

POINT DEFIANCE ZOO & AQUARIUM

Draft Comprehensive Strategic Plan 2011–2020



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INTRODUCTION

A good zoo and aquarium is an asset to its community. It provides healthy activity and recreation, education and appreciation of the world's wildlife. A visit to the zoo is a pleasant and fun experience in a clean and safe environment for people of all ages. Visitors see wonderful animals in attractive, naturalistic habitats. Children especially have a great time, encountering, playing and engaging with zookeepers, educators and the zoo's special ambassadors – the animal collection.

A great zoo and aquarium is a crown jewel in its community. It has a heart and soul built around the fulfillment of a mission of exciting exhibitry, stimulating educational experiences, and community involvement that leads to effective conservation. In these times of environmental challenge, the great zoo connects people to nature and inspires them to engage in environmentally responsible behavior. The great zoo is an effective advocate for the conservation of wild things and wild places.

Over the past 10 years, Point Defiance Zoo & Aquarium, through the continuous and generous support of its community, has become one of the great American zoos.

Great zoos do not rest on their laurels.

They celebrate success while thoughtfully assessing challenge and opportunity. They seek input and understanding from their community and are responsive to its will. And they use all sources of information to form a guiding plan that will take the zoo and the community into an even more successful future.

The Point Defiance Zoo & Aquarium Comprehensive Strategic Plan is a 10-year guide for the future. It takes stock of a history of achievement that brought the Zoo to the status of a great zoo and looks forward to the future, with the goal of continuing the proud history of Point Defiance Zoo & Aquarium.

WHAT NATIONAL ZOO LEADERS ARE SAYING ABOUT POINT DEFIANCE ZOO & AQUARIUM*

"Overall staff training, experience, dedication, and commitment to the zoo and aquarium and its mission is excellent, and probably rarely equaled in the industry."

"Veterinary Hospital is impressive in scope and capacity. Implementation of "Green" features is well done, and should be emulated throughout the industry."

"Operations and Maintenance facilities, staff and proactive capability have resulted in a spotless and functional zoo and aquarium facility, which must rank at the top of the industry."

"The synergy between the Zoo, Metro Parks Tacoma, and the Zoo/Trek Authority (ZTA) is refreshing, productive, and represents a major successful effort by all parties to work together productively to achieve Zoo and Aquarium goals. A model that could be emulated in many AZA institutions."

* Excerpts from the 2007 Association of Zoos & Aquariums' Accreditation Report for Point Defiance Zoo & Aquarium

Our History

In 2011, the Zoo will enter its 106th year of continuous operation at or near the present site. The earliest history of the Zoo as an organized entity can be traced to “two deer and a possum.” From this humble beginning in 1905, an aquarium was added to the attractions of Point Defiance Park in 1936 and the Zoo and Aquarium have been linked ever since.

Famous historical animal residents included Peggy, the “sacred baboon of India;” a black bear named Frank Gotch that lived to be 41 years old; and two of the Zoo’s most famous historical residents, a seal named Dub Dub and an elephant named Cindy. Perhaps the only animal in the current collection that rivals these two in terms of being considered a truly unique Tacoma icon is E.T. the walrus, going strong at age 29!

Point Defiance Zoo & Aquarium (PDZA) is proud of its many significant contributions to the profession, with two standing out. The first demonstrated that zoo-based conservation programs play a significant role in the management of endangered species. The second vastly increased the level of care being provided to one of the most charismatic species found in zoos.

Red Wolves

At the time of the passage of the Endangered Species Act in 1973, the Red wolf (*Canis rufus*) was one of the most endangered species in North America. The species, which once roamed the eastern United States from Virginia to Texas, had been decimated by disease, habitat loss, competition from coyotes and wolf eradication programs.



Only 14 pure Red wolves remained alive and the species was considered extinct in the wild. Those 14 remaining animals were brought to PDZA to form a zoo-based breeding program. Careful science-based management, in conjunction with the U.S. Fish & Wildlife Service (USFWS), led to a slow but sure recovery of the species.

The breeding program, designed and led by PDZA, involved the recruitment and coordination of 40 other zoos and nature centers across America, including the Zoo’s off-site breeding center in Graham, Washington.

Today, hundreds of Red wolves have been born into the breeding program. Zoo-born wolves have been released back into the wild by USFWS and a stable breeding population once again inhabits the wild. The Red Wolf Recovery Program is living proof that zoo-based endangered species breeding programs can successfully bring a species back from the brink of extinction.

AN AWARD-WINNING ZOO & AQUARIUM

Point Defiance Zoo & Aquarium is nationally recognized as an outstanding zoo with many award-winning exhibits. Below are some of its most recent awards.

2006

- International Association of Avian Trainers and Educators – Interpretive Award
*Karen Povey, Senior Keeper
Wild Wonders Outdoor Theater*
- International Association of Avian Trainers and Educators – Husbandry Behavior of the Year
*Maureen O’Keefe and Karen Povey
Wild Wonders Outdoor Theater*
- Association of Zoos & Aquariums – Education Award (Top Honors)
Wild Wonders Outdoor Theater
- Association of Zoos & Aquariums – Munson Aquatic Conservation Exhibit Award
Once Upon a Tide: A Seahorse Odyssey

2007

- Association of Zoos & Aquariums – North American Conservation Award (Top Honors)
Red Wolf Recovery Program

2009

- American Association of Zookeepers – Lee Houts Excellence in Animal Enrichment Award
PDZA Enrichment Committee
- American Association of Zookeepers – Certificate of Merit for Zookeeper Education
Wild Wonders Outdoor Theater

Elephants

In the 1980s, elephant-keeping in modern zoos was the most dangerous profession in America. Data from the U.S. Bureau of Labor Statistics placed the death rate of elephant-keeping higher than the death rates of coal mining and law enforcement. Zoos accredited by the Association of Zoos & Aquariums experienced the loss of at least one elephant keeper per year in elephant-related accidents.

Largely at play was the system of elephant management that required keepers to work at all times in close physical proximity to elephants. Elephants are potentially dangerous simply because of their size. Some are difficult to manage; others are downright aggressive.

Point Defiance Zoo & Aquarium thought there had to be a better way and was certain that the excellent training programs used and mastered for the Zoo's whales and walrus could be applied safely to elephants. A system of "protected contact" was developed that combined training elephants with positive reinforcement and with keepers always protected by a safety barrier. This program turned out to be a contribution that saved lives and had the added benefit of providing additional enrichment to the elephants themselves. Best of all, keepers provide all aspects of a comprehensive health care program, with the elephant's voluntary and completely un-coerced participation. The program has been fully tested in a number of zoos and is now the operating system in well over one-half of the zoos with elephants in their collections.

Strong Community Support

Continuous and generous support over the past decade has allowed PDZA to build upon this legacy of expertise and professional accomplishment. In 1999, Tacoma citizens voted overwhelmingly in support of a bond issue to improve the Zoo of which they were so proud.



MAJOR BOND PROJECTS APPROVED BY TACOMA VOTERS

1977 Bond Issue

- Rocky Shores/Arctic Tundra complex
- World of Adaptations exhibit renovation
- Mammal house
- The Family Farm

1986 Bond Issue

- South Pacific Aquarium
- Elephant barn (interest from bond issue)

1999 Bond Issue

- Asian Forest Sanctuary
- Wild Wonders Outdoor Theater
- Kids' Zone I
- Animal health care facility
- Rocky Shores food preparation area
- Education center
- Front entry, gift shop and cafe
- Maintenance facility

2005 Bond Issue

- Kids' Zone II

A year later, Pierce County voters expressed their support on a regional level by passing a county-wide sales tax measure to provide ongoing operating support for PDZA and Northwest Trek Wildlife Park in Eatonville. This funding also allowed these two organizations to unite with the Tacoma Nature Center under a joint management structure, the Zoological and Environmental Education Division (ZEED) of Metro Parks Tacoma.

The 1999 bond measure provided stimulating new animal exhibits and improved visitor amenities that revitalized PDZA, leading to a significant increase in attendance.

This strong community support also led to another period of staff-driven achievement. The critical mix of support, highly talented and motivated staff, dynamic exhibits and a diverse, awe-inspiring animal collection led to one of the most creative periods in the Zoo's history.

Our Mission, Vision and Values

Mission

Point Defiance Zoo & Aquarium promotes and practices effective conservation on behalf of the world's wildlife.

Vision and Values

We envision a world where people and wildlife share the Earth in harmony. In living out the Mission and Vision of Point Defiance Zoo & Aquarium, we value:

- **The Living Collection:** We are committed to providing the highest level of care to the wildlife ambassadors entrusted to us.
- **Learning:** We connect people to nature through unique educational experiences that engage their minds, touch their hearts and move them to embrace responsible stewardship.
- **Conservation:** We support and participate in initiatives that protect and save wildlife and wild places.
- **Science:** We actively seek knowledge about wildlife and human behaviors that strengthens all aspects of our organization and mission.
- **Sustainability:** We are stewards of the Earth by actively conserving resources and minimizing our ecological footprint.



- **Community:** We aspire to enrich the lives of the people in our community.
- **Financial Stability:** We manage our resources in ways that inspire trust and demonstrate accountability to the community.
- **Innovation:** We embrace a creative and entrepreneurial approach to exhibitry, programming, conservation and customer service.
- **Staff:** We are committed to the continuous development of our skilled and professional family of employees.
- **Active Living:** We connect people with nature by providing unique, healthy recreational experiences.
- **Fun:** We provide joyful and entertaining experiences in a stunningly beautiful outdoor setting.



THE FUTURE

Strategic Initiatives

1. Provide an exceptional visitor experience

- Provide programs and exhibits that enrich our community, promote healthy active lifestyles and engage our audiences in fun and creative ways. (SPPSP alignment: 2.2, 3.3, 5.5)*
- Provide staff training to ensure that every career, part-time and seasonal staff member is capable of providing an exceptional visitor experience. (SPPSP alignment: 7.6)
- Regularly communicate and reinforce the importance of how every aspect of the Zoo's operation relates to the visitor experience. (SPPSP alignment: 8.7.1, 8.7.4)
- Ensure that the visitor experience is studied, understood and paramount to the development process for all programs and exhibits. (SPPSP alignment: 3.2.4, 3.5, 5.5, 8.6, 8.7.4)

2. Advance and strengthen our contribution to the care and conservation of wildlife and their habitats

- Continually improve the welfare of the animals in our collection. (SPPSP alignment: 3.2.4)
- Promote conservation and science efforts at the Zoo and in native habitats relevant to PDZA's animal collection, according to the following priorities:
 - carnivores of Southeast Asia (tigers, clouded leopards);
 - coral reefs and sharks of the South Pacific;
 - healthy Washington waters (Marine Discovery Center, sharks, sea otters, rockfish);
 - mega-vertebrates of the Arctic (walruses, polar bears);
 - Pacific Northwest amphibians;
 - Red wolf recovery; and
 - sustainable seafood. (SPPSP alignment: 3.2.4)
- Develop scientific programs in veterinary medicine, nutrition, endocrinology and sustainable collections. (SPPSP alignment: 3.2.4)

- Develop botanical programs relevant to the animal collection and exhibit priorities, emphasizing holistic conservation approaches around biodiversity. (SPPSP alignment: 3.2.4)
- Strengthen and establish new partnerships with local, regional and global organizations to further conservation, education and science initiatives. (SPPSP alignment: 3.2.4)
- Create a zoo conservation and science department with assigned staff and dedicated funding to improve the welfare of the animals in our collection and in the Association of Zoos & Aquariums Conservation and Science Programs through initiatives relevant to PDZA's collection and staff expertise. (SPPSP alignment: 3.2.4)

3. Inspire our community to take action for the responsible stewardship of our planet

- Provide an experience that invites our visitors to:
 - discover the wonders of wildlife;
 - forge strong connections to wildlife and wild places;
 - take meaningful personal conservation action that helps ensure the future of a healthy planet for people and wildlife; and
 - understand the importance of providing protected areas and the roles of modern zoos as sanctuaries for our most critically endangered animals. (SPPSP alignment: 2.2, 3.3)
- Strengthen the impact of the visitor experience through implementation of a messaging framework that moves our staff and visitors to take environmentally responsible action on behalf of wildlife and nature. (SPPSP alignment: 2.2, 3.3, 5.5)
- Develop our position as a progressive, innovative and effective organization for conservation change and as a community resource for conservation education programming. (SPPSP alignment: 3)

- Based on our conservation and science priorities, create opportunities for visitors and staff to learn through participation in Citizen Science initiatives. (SPPSP alignment: 3.2.4, 3.2.5)

4. Develop a long-term master plan consistent with our mission and conservation and stewardship goals

- Complete a comprehensive Capital Facilities Master Plan that addresses animal and horticultural collections, new exhibit options, special and seasonal exhibits, parking issues and other visitor amenities. (SPPSP alignment: 8.7)

5. Continue to elevate standards for best practices in our profession and excellence in our daily work

- Use Association of Zoos & Aquariums accreditation standards and federal/state regulations to guide best practice decisions and program development. (SPPSP alignment: 3.1, 7)
- Increase proficiency and expertise of staff, relevant to the fields and departments in which they work. (SPPSP alignment: 7.6)
- Serve our diverse community through programming that is relevant for people of all ages, abilities, family compositions, socio-economic levels, race, ethnicities and cultural backgrounds. (SPPSP alignment: 7.7)
- Meet or exceed goals for attendance, membership and revenue generation. (SPPSP alignment: 8.4, 8.6.1, 8.7.1, 9.2)
- Continue to identify and implement innovative, professionally appropriate and sustainable practices. (SPPSP alignment: 3)
- Effectively plan for and address capital repair and replacement needs. (SPPSP alignment: 1.9, 8.7)

6. Strengthen our organizational culture to build interdepartmental collaboration

- Identify and implement multi-disciplinary approaches for our daily work. (SPPSP alignment: 7)

- Refine our exhibit design philosophy to guide a collaborative exhibit design and development team and determine necessary resources. (SPPSP alignment: 1.5.1)
- Articulate, foster and demonstrate a commitment to environmentally-friendly behavior throughout the organization. (SPPSP alignment: 3)



7. Ensure the long-term stability of the Zoo through sound business practices and a strong partnership with The Zoo Society

- Identify and implement policies and practices that optimize membership, admissions, on-site sales and donations. (SPPSP alignment: 8.4, 8.6.1, 8.7.1, 9.2)
- Identify and develop organizational and governance options that maximize the financial and professional strengths of both organizations. (SPPSP alignment: 7.1, 7.4)
- Continuously evaluate and improve the visitor experience, consistent with conservation and stewardship goals. (SPPSP alignment: 5.4, 5.6)
- In partnership with The Zoo Society, articulate and foster a culture of philanthropy throughout the organization. (SPPSP alignment: 10)

Animal Collection Plan

The future of zoo and aquarium planning quite naturally revolves around the Animal Collection Plan. This formal document is a dynamic record of the living animal collection and a roadmap for future development. It also is part of the stringent requirements of the Association of Zoos & Aquariums (AZA) accreditation process.

AZA requires that the collection plan be reevaluated and updated every five years to ensure it accurately reflects the zoo's mission and direction. This ensures that the zoo's collection fully integrates with its conservation programs and education messages, with the habitats and/or zoogeographic areas represented and with the zoo's place in the community. The PDZA Animal Collection Plan has been updated as part of this Strategic Plan.

Development of the Plan

The PDZA Animal Collection Plan is developed under the direction of the deputy director and general curator, with assistance from curators and veterinary, animal care and education staff. In determining which animals should be included in the collection, staff consider many factors including:

- Species status in the wild;
- Species status in zoo-based programs;
- Species existence and priorities of cooperative management programs (AZA Taxon Advisory Groups and Species Survival Plans®);
- Staff expertise and ability to maintain the species in both a physically and psychologically healthy environment;
- Public input and exhibit value for the visitor experience and capacity for educational programming;
- Need for animal husbandry and other research; and
- Issues specific to the Zoo's mission and vision.

The completed Animal Collection Plan is then forwarded to the PDZA director. AZA accreditation standards require that the zoo director be charged with the final authority and responsibility for the implementation and monitoring of all animal acquisitions and dispositions.



Relationship between the Animal Collection Plan and Capital Facilities Master Plan

Master Capital Facilities planning begins with an in-depth review of the existing animal collection and plans for its future. The Animal Collection Plan is a prerequisite to a meaningful Capital Facilities Master Plan. Specifically, the Animal Collection Plan does the following:

- **Sets priorities:** To which species do we devote resources?
- **Directs resources:** Where does the money go? Who gets space? The Animal Collection Plan is a tool that facilitates master plan initiatives in education, conservation, marketing and budget.
- **Improves funding opportunities:** Gives donors a look at the future. Organized cooperative management programs are more seriously considered by granting agencies as well as individual benefactors.
- **Facilitates long-term reliable sources of animals:** Acquisition of many species is becoming more problematic. Collecting animals from the wild is neither desirable nor reliable due to increased regulation. And in some cases, zoo-based animal breeding programs don't produce enough animals to sustain future zoo populations. Careful and cooperative collection planning provides an analysis of the actual and potential availability of specific animals.

Collection Plan Recommendations

Point Defiance Zoo & Aquarium is committed to building an animal collection with a primary focus on land and aquatic animals representing the Pacific Rim, including species from local waters. The aging North Pacific Aquarium and Rocky Shores exhibit facilities have a potential far-reaching impact on the Zoo's Animal Collection Plan. The long-term plans for these facilities will need to be coordinated with the collection plan process.



- **Continue participation in AZA endangered species breeding programs** such as Sumatran tiger and Malayan tapir.
- **Develop breeding program for Clouded leopards.** The new exhibit and breeding facility, scheduled for completion in summer 2011, and the importation of three individuals from Thailand in 2010 are a significant commitment to this critically endangered species.
- **Utilize Red wolf exhibit for breeding purposes.** While the Zoo has bred many litters at the off-site Red wolf breeding compound, it has not bred the species at the Zoo. The new exhibit was designed to facilitate on-site breeding.
- **Continue to maintain polar bears** in the animal collection, transitioning to a breeding program as soon as possible.
- **Reinvigorate the South Pacific Aquarium shark/reef environment** by adding bird, stingray, grouper or other large fish species.
- **Obtain additional Magellanic penguins** for breeding purposes.
- **Increase display of and holdings for Avian (bird) species.**
- **Fully evaluate any opportunity to re-acquire beluga whales.** PDZA exhibited belugas for over 25 years. Currently, there are 34 whales in six AZA-accredited zoos. There are no surplus belugas available in that group at this time.

However, there is a concerted effort by holders to breed and produce a sustainable population of belugas for the future. PDZA staff recognize the strong benefits that belugas add to the collection in terms of public appeal and support of our mission of conservation and public education.

- **Join and participate in the Walrus consortium** currently in development with other AZA-accredited zoos. Currently, there are 17 walrus in six AZA-accredited zoos, including the three individuals (E.T., Basilla and Joan) at PDZA. The consortium is committed to the development of a sustainable population of walrus for the future. PDZA will continue efforts



to promote successful reproduction in our group. Without successful breeding in consortium zoos, this species will become difficult to obtain in the future.

- **Evaluate our long-term elephant holding plan.** The North American population of Asian elephants is not sustainable at this time. At some point, there likely will be a shortage of elephants available to zoos. A second significant issue for elephant-holding zoos is the need to expand the physical footprint of the area available to the elephants to several acres of dedicated space. This is a very difficult proposition for PDZA given the existing location of the elephant building and yard. The long-term plan could include the option to transition away from this species in the animal collection and exhibit a charismatic, endangered species, such as the Indian Rhinoceros.

CHANGES SINCE THE 2007 COLLECTION PLAN

INVERTEBRATES

Acquisitions	52 species
Dispositions	26 species

FISH

Acquisitions	50 species
Dispositions	9 species

AMPHIBIANS	Common Name	Scientific Name	Location
Acquisitions	Yellow-striped poison arrow frog	Dendrobates leucomelas	Kids' Zone
	Hourglass tree frog	Dendropsophus ebraccata	Kids' Zone
	Mexican tree frog	Smilisca sp.	Kids' Zone
	Mission golden-eyed tree frog	Trachycephalus resinifictrix	Kids' Zone
	Waxy tree frog	Phyllomedusa sauvagii	Kids' Zone
	Ornate horned frog	Ceratophrys inornatus	Kids' Zone
	Madagascar tomato frog	Dyscophus antongillii	WWOT*
	Surinam toad	Pipa pipa	Kids' Zone
Dispositions	Waxy tree frog	Phyllomedusa sauvagii	Kids' Zone
REPTILES	Common Name	Scientific Name	Location
Acquisitions	Western hinge-backed tortoise	Kinixys belliana	Kids' Zone
	African pancake tortoise	Malacochersus tornieri	Kids' Zone
	Green iguana	Iguana iguana	WWOT
	Red tegu	Tupinambis rufescens	WWOT
	Emerald tree boa	Corallus caninus	Kids' Zone
	Green tree python	Morelia viridis	Kids' Zone
Dispositions	Black-breasted leaf turtle	Geomyda spengleri	Kids' Zone
	Madagascar giant day gecko	Phelsuma madagascariensis	Kids' Zone
	Yellow-spotted monitor	Varanus	WWOT
	Tiger ratsnake	Spilotes pullatus	Kids' Zone
BIRDS	Common Name	Scientific Name	Location
Acquisitions	Golden eagle	Aquila chrysaetos	WWOT
	Budgerigar	Melopsittacus undulatus	Budgie Buddies
	Mountain pygmy owl	Glaucidium gnoma	Kids' Zone
	Western screech owl	Otus kennicotti	WWOT
Dispositions	Northern Saw-whet owl	Aegolius acadicus	WWOT
	Bali mynah	Leucospa rothschildi	AHCF**
MAMMALS	Common Name	Scientific Name	Location
Acquisitions	Black lemur	Eulemur macaco	Kids' Zone
	Ring-tailed lemur	Lemur catta	Kids' Zone
	Norway rat	Rattus norvegicus	WWOT/Kids' Zone
	Damara mole rat	Cryptomys damarensis	Kids' Zone
	Slender-tailed meerkat	Suricata suricatta	Kids' Zone
	Domestic dog	Canis familiaris	WWOT
Dispositions	White-nosed coati	Nasua narica	WWOT
	Virginia opossum	Didelphis marsupialis	WWOT
	Beluga whale	Delphinapterus leucus	Rocky Shores

Capital Facilities Master Plan

1. North Pacific Aquarium (NPA)

Construction of the North Pacific Aquarium was completed in 1963, making it the oldest building on the PDZA site. The building, which houses native marine species, is a significant component of the collection and thus the visitor experience. It contains the highest diversity on the Zoo site: 57 percent of the total number of species in the overall collection and 84 percent of the actual specimens.

Because of its age and the salt water environment, the NPA has significant structural issues. Major deterioration of concrete due to salt water corrosion can be found throughout the facility. Electrical, plumbing, and air handling systems have been compromised by age although staff continue to update and repair them. Life support systems are functional but nominal and the exhibits are quaint but outdated.

STAFF RECOMMENDATION

Replace the North Pacific Aquarium with a modern aquarium, potentially in conjunction with an updating of the Zoo's Rocky Shores exhibit complex.

It is important to note that it would be difficult to replace or even remodel the NPA (not recommended) at the current location because the existing animal collection could not easily be maintained during construction. A sensible strategy would be to construct a separate facility and transfer the animal collection upon completion. The existing NPA could then be demolished or potentially converted to a non-salt water environment and exhibit. A structural assessment of the building is recommended.



2. Rocky Shores/Tundra exhibit complex

The Rocky Shores /Tundra exhibit complex displays a sophisticated Arctic marine mammal and bird collection. Opened in 1982, the area includes the AZA award-winning polar bear exhibit. Like the North Pacific Aquarium, the area may be near the end of its useful lifespan. The salt water pools have taken a toll on exhibits and support facilities. Numerous repairs have been needed over the years due to corrosion, including major window replacements and repair to a catastrophic failure of the polar bear pool in the early 1990s.

A further problem exists with Rocky Shores. When it opened, Zoo attendance was at a much lower level. The visitor areas were spectacular because of a design strategy that created intimate experiences that were up close and personal. This intimacy is often not possible with the significantly higher attendance that PDZA experiences today. Rocky Shores is now a challenge to navigate, a difficult place to see animals and a diminished experience on even moderately crowded days.

STAFF RECOMMENDATION

Replace or significantly upgrade the Rocky Shores/Tundra exhibit complex. Similar collection management issues apply to Rocky Shores/Tundra as described for the NPA above.

3. Potential synergy of a joint North Pacific Aquarium/Rocky Shores complex

Both of these facilities hold Pacific Rim marine collections: native species in the North Pacific Aquarium and an arctic collection at Rocky Shores. These collections could be combined in a re-themed Pacific Rim complex.

4. Parking structure

Increased attendance in recent years throughout Point Defiance Park and particularly at PDZA has created significant parking issues. The Zoo currently has dedicated parking spaces for visitors. Summer crowds easily outstrip parking availability, with visitors seeking out and creating parking spaces that were not designed or intended for



parking. Attempts to mitigate the problem, such as installing new parking signs, have not succeeded. There is little ability to control this result, short of a non-visitor friendly program of ticketing and towing OR providing additional parking in Point Defiance Park.

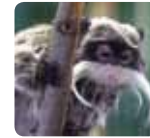
While the problem is experienced throughout Point Defiance Park, it is acute at PDZA. Staff have done everything currently possible to alleviate the parking problem, including creating and assigning parking for staff where possible within the Zoo perimeter, encouraging carpooling, and establishing an aggressive program of staffing public lots to direct visitors to vacant slots during peak periods. This is not without cost.

STAFF RECOMMENDATION

Examine parking issues with Metro Parks Tacoma staff. Increase parking at PDZA by expanding the existing lot. The preferred solution is to add a parking structure that could increase Zoo parking by approximately 250 to 350 slots.

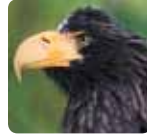
5. Potential new animal exhibit collections: South America, Australasia and The Russian Far East

Zoo staff have applied the animal collection plan process to map out potential new exhibit additions to the Master Plan over the next 20 years. Each area list contains species that meet our preferred criteria and are currently present in North American collections in numbers that suggest they would be obtainable in the future.



South America Exhibit

- Annulated boa
- Beaded lizard
- Boa constrictor
- Central American caecilian
- Poison dart frogs
- Surinam toad
- Red-eyed tree frog
- Waxy tree frog
- Wattled currawong
- Sunbittern
- Keel-billed toucan
- Toucan barbet
- Green aracari
- Curl-crested aracari
- Ecuadorian collared aracari
- Chestnut-mandibled toucan
- Toco toucan
- King vulture
- Andean condor
- Jaguar
- Ocelot
- Pygmy marmoset
- Emperor tamarin
- Goeldi's monkey
- Crested capuchin
- Variegated spider monkey



Australasia Exhibit

- Komodo dragon
- Crocodile monitor
- Green tree monitor
- Gray's monitor
- Fiji Island banded iguana
- New Caledonian giant gecko
- Prehensile tailed skink
- Blue tongue skink
- Shingleback skink
- Bearded dragon

- Solomon Island leaf frog
- White's tree frog
- Fly river turtle

- Stick insect

- Micronesian kingfisher
- Bali mynah
- Victoria crowned pigeon
- Kookaburra
- Kea
- Yellow crested cockatoo
- Major Mitchell's (Leadbetter's) cockatoo
- Cockatiel
- Lory/Lorikeet species
- Eastern rosella

- Tammar wallaby
- Brush tailed bettong
- Matschie's tree kangaroo
- Grey kangaroo
- Short beaked echidna
- Southern hairy nosed wombat
- Island flying fox
- Grey headed flying fox

Russian Far East Exhibit

- Amur leopard
- Pallas' cat
- Siberian musk deer
- Goral
- Stellar's sea eagle
- White-naped crane

Business Plan

Point Defiance Zoo & Aquarium hired Schultz & Williams, a firm nationally recognized for its zoo industry expertise, to update the Zoo Business Plan.

Visit pdza.org to review the Zoo's five-year Business Plan, which was completed April 15, 2011.

**POINT DEFIANCE ZOO AND AQUARIUM
IS THE ONLY COMBINED ZOO AND AQUARIUM
IN THE PACIFIC NORTHWEST.**





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