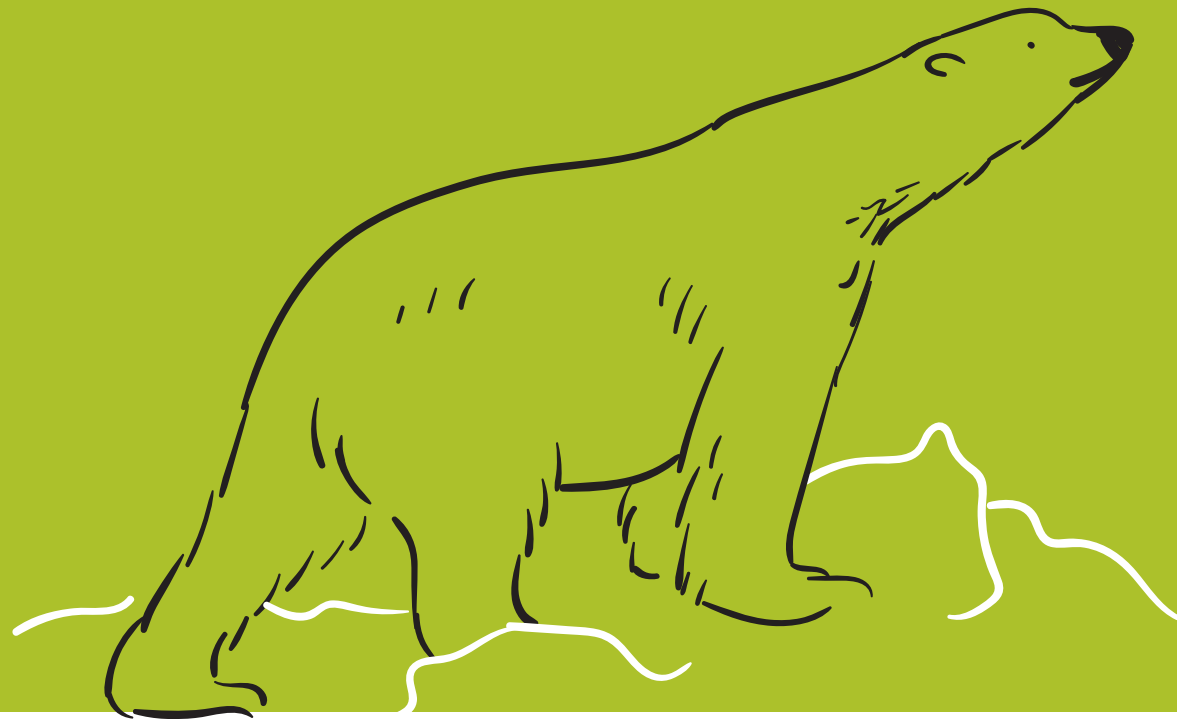


FOCUS AREAS



- » **Lead the Way in Animal Care & Welfare**
- » **Drive Wildlife Conservation**
- » **Deliver an Inspiring Guest Experience (Every Time)**
- » **Create Diverse, Equitable & Inclusive Environments**
- » **Elevate the Staff Experience**
- » **Achieve Financial Sustainability**
- » **Connect with Our Communities**



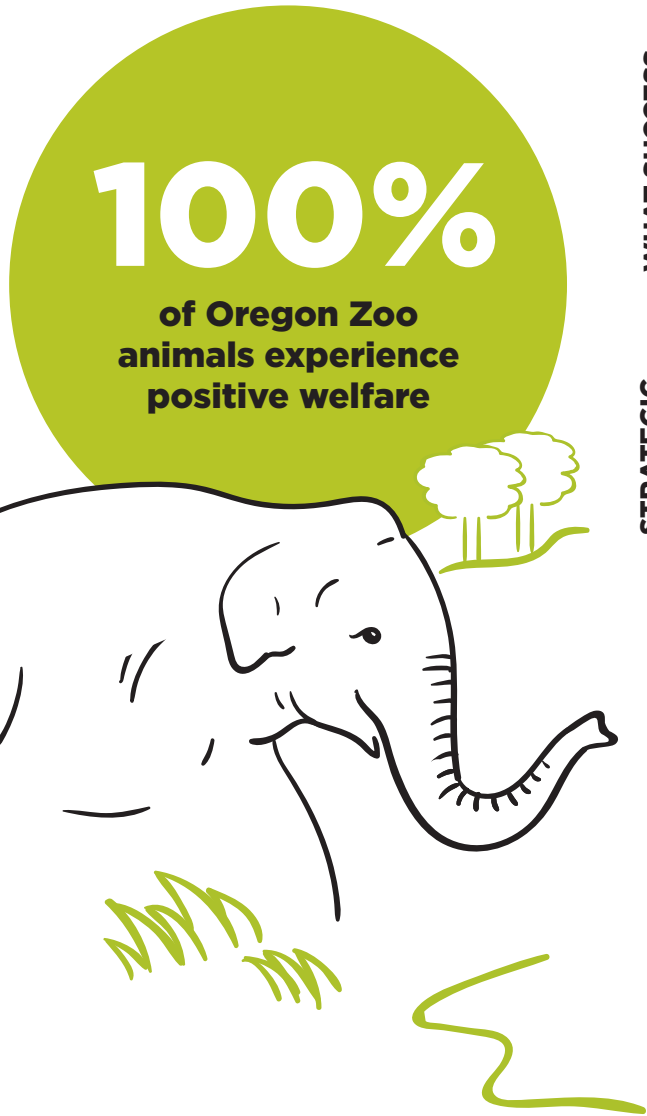
Lead the Way in Animal Care & Welfare

We're driven to be a leader among zoos in animal care & welfare—this means creating environments in which all our animals thrive. We will accomplish this by steadily **upgrading habitats** based on basic needs and at the same time, testing **new innovative approaches** that integrate choice and cutting edge techniques to training, enrichment, fitness and research.

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WHAT SUCCESS
LOOKS LIKE

- We are recognized as a leader in our industry in animal care
- Welfare audit program is in place with measurable increases in animal lifespan, breeding, diversity of behaviors, and social structure
- A reduction in the number of serious health issues among animals
- Animals have more choice 24 hours a day
- 75% of the zoo is monitored for observational research
- We exceed AZA accreditation standards

STRATEGIC
PRIORITIES

HOW WE'LL DO IT

Habitat Upgrades

- Complete welfare audits across the zoo
- Design and implement a welfare continuous improvement plan based on the audit results
- Upgrade habitats to maximize usage of space based on observational research
- Complete bond upgrades successfully and develop a plan for updates to additional habitats and holdings
- Establish funding through a Welfare Audit Action Fund

Habitat & Welfare Innovation

- Establish an innovation program with a clear process that includes ideation, funding, design, test and implement
- Implement 1-3 new habitat innovations per year depending on size and scope

Research & Technology

- Extend monitoring zoo-wide
- Deepen research & development on novel enrichment devices and robotics
- Host a Welfare & Technology summit to identify partnership opportunities in innovation and habitat design
- Implement MS Kinect

Staff Support & Empowerment

- Increase staff time to focus on innovation and raising the bar on animal welfare
- Ensure appropriate staff levels for successful opening of new habitats

Deliver an Inspiring Guest Experience (Every Time)

The guest experience will **WOW** guests and **connect them to our mission**. Our experience will be welcoming, modern, and transformative as guests experience the wonder of animals at every possible opportunity.

RELATED PLANS



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70 NPS

We are recognized as a leader in our industry in guest experience



WHAT SUCCESS LOOKS LIKE

STRATEGIC PRIORITIES

HOW WE'LL DO IT

- Guests connect with animals immediately upon entering
- Guests experience a consistent animal experience across all zoo hours
- Guests develop empathy for animals

Guest Connection to the Animals

- Deliver animal experiences that surprise and delight guests (e.g. pop up animals experiences and magic moments)
- Design for viewable care, feeding, and training
- Adjust staffing schedules and approaches to animal care to maximize animal visibility for guests
- Celebrate the successful opening of new habitats
- Track and report on impacts of animal experiences and programming on guest empathy

- 15% increase in year-round attendance
- ADA Transition Plan is in place which meets and exceeds ADA standards

Campus Upgrades

- Provide increased seating options
- Offer and promote locally sourced food and gift options
- DEI** Provide clear way finding in multiple languages
- DEI** Increase overall translation options (staff & technology) with a focus on Spanish, Vietnamese, Chinese/Mandarin, and Russian
- Increase consistency in available food
- Experiment with rainy day attractions and activities for guests
- DEI** Complete development and begin implementation of ADA transition plan, including all gender bathrooms
- Complete train feasibility study
- Encourage moments for social media sharing with fun backdrops

- Staff regularly interacts with and shares stories with guests
- Guests learn from people as often, or more, than they do from interpretive displays

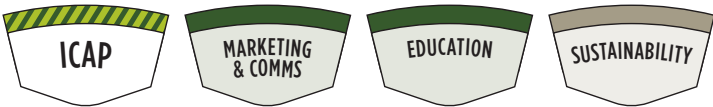
Staff Driven Guest Engagement

- Provide training for staff on how to engage passionately and consistently
- Create opportunities for transformative animal experiences for all staff so they can authentically inspire guests
- Provide educational resource guides on key species for staff to provide consistent, conservation based, messaging for guests
- Track and report on visitor engagement and learning

Drive Wildlife Conservation

Wildlife conservation is at the heart of our mission. We'll **maximize our impact** through meaningful partnerships in species recovery, policy advocacy work, strong conservation networks and inspiring our community and staff to take action.

RELATED PLANS



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10,000

Conservation actions taken by staff, volunteers, and the community



WHAT SUCCESS LOOKS LIKE

STRATEGIC PRIORITIES

HOW WE'LL DO IT

<ul style="list-style-type: none">• ICAP is complete with measurable outcomes in place for:<ul style="list-style-type: none">- Climate action- Thriving wildlife- Healthy habitats- Nature connection	<ul style="list-style-type: none">• Sustainability plan is established with measurable outcomes in place• Measurable results in resource conservation	<ul style="list-style-type: none">• We are seen as a conservation leader within AZA, WAZA, & IUCN• Staff at all levels are involved in professional societies	<ul style="list-style-type: none">• New laws are passed that support wildlife (aligned with ICAP)• Measurement is in place for tracking conversation actions• Community members participate in zoo sponsored conservation actions (aligned with ICAP)	<ul style="list-style-type: none">• 100% of staff have done at least 1 conservation action in the last year
Species Recovery	Campus Sustainability	Conservation Network	Advocacy & Engagement	Staff Involvement
<ul style="list-style-type: none">• Finalize and implement our Integrated Conservation Action Plan (ICAP) with measurable results in thriving wildlife, healthy habitats, climate action and nature connection• Focus programs and achieve results in Borneo, East Africa, Arctic, and especially, PNW• Maximize AZA SSP partnerships and SAFE programs	<ul style="list-style-type: none">• Create and implement the sustainability plan• Staff and empower the Green Team to track and report on the implementation of the sustainability plan• Evaluate systems for efficiencies	<ul style="list-style-type: none">• Invest in deeper relationships with elected officials & tribes• Establish and deepen regional, national and global conservation partnerships• Provide support for staff to attend and present at conferences	<ul style="list-style-type: none">• Plan for future conservation campaigns• Activate OZF advocacy committee• Staff support to attend legislative sessions• Expand community conservation/science opportunities	<ul style="list-style-type: none">• Continue investments in SCAT• Develop a process for funding and allocating staff conservation grants

Create Diverse, Equitable & Inclusive Environments

We strive to create environments that are inclusive to all. Which is why we used DEI as a strategic lens when designing the guest and employee experience. It's also a strategic priority on its own because this effort **requires intention, focus, and funding to do it right**. The Oregon Zoo is committed to advancing diversity, equity and inclusion and creating safer and more welcoming spaces for everyone.

RELATED PLANS



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STAFF

GUESTS

WHAT SUCCESS LOOKS LIKE

STRATEGIC PRIORITIES

HOW WE'LL DO IT

<ul style="list-style-type: none">We are actively moving toward creating a diverse, equitable, and inclusive work environmentPeople from marginalized communities can see a career path at the zooOur staff, including those in leadership positions and those who connect our guests to the mission, represent diverse cultural backgroundsWe focus on attracting new staff with bilingual or multi-language competency and value those skills in the hiring process		
Learning	Growth & Retention	Recruiting
<ul style="list-style-type: none">Conduct listening sessions with current staff from marginalized communities to understand opportunity areasRequire awareness training on WHY diversity, equity, and inclusion is importantExpand DEI tools training	<ul style="list-style-type: none">Provide leadership development programs for non-mgmt staff from marginalized communitiesCreate clear career paths from non-represented seasonal roles to permanent rolesProvide multi-cultural training to all staff to increase understanding and create a safe and welcoming work environment for staff of color	<ul style="list-style-type: none">Develop recruiting strategy centered around a creative and authentic outreachRefresh recruiting materials and approach to attract under-represented communities and bilingual staffRequire unconscious bias training for hiring managers

<ul style="list-style-type: none">Zoo facilities and programs are inclusive to all	<ul style="list-style-type: none">Everyone in our community feels a sense of belonging at the zoo	<ul style="list-style-type: none">Effective implementation of the DEI Action Plan
Access	Outreach	Funding
<ul style="list-style-type: none">Work with Metro, EWP and TriMet to expand access for all potential visitors in the region and beyondExpand internships, jobs, and service learning for marginalized youth across all departmentsImplement the ADA transition plan, including providing inclusive and accessible programs and servicesEvaluate, with the goal of expanding, access programs for communities where price is a barrier	<ul style="list-style-type: none">Host culturally specific events, co-created with those communitiesUse paid media and promotions to better reach under-represented communitiesApply a racial equity lens and engage culturally specific communities in co-creating programs, services, and communications	<ul style="list-style-type: none">Identify resources to fund successful implementation of our DEI action planIdentify a dedicated project manager

OUR DIVERSITY MEETS OR EXCEEDS THAT OF THE PORTLAND METROPOLITAN AREA*
Staff & Guests



* For the purposes of this strategic plan, the zoo's geographic focus extends to the four counties of the Greater Portland area—Clackamas, Multnomah, and Washington in Oregon and Clark in SW Washington

Connect with Our Communities

The zoo is building a brand that shares our commitment to animal care and conservation as well as provides meaningful engagement with diverse communities throughout the region. We'll build on our strong tradition of communication by **carefully listening to our stakeholders**, especially communities of color, and **co-creating programs and experiences** that achieve our shared goals and mission.

RELATED PLANS



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65%

of the community connects us with our conservation mission

49% Baseline



WHAT SUCCESS LOOKS LIKE

STRATEGIC PRIORITIES

HOW WE'LL DO IT

- We are seen as a convener in the conservation space
- Co-creation is utilized in designing communications, events, and programs

Community Engagement

- Conduct regular listening sessions with key stakeholder communities in service of brand, advocacy, and guest experience
- Targeted outreach to underrepresented guest audiences, especially communities of color
- Leverage the Youth Advisory Council (YAC) and other key advisors
- Share stories of impact with partners and donors so they can see their role in our shared achievements

- We actively seek partnerships with organizations that align with our mission and goals
- Increased impact in conservation, program delivery, and audience connection through the use of partnerships

Partnerships

- **DEI** Develop a partnership framework to identify partners around our strategic priorities and equity action plan
- Establish a process for developing co-created community partnerships, programming, and communications

- Every staff member can articulate and feels responsibility for the values and mission
- Members of the community connect the zoo with our conservation mission

Brand

- Re-branding initiative focused on fostering respect for animals and nature connection
- Form a cross-functional brand team

Elevate the Staff* Experience

*Includes OZF, volunteers

Staff is the bedrock of our animal and guest experience. We know we have some of the most knowledgeable and passionate employees among zoos. We also know that we have work to do when it comes to creating a staff experience where staff feel **included, informed, heard, and connected to the mission and our overall success**. We're ready to do that work.

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WHAT SUCCESS LOOKS LIKE

STRATEGIC PRIORITIES

HOW WE'LL DO IT

- Staff feels informed about decisions that impact their jobs
- Staff feels confident giving input on key decisions
- Staff feels their opinions count

Communication

- Continue a communication philosophy of transparency
- Build and execute an internal communications plan
- Audit current communication ecosystem and invest in tools as needed
- Designate a resource to implement internal communications
- Establish strong two-way communication channels for staff to provide input and receive information
- Ensure consistent interactions and face time between managers and staff to foster communication and discuss issues and opportunities

- Staff can see clear paths for growth and what it takes to get there
- Staff feels supported in their career development at the zoo

Career Paths & Professional Development

- Define clear growth paths for each role, including developing a paid internship program
- Include training and support around professional development programs
- Establish clear process and criteria for how professional development investments are spent
- Develop and initiate an overall training plan

- Staff at all levels understand how their contributions and those of their coworkers impact the success of the zoo
- We celebrate our success as a team
- Staff ideas and innovations contribute to our success

Connection to the Zoo's Success

- Gain consistency in connecting and understanding how individual goals relate to organizational goals
- Establish clear and equitable recognition program
- Increase community building and celebration events
- Expand our internal innovation program, Innovators
- Highlight contributions of all teams to foster respect, appreciation, and teamwork across work groups

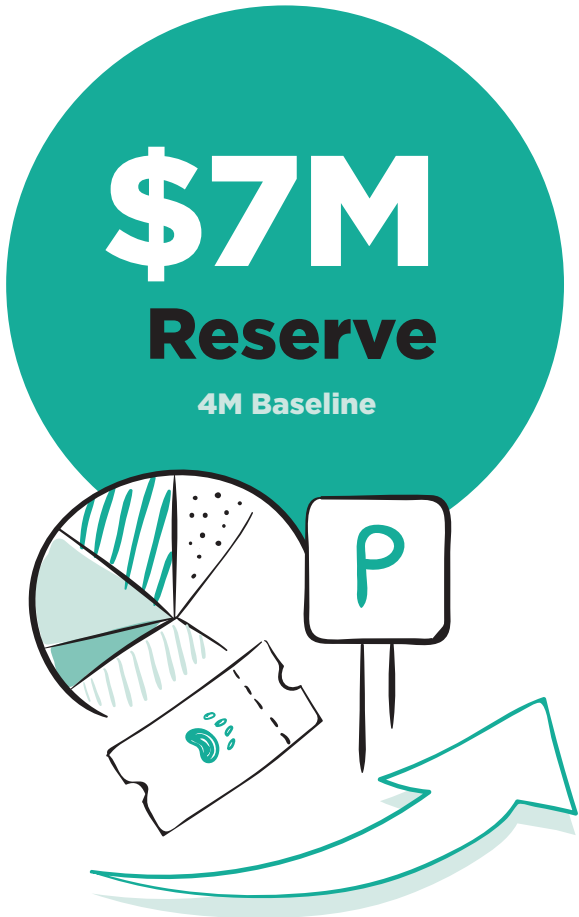
Achieve Financial Sustainability

The success of this organization requires that we continue to improve our financial outlook. We'll be **diligent in our research, strategy, and planning** to ensure we steadily increase our revenue while managing expenses so we can continue to invest in our people and our mission for decades to come.

RELATED PLANS



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WHAT SUCCESS LOOKS LIKE

- We have increased net contribution per guest
- Revenue increases exceed expenses by \$1M by 2023
- Capital investment has increased (balanced against reserve investment) in order to decrease deferred maintenance by 50%
- Operational fundraising by OZF has doubled by 2023
- Master Plan is refreshed

STRATEGIC PRIORITIES

Economic Study

- Assess revenue mix potential for growth over time
- Analysis of revenue line items, expenses, and opportunity areas
- Analysis of seasonal impacts to revenue
- Share synthesis and recommendations

Transportation Access & Parking Action Plan

- Create & implement Transportation Mgmt. Plan
- Evaluate and test the use of parking discounts and other strategies to maintain or increase access

Pricing Strategy

- Utilize economic study to develop pricing strategy that accounts for increases in membership, admission, rides, and encounters. Factor in seasonality and the need to maintain or increase access.
- Evaluate and test the use of discounts
- Communicate and implement pricing strategy

Expense Management

- Align balanced budgets to our mission
- Plan and implement better financial reporting to inform decisions
- Empower internal innovations in process improvement and ways of working to reduce costs
- Prioritize diversity and equity in contracting and procurement

Long Term Funding

- Form Discovery Task Force to drive planning and funding of Master Plan
- Assess and increase resources needed to increase federal and state funding
- Develop and maintain commitment to best fundraising practices & ROI analysis
- Plan next fundraising campaign

HOW WE'LL DO IT