

# MASTER PLAN IMPLEMENTATION SUMMARY

## CAPITAL PROJECTS

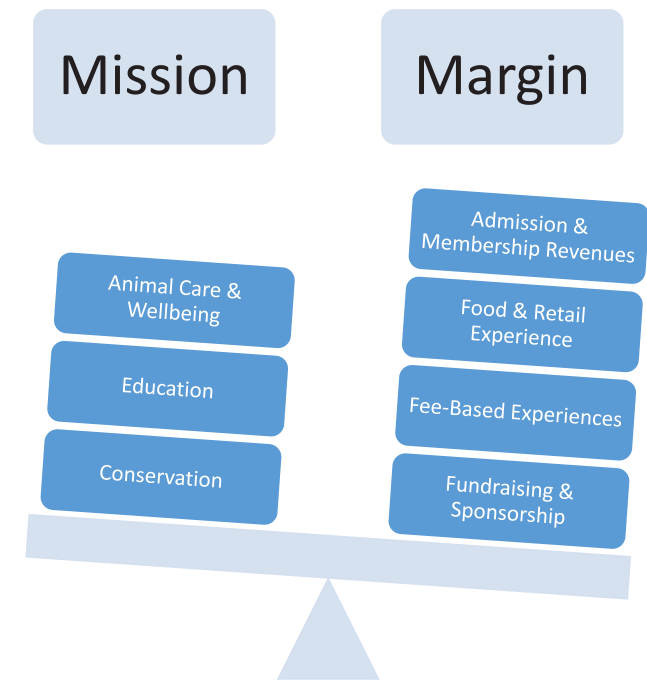
The last significant new investment in the Zoo was seventeen years ago when the gift shop, commissary, restrooms, and education pavilion were constructed. The construction cost was approximately \$1,000,000. The last new animal exhibit constructed was the Tamarin Exhibit that opened in 2015 for a construction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

## PROJECT TYPES

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

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

## Balancing Brandywine’s Model



## Big Picture: Capital Project Hierarchies

