

INVESTMENT PLAN

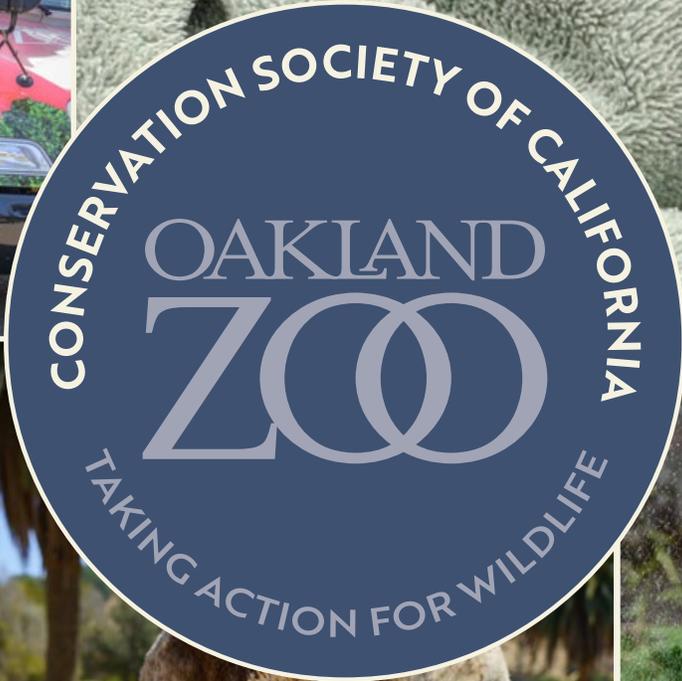


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I cannot overstate the degree to which Oakland Zoo
enhances the quality of life for people.

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LIBBY SCHAAF, MAYOR OF OAKLAND

Letter from the CEO

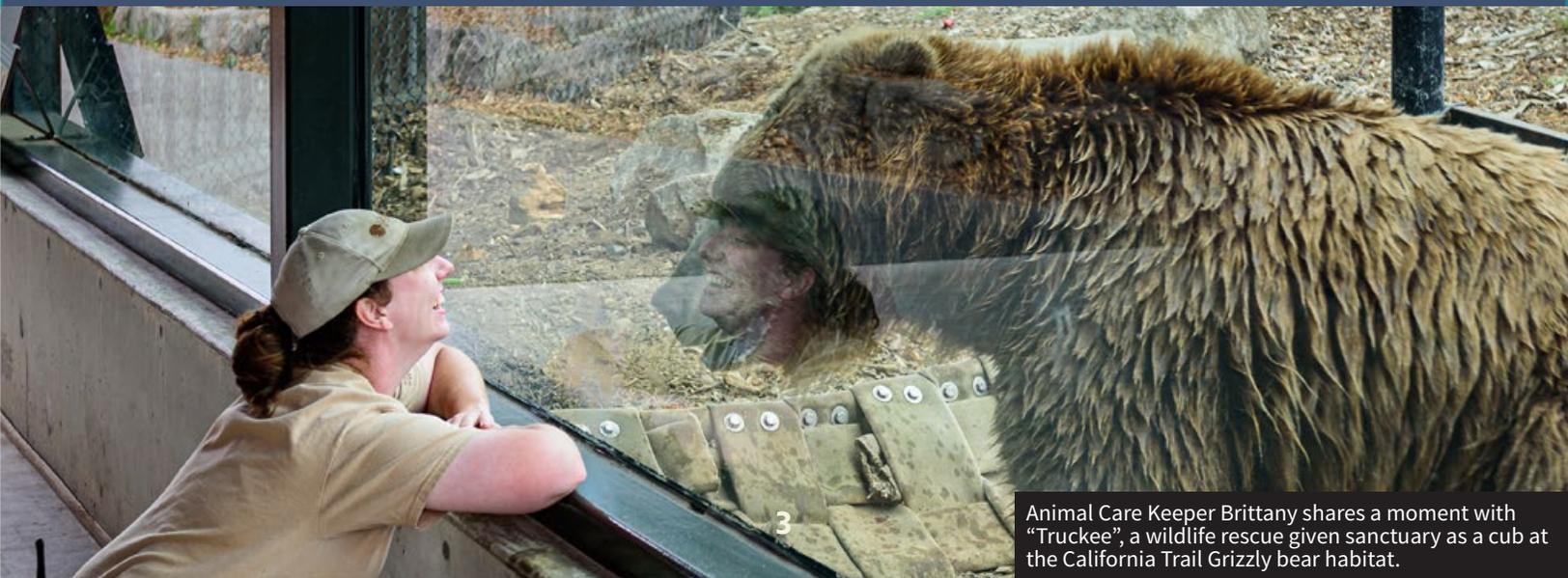
Dear Friends,

The Oakland Zoo is at a crossroads. For decades now, the Zoo has been steadfastly dedicated to animal welfare and the conservation of wildlife—onsite, locally and across the world. The Zoo is home to over 850 native and exotic animals and is recognized for its trailblazing animal care practices, veterinary care for wildlife rescues, and innovative education programs.

But Oakland Zoo is not a place that rests on its success or thrives on the status quo. We are, and always have been, about doing the next great thing. And we've done that time and time again throughout the decades, including most recently with the completion and overwhelming success of the Zoo's California Trail in 2018.

Now, as we celebrate the 100th anniversary of the Zoo, we come to you with the reality of the times: the Zoo needs your guidance, support and financial backing.

In 2022, the Zoo proposes a city-wide ballot measure to help fund the things we do best: animal care, wildlife rescue, education and providing an affordable and accessible place for everyone in our community.



Specifically, we plan to:

1. Modernize and upgrade animal care and overall Zoo safety—especially fire safety

Money will be used to replace 60-year-old, antiquated and rundown infrastructure for a higher quality of life and enhanced safety for our permanent animal residents and the influx of wildlife rescues that come to the Zoo requiring sanctuary through local wildlife authorities. Funds will also be earmarked to improve and expand fire safety to be fully prepared in the event of a wildfire in the Oakland hills that surround the Zoo.

2. Expand capacity for rescuing wildlife

Funds will be directed to saving and treating wildlife who are rescued from wildfires or from human-wildlife conflict situations. This will be accomplished by upgrading the Zoo’s Veterinary Hospital capacity and other animal facilities to give wild animals, abused exotics from the pet trade, and endangered animals the best possible care. Funds will also enable the addition of a ‘rewilding’ habitat for rescue animals that can be released back into the wild following their treatment and rehabilitation by the Zoo’s veterinary team.

3. Reach, educate, and nurture science-minded children

We can no longer deny that our children are inheriting a climate crisis we have all helped create. The Zoo itself is a physical resource to nature, both plant and animal. We are poised and obligated to expand utilizing that precious resource to enhance education that young people need to respond to the great challenge ahead. We want to help empower our youth to understand they can be a solution to the growing climate challenge, the preservation of nature, and the importance of wildlife we all know and love.

4. Expand community access, maintain affordability and ensure financial resilience

The Zoo of the future needs to be accessible to all. Revenue from this measure will enable the Zoo to provide free admission to 10 percent of our annual attendance to low-income families and students in Oakland. Access to animals and nature is vital in our greater urban community, where nearly 19 percent of residents live at or below the federal poverty line. The revenue stream will also ensure that the Zoo is on solid financial ground—and never again in danger of permanent closure as we were in 2020—in the event of a local or global crisis, nature disaster, or national emergency.

I cannot emphasize enough that Oakland Zoo is at a crossroads. We’ve done incredible things that have given us great pride, and with this funding measure, we won’t stop there. We are looking to, and planning for, the future. And with your support, we will all be ready. Ready to do the next great thing.

Sincerely,



Introduction

The Oakland Zoo: A Historical Community Cornerstone

The Oakland Zoo has been part of the fabric connecting Oaklanders and beyond for one hundred years. The Zoo is so entrenched in the fabric of the Oakland community it's impossible to imagine Oakland without it.

Today, we serve and interact with nearly a million visitors every year who repeatedly share their love of the Zoo with us. They call the Zoo a sanctuary, an oasis, and an urban refuge. Our guests report leaving with spirits lifted. And they keep coming back year after year.

Supporters committed to keeping the Zoo evolving and strong know that we provide a connection to nature that inspires people to protect and nurture it. The benefits of childhood visits to the Zoo are lifelong. Every day we see our animals spark peoples' curiosity and make them eager to learn. Our educators know they are teaching tomorrow's problem solvers and species conservationists. So, as our world changes at a dizzying speed, Oakland needs a financially resilient and relevant Zoo to both catch up and keep pace—now more than ever.



Since 1922, millions of people have come to the Zoo to be uplifted, connected to and inspired by the animals sharing our planet. As the Zoo enters its second century and the world around us continues to change at a rapid pace, the Zoo continues to look for ways to evolve into a future where we meet the goals outlined in this section.

Major Challenges Now

1. Basic animal care and fire safety;
2. Wildlife rescue and sanctuary;
3. Nature and climate change education for children; and
4. Community access for low-income families and students

With the exception of the recent California Trail exhibit, much of the Zoo's infrastructure was built in the late 1960s, and it's showing its age. There are roof leaks, and inadequate heating. Because they were designed at a time when Zoo methodologies and values were spectator-focused, the habitats, nighthouses, and holding areas were built intentionally small. They are not conducive to animal care, staff shifting animals from area to area, or doing optimum training for medical procedures such as blood draws, vaccines, and other minor medical procedures.

Today's methodology in nighthouse and habitat design has evolved significantly and is now focused on animal welfare and expansive, enriching environments aligned with animals' natural behaviors. The award-winning design of the recently constructed California Trail section of the Zoo demonstrates this higher standard.

While the Zoo has done a lot with the resources available, we must stop putting band-aids on so many outdated facilities and give all the animals at Oakland Zoo the homes they deserve.

This tax measure will provide much-needed funds we cannot generate through currently priced admissions or fees. Without new funding through a tax measure, the upward pressure on admission prices and education program fees increases. Yet, we know when we raise prices, fewer visitors can afford to visit or enroll their children in Zoo classes and experiences. This is inequitable, unsustainable, and threatens the community accessibility benefits the Zoo provides and wants to expand on.



Here is a brief list of how this measure allows Zoo upgrades and growth to meet demand in the four areas listed above. (See details in the Program Summary and Chart of Investments.)



1. Basic animal care and fire safety

To stop the financial drain of patching antiquated facilities, replace and enlarge animal holding buildings and back-of-house infrastructure that effects animal health and safety, including heating, cooling, electrical, sewers, and drainage. The Zoo is not prepared for a wildfire like those now raging in California annually. We must address and install systems to increase fire safety for our animals.

2. Wildfire rescue and sanctuary.

Improve the Veterinary Hospital’s capacity to meet growing needs for treatment and sanctuary of rescued wildlife suffering from burns and trauma, as well as those—like Mountain lions and California condors, who fall victim to human-wildlife conflict. To allow the Zoo to return rescued animals to the wild, we must add ‘rewilding’ enclosures that simulate wild landscapes.



3. Nature and climate change education for children

Teacher demand for Zoo onsite education services and in-class curricula has skyrocketed while classroom budgets have been slashed. Oakland Zoo is currently providing transportation and low or no cost field trips for about 3,000 low-income schoolchildren each year. Without this measure, we will not be able to expand this access to meet existing—and growing—demand.

4. Community access for low-income families and students

This measure funds Zoo partnerships with other Oakland nonprofits serving students and families, increasing free admission from 15,000 to 100,000 passes annually (equaling 10% of overall attendance). The award-winning ZooCamp scholarship programs will increase five-fold, and free access to low-income students will quadruple.

How We Developed This Investment Plan

For the past two years, the Oakland Zoo has engaged in planning sessions, and community meetings gathering feedback from multiple stakeholders. Hundreds of informed and concerned people have contributed to this investment plan.

Here's a summary of our processes:

- The Zoo collected feedback and vetted this investment plan with dozens of Zoo donors, wildlife experts and behaviorists, and leaders from the community and nonprofit sectors.
- A group of fifty leaders from our Board of Trustees and Zoo Leadership staff developed a '2030 Vision' for the Oakland Zoo, one year after opening the California Trail. This investment plan represents the fruition of that vision for a trailblazing, world-class animal welfare, wildlife conservation, and science education resource in the heart of the East Bay.
- Through ongoing collaborations with U.S. Fish & Wildlife, California Dept. of Fish & Wildlife, National Parks, and conservation partners in our rescue, rehabilitation, and release programs, such as the Ventana Wildlife Society, Bay Area Puma Project and the California Wolf Center—and many others—we have gathered key components to our wildlife rescue expansion plans.
- Through visitor surveys and professional networks, we continually collect feedback and opinions from our community and those we serve, to fully understand their needs. We are now part of a multi-year planning process with Title 1 educators, including the Oakland Unified School District, to identify mainstream learning challenges and develop relevant educational curricula for under served students at the Zoo. Local teachers and students are testing prototypes and informing all of our curricula development.
- We proactively collect guest feedback to measure Zoo performance: to understand and learn our guests' concerns, the impact of our programs, and our educational relevance and efficiency.
- The Zoo solicited feedback and input from many community benefit organizations, including the East Bay Regional Park District, First Five Alameda County, Alameda County Office of Education, East Bay Rotary Clubs, and more.



Summary of Investments

Provide the highest quality animal care (including food, heating, cooling and safety).

- Improve & upgrade animal habitats
- Enhance animal care and welfare
- Increase animal fire safety

\$3,900,000

Increase our impact in wildlife conservation and rescue. Protect endangered species.

- Increase animals and species saved by the Zoo
- Increase community action to save wildlife & fight climate change
- Improve & upgrade our veterinary hospital rescue capacity

\$2,000,000

Expand wildlife, nature and climate change education programs and increase access for low-income families.

- Enhance pre-K through grade 12 science education for underserved children
- Increase program partnerships with local education providers
- Become a hub for climate justice & literacy

\$1,800,000

Increase access to the Zoo for all Oaklanders to ensure the next 100 years are as successful as our first 100.

- Increase admission access for underserved people
- Create a welcoming zoo for all
- Enhance program partnerships to serve the youth of Oakland

\$2,300,000

Total **\$10,000,000***

*Funds are projected and will fluctuate year-to-year

By the Numbers

39%
ANIMAL CARE

20%
CONSERVATION

18%
EDUCATION

23%
ZOO ACCESS



3.9M
ANIMAL CARE

2.0M
CONSERVATION

1.8M
EDUCATION

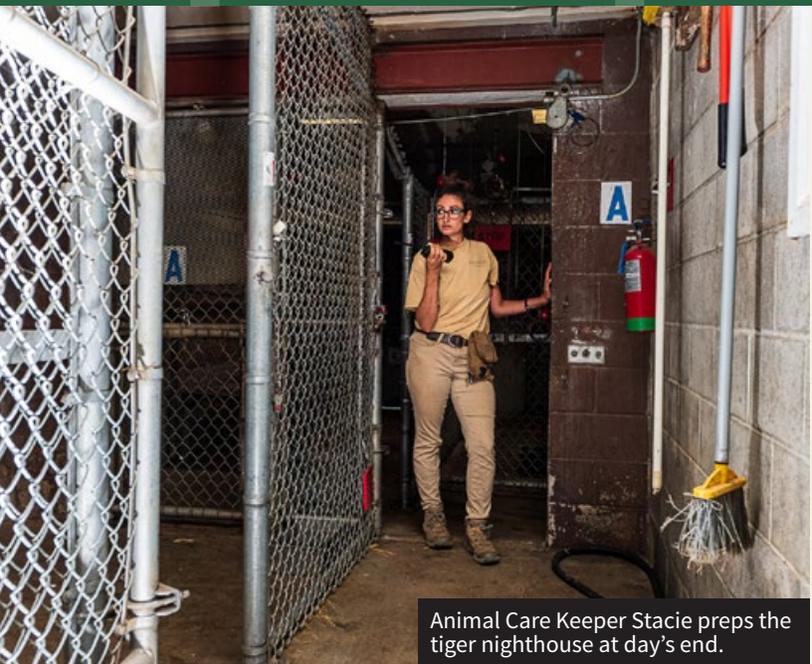
2.3M
ZOO ACCESS

Program Summary

Description of Investments

This program, developed through years of research and careful planning, falls into two over-arching areas: animals and their welfare; and children's equal access and education through science-based empowerment. Within those areas are program planning elements detailed in this section that demonstrate how funding from this tax measure will enable us to support, improve, expand, and deepen Oakland Zoo's impact on animals and children, here at the Zoo, in our community, and beyond.

Many thanks to all who helped make this investment plan a blueprint for Oakland Zoo to meet the challenges of its second century.



Animal Care Keeper Stacie preps the tiger nighthouse at day's end.



Tigers Molly and Milou in their nighthouse, constructed in 1982.

1. Provide basic animal care, rebuild habitats, improve fire safety, and expand wildlife rescue and sanctuary.

Enhance Animal Care & Welfare

Our animals are our top priority, and our animal care team will be able to further expand our best practices to develop, and offer more enrichment to our animals, as well as participate in more professional development in husbandry training based on innovative welfare-focused care methodologies for our animals' highest emotional wellbeing.

In order to offer medical care, rehabilitation, and sanctuary to more animals from illegal wildlife trade, abuse, natural disasters such as wildfires, and human-wildlife conflict, species survival programs and more, we must increase our capacity to accept more animals in need. This means we need additional holding areas, upgrades to medical equipment in our (no longer 'state-of-the-art') veterinary hospital, and to create space for research for repopulation programs such as our various endangered yellow-legged frog species, Riparian brush rabbits, and frequent Mountain lion cub rescues.

Increase Animal Fire-Safety

Climate change has increased the number of raging wildfires in Northern California, as well as the duration of wildfire season. Oakland Zoo is nestled in the foothills of 500-acre Knowland Park, and our drought-dried surrounding hills make us acutely

aware of a fire risk, and that the Zoo is not prepared for a wildfire should one occur. The Zoo will use measure funds to make animal night-houses fire-defensible, improve access and exit roads, enhance emergency communication systems, add irrigation systems, purchase animal transport vehicles and equipment, and create shelter-in-place options for our larger animals.

Animal Habitat and Nighthouse Rebuilding & Modernization

Our recently retired CEO, Dr. Joel Parrott, was often known to say, "We all come and go, but our animals live here, it's their home." And we must provide them the best home(s) possible. That means we must evolve past constantly patching up antiquated facilities, replace and enlarge habitats, animal holding buildings and back-of-house infrastructure that affects animal health and safety. We've done this with constructing our recently opened, award-winning California Trail, housed with many of the world's largest Zoo habitats which were designed with animal welfare experts and wildlife biologists. We want to provide the same for our animals that don't live at the California Trail, but reside in the main Zoo. We need this measure to begin that process.



Chimpanzee Bernie, given sanctuary at Oakland Zoo in 2010, rests in his group's nighthouse after an emergency root canal performed at the Zoo's veterinary hospital.



Animal Care Keeper Ashley conducts several daily cleanings of the chimpanzee nighthouse.



2. Increase the Zoo's efforts and impact on wildlife conservation and rescue. Protect and foster endangered species populations.

Expand Capacity for Wildlife Rescues

Since we opened our veterinary hospital in 2012, annually increasing massive wildfires and more human-wildlife conflicts have strained our capacity to treat burned, injured and displaced wildlife. This measure will fix that by allowing the veterinary hospital to keep up with the fast-growing demands of wildlife rescues and sanctuary needs. Oakland Zoo, with the California Department of Fish & Wildlife and UC Davis School of Veterinary Medicine, is part of the Wildlife Disaster Network; a partnership to rescue and rehabilitate animals victim to disaster situations, most prevalently, raging wildfires. These emergency needs, along with round-the-clock intense veterinary care, require the Zoo to provide temporary indoor and outdoor spaces suitable for rescued wildlife. Creating safe, simulated wild habitats is critical so that when they are healthy enough, they can be more easily transitioned to a return into the wild.

Endangered Species Conservation Support

This measure supports the Zoo's work in research, veterinary care, and repopulation breeding to protect endangered species like California condors, Mountain and Foothill yellow-legged frogs, and Riparian brush rabbits.



3. Deepen and expand wildlife, nature, and climate-change education for children.

Cultivating Future Scientists through Experiential Learning

The future of our changing climate and environmentally challenged planet is daunting, and developing the next generation of strong leaders must happen now. By expanding our educational programming to include more science-based curriculum, we can show those future leaders that they are capable of creating solutions to the problems and challenges of our ever-changing world.

Expanding Programming and Access to Thousands More Children

Every year, an average of 350,000 Alameda County children visit the Zoo or participate in Zoo education programs. That's not surprising—teaching and learning about wildlife and nature using our hands-on approach just isn't possible through science books or computer screens.

Two years ago, the Oakland Unified School District made a commitment to expanding environmental and climate change literacy resources for teachers and students. Specifically, teachers in Oakland are collaborating closely with Zoo educators to create civic science projects and internship opportunities to give students real world experience with scientific equipment. Students learn about telemetry devices

to track California Condors, a species in recovery from the brink of extinction. Teachers use resources, such as mammalian skull morphology kits to allow students to investigate evolutionary biology. Such tools are prohibitively expensive for schools to purchase when they are only used for a couple of weeks out of a school year. The district's partnership with the Zoo gives students access to expert wildlife veterinary health professionals, wildlife conservation professionals, and scientists from our wide network of conservation partners. It also deepens their understanding of what it looks like to practice science and environmental problem solving. This experience is an excellent starting point for young people who may want to pursue careers in science, technology, engineering and mathematics.

This measure will allow us to expand our programming and curricula development. It will also extend those benefits here at the Zoo—to thousands more school children in underserved schools, and their families. The measure will also earmark funds to transform the Zoo into a hub of science-based learning for students from kindergarten to college. Teaching critical-thinking skills through science education is vitally important to helping mold future environmental scientists, zoologists, and conservationists.





4. Increase accessibility to financially-challenged families.

Community & Local Non-Profit Partnerships

Funding from this measure allows the Zoo to distribute free passes to roughly 100,000 Oakland students every year. Passes would be distributed in partnership with Oakland community non-profits serving families, children, seniors, and veterans. The Oakland Zoo offers a refuge for sectors of the community who otherwise might have limited opportunity to engage with animals and nature.

Upgrades to Better Accommodate All Guests

We want to make the Zoo as welcoming as possible for all. Funds will be used to upgrade pathways to be more easily navigated by those with physical challenges and improve overall ADA accessibility. We also develop guest engagement programming for kids with disabilities and upgrade our visitor spaces to be more accommodating to families, such as installing nursing stations for breastfeeding moms.

Free Access to Educational Programming to Children of Financially-Challenged Families

Revenue from this measure would allow us to distribute five times more scholarships to our award-winning ZooCamp program, which is offered multiple times a year. Money would also allow the Zoo to expand by five-fold its capacity for free and reduced-price field trips to pre-kindergarten through high school students in Oakland and the greater East Bay. Lastly, we will proactively increase our program partnerships throughout our city that are dedicated to serving youth, to ensure we are reaching the most impacted children in Oakland.



Governance & Accountability

This investment plan will be supported by a city-wide funding measure that shall be subject to strict governance and accountability measures to ensure prudent expenditures of public capital in furtherance with this plan.

By law, the Oakland Zoo will be required to do the following to ensure fiscal and operational responsibility:

1. Retain an independent auditor to prepare an annual report which includes the amounts collected and expended from the proceeds of the parcel tax.
2. Maintain the Zoo's accreditation by the Association of Zoos and Aquariums, or its nationally recognized successor.

In addition, the funding measure will require strict oversight through a committee of Oaklanders. Specifically, the Oversight Committee duties for the funding measure shall reside with the Oakland Parks and Recreation Advisory Commission.

The Commission shall meet once annually to fulfill its responsibility under this Ordinance. A simple majority of the members of the Commission who have been appointed shall constitute a quorum. The Commission may act by a simple majority of a quorum.

The Commission is charged with the following responsibilities:

1. reviewing the report prepared by the Zoo Operator's auditor to ensure that parcel tax revenue is spent solely on the purposes listed in the funding measure;
2. verifying that the Zoo Operator remains accredited by the Association of Zoos and Aquariums or its nationally recognized successor;
3. verifying that the Zoo Operator has executed a valid indemnification agreement meeting the requirements of the funding measure; and
4. confirming these actions in writing to the City Council and Zoo Operator on at least an annual basis.

In addition, the Oakland City Auditor shall perform an annual audit to ensure accountability and proper disbursement of all revenue collected by the City from the parcel tax in accordance with the purposes and uses stated herein, including the amount of funds collected and expended and the status of any project required or authorized to be funded by this Ordinance, pursuant to state law.

TAKING ACTION FOR WILDLIFE

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