor base for conservation philanthropy through storytelling and experiences
- Explore raising additional funds through new on-grounds revenue sources
- Develop annual conservation impact report to support fundraising effort

Elevate and promote conservation brand internally and externally

- Increase public speaking, presentation and tabling opportunities at public-facing events
- Continue to leverage earned, owned and paid media to highlight conservation stories
- Regularly highlight conservation success stories in team meetings, newsletters and intranet platforms
- Identify and train conservation mission ambassadors across divisions and vendors
- Engage program youth in conservation messaging and brand development

Leverage our zoo reach, experience and programs to connect our community to conservation

- Execute community-driven conservation partnerships annually, leveraging the zoo's influence to engage and empower communities in taking direct action for wildlife
- Build programs focused on cultivating wildlife conservation identities in youth
- Lead public-facing wildlife advocacy initiatives annually
- Initiate a community-level action for each recovery species
- Increase federal and state lobbying efforts
- Elevate and honor Indigenous leadership for wildlife
- Advance global conservation priorities through community-led partnerships

Enhance the Zoo Experience

Enhance guest and animal experience to support wellbeing and conservation

- Collaborate on animal population plan to promote wellbeing, enhance guest experience and advance the zoo's campus planning and conservation goals
- Use training and enrichment along with animal wellbeing monitoring to extend animal activity on exhibit
- Create innovative ways to engage guests at habitats when animals are not visible
- Use science and wellbeing measures in decision-making
- Maintain AZA animal wellbeing and accreditation standards

Deliver experiences that motivate guests to advocate and take action for wildlife

- Increase opportunities for deeper guest experiences that connect them to the zoo's mission
- Invest in an interpretive framework that emphasizes storytelling and promotes our conservation messaging
- Upgrade and expand exhibits to showcase our species recovery work
- Evaluate guests' readiness to engage in conservation behaviors
- Connect all guest-facing operations to our conservation mission

Create a welcoming and inclusive environment that inspires joy

- Evaluate current guest experience survey and collection methods
- Understand guest needs, based on data and research, to determine events and evaluate resources needed to be successful
- Create interactive, animal-inspired areas that encourage guests to play, explore and engage
- Increase multi-lingual staff and interpretation material
- Add community partners to increase access for those who don't currently visit the zoo
- Increase accessibility for guests with physical and unapparent disabilities

Remove current barriers to guest experience

- Participate in Transportation Plan to navigate limited parking resources
- Continue to improve amenities (food, condition of grounds, etc.)
- Improve ticketing experience for all abilities
- Mitigate guest and animal impact during construction

Collaborate to deliver a unified guest and animal experience

- Create onboarding and staff training that includes animal wellbeing standards, conservation impacts and best practices for delivering welcoming experiences for all
- Create and maintain structures for internal collaboration and communication
- Communicate culture and behavior norms for success and reinforce positive behaviors
- Share positive guest impacts among staff and celebrate conservation wins
- Maintain guest experience, attendance and revenue goals during the campus plan construction

KEY METRICS OF SUCCESS

Transform the Campus

Citizens' Oversight Committee

Annual report to Metro Council finds that the zoo is delivering on the bond measure commitments and managing finances responsibly

SITES certification

Certification achieved for all applicable projects

Construction workforce make-up meets Metro's goals

- **20%** for apprentices
- **10%** for women
- **23%** for persons of color

Increase Conservation Impact

Double our species recovery programs in the next 5 years

Two new species recovery programs initiated by 2027

Raise **\$1 million annually** for species recovery efforts

Enhance the Zoo Experience

Guest Experience

- Improved guest experience scores
- Decrease in percentage of guests reporting non-visible animals
- Guests associate the zoo with positive animal care and wellbeing
- Guests positively connect the zoo to conservation

Animal Experience

- Increase in animal training and enrichment activities
- Increase in percentage of time animals choose guest-visible areas in their habitats
- Wellbeing monitoring indicates positive animal experiences

Staff Experience

- Staff and on-site partners understand how their role connects to conservation
- Staff understand how their role connects to animal wellbeing

CORE COMMITMENTS



Staff Engagement and Development

We prioritize staff success through effective communication and by fostering a respectful, safe and supportive work environment.



Planning and Evaluation

We use data-driven decision-making and collaboration to continuously assess program effectiveness, ensuring alignment with our mission and create efficiency.



Financial and Operational Efficiency

We manage our resources responsibly, embracing innovation and focusing on continuous improvement to ensure a better future for the zoo.



Diversity, Equity and Inclusion

We advance diversity, equity, inclusion and accessibility with our staff and community by fostering a welcoming space, building meaningful relationships and ensuring equitable opportunities and access for all.



Teamwork and Collaboration

We foster healthy relationships, encourage respectful discussions and leverage diverse perspectives to solve problems.