

**MEMORANDUM**

To: Finance Committee Date: March 24, 2015  
From: Barbara Whitehorn, CFO, Finance and Management Services Director  
Prepared by: Frank McGowan, Financial and Strategic Services Manager  
Subject: Revenue Enhancement and Operating Cost Offset Options for the WNC Nature Center

The purpose of this memorandum is to provide information to the Finance Committee regarding revenue enhancement and operating and cost contributions for the Western North Carolina Nature Center (Nature Center) with the intent of reducing the operating subsidy. The proposal includes the following:

- changes to the agreement with the Friends of the WNC Nature Center (Friends) for the operation of the Association of Zoos and Aquariums (AZA) reciprocal pass holder/membership program,
- admission fee adjustments at the Nature Center for the Fiscal Year 2015-2016, and
- a recommendation that the Friends continue to their use of City facilities and services at the Nature Center at no cost.

Background:

The Finance Committee has expressed an interest in reducing the operating subsidy at the Nature Center. The current operating subsidy is approximately \$899,391, 65% of the total program budget of \$1,376,484. Staff is presenting an approach that incorporates three components to improve revenue and reduce the operating impact of the Nature Center on the General Fund.

Friends of the Nature Center Membership Program

The most significant strides in reducing the General Fund subsidization level of the Nature Center can be made through modification of the Memorandum of Understanding between the City of Asheville (City) and Friends. Currently, the Friends run the membership program which offers members free admission to the Nature Center. The City loses a gate fee for every member admission. Member admission has increased significantly in recent years, driving operational costs up while not contributing to revenue.

Revenue from the membership program is collected by the Friends. A detailed analysis of the membership impact is included as a staff report accompanying this memo (Attachment 1). Staff recommends employing a method that uses the average paid gate admission, memberships and estimated visits by membership types. This method allows the Nature Center to keep operating revenues in line with operating expenses while reducing the General Fund subsidy.

Revenue Projections for Friends Membership Changes

If approved, the staff recommended changes to the Memorandum of Understanding between the City and Friends would generate additional revenue as summarized below.

Fund	Projected Additional Revenue
General Fund	\$177,453

**General Admission Fees**

The second component of the staff recommendation is to adjust admission fees at the Nature Center for the following reasons:

- 1) No fee increases have been proposed since 2007 and the current rates have not kept up with inflation.
- 2) The City has made significant capital improvements to the Nature Center in recent years, improving the visitor experience.
- 3) In 2013, the Nature Center conducted a Revenue Generation/Expense Management study and the report suggested the greatest impact on revenue is through general admission fees. The report indicated that raising General Admission fees either \$1 or \$2 across all categories would generate \$75,000-\$150,000 in new revenue.
- 4) Recently, the City engaged Matrix Consulting Group (consultants) to conduct a Cost of Services Study (User) Fee Study (Cost of Services Study) for the Parks & Recreation Department. The consultants reviewed direct and indirect costs of providing fee-based recreation services. The Nature Center was included as a component of the study (<http://www.ashevillenc.gov/Portals/0/city-documents/finance/Staff%20Report%20Cost%20of%20Services%20Study%20and%20attachment.pdf>). The consultants confirmed that the Nature Center was under-recovering cost in its current fee structure. Additionally, they stated that given the unique and premium service provided to not only residents but also to out of town visitors, the Nature Center should charge a fee reflective of the service.

Based on these factors, staff recommends adjusting fees at the Nature Center. Amending the general user fees will help reduce the level of operational subsidy at the Nature Center, satisfying the intent expressed by the Finance Committee.

**Range of Fee Options**

The staff recommendation included consideration of inflation, the average admission for zoos, current full cost recovery, and discounts for City residents. The methodology is shown below.

**WNC Nature Center Admission Fee Methodology**

Fee Schedule	Current Fee	A	B	C	Average of A+B+C	Proposed Fee
		CPI increase 2007-2015	National Average	Full cost recovery		
City Resident – Adult	\$6	\$6.76	\$12.72	\$10	\$9.83	\$7
City Resident -- Senior (age 67+)	\$5	\$5.64	N/A	\$10	\$7.82	\$6
City Resident – Child ages 3-12	\$4	\$4.51	\$8.93	\$10	\$7.81	\$5
Non-City Resident – Adult	\$8	\$9.02	\$12.72	\$10	\$10.58	\$10
Non-City Resident -- Senior (age 67+)	\$7	\$7.89	N/A	\$10	\$8.95	\$9
Non-City Resident – Child ages 3-12	\$4	\$4.51	\$8.93	\$10	\$7.81	\$6

Note: the definition of child has been changed from 3-15 to 3-12 to bring it into alignment with other Parks and Recreation programs.

Revenue Projections for Fee Increase

If approved, the staff recommended changes to admission fees at the Nature Center would generate additional revenue as summarized below.

Fund	Projected Additional Revenue
General Fund	\$105,223

Friends use of City Facilities and Services

The Friends currently have the use of City facilities and related services at no cost. Below is a list with estimated value and cost.

Description	Estimated Cost
Nature Center - Office Space – Storage Space – include custodial service 140 sf x \$13 – based on Office of Economic Development current average rent for office space in east Asheville dated 1/13/15	21,840
Recreation Office - Office Space – include custodial service 288 sf x \$13 - based on Office of Economic Development current average rent for office space in east Asheville dated 1/13/15	44,928
Placement of Plush Animal and Penny Press Machine – 50 sf x \$13 - based on Office of Economic Development current average rent for office space in east Asheville dated 1/13/15	7,800
<b>Total Value of Space Occupied by Friends</b>	<b><u>74,568</u></b>
Maintenance of Donor Recognition Garden	1,000
Meeting Room –Nature Center - 12 hours per year @ \$100/hour	1,200
Meeting Room – Recreation Office- 24 hours per year @ \$50/hour	1,200
Copier & Vinyl Graphics Printer – Nature Center – % of copier lease, paper, ink cartridge, paper, vinyl material	1,500
Utility Costs (Electric, HVAC, Water, Sewer)	
Nature Center - estimated \$6/sf @ 224 sf	1,344
Recreation Office – estimated \$6/sf @ 120 sf	720
Telephone – Nature Center – 2 phone lines @ \$17 per line per month	408
<b>Total Additional Costs Incurred by City for Friends</b>	<b><u>7,372</u></b>
<b>TOTAL</b>	<b><u>81,940</u></b>

The Friends occupy space on the Nature Center campus and other City property, and the City provides maintenance services and the use of City equipment at no cost. The space occupied by the Friends could be used by the Nature Center or other City programs; however, there are efficiencies to be gained by having the Friends on site. Additionally, given the relationship of the Friends to the City, and the importance of maintaining a good working partnership, staff recommends that the Friends’ continue to receive the “in-kind” donation of the use of City facilities and services at this time.

Next steps:

Staff recommends consideration of proposed fee adjustments, renegotiation of the pass holder/ membership program and remuneration for office space and services utilized by the Friends for Fiscal Year 2015-2016.

Total Proposed Changes and impact:

General Fund	Projected Additional Revenue
Direct Allocation from Memberships	\$ 177,453
Additional Gate Admission	105,223
TOTAL	\$ 282,676

This change would reduce the subsidy of the Nature Center by the General Fund from \$899,391 to approximately \$616,715. This brings the total subsidy by City of Asheville taxpayers down from 65% to 45%. While this is still higher than the attendance percentage for City residents, it is moving in the direction of subsidizing a regional asset in alignment with the use of the Asheville taxpayer.

Attachments:

- (1) Staff Report: Analysis of Friends' Membership Program Impact
- (2) Fee Summary
- (3) Fee Increase Communication Plan

CC: Paul Fetherston, Asst. City Manager  
Roderick Simmons, Parks & Recreation Director  
Debbie Ivester, Parks & Recreation Asst. Director  
Chris Gentile, WNC Nature Center Director

City of Asheville Staff Report – March 24, 2015  
Western North Carolina Nature Center Operations:  
Impact of the Friends of the WNC Nature Center Memberships

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The Western North Carolina Nature Center (Nature Center) is a regional attraction owned and operated by the City of Asheville (City). As the Nature Center has expanded the animal exhibits and grown in popularity, the cost to run the facility has increased.

The Friends of the Western North Carolina Nature Center (Friends) is a 501(c)3 organization with a stated purpose of supporting the Nature Center through fundraising. As stated in the Friends' 2014 financial reports:

Friends of the WNC Nature Center, Inc. (the Organization) was founded in 1974 to support and promote the Western North Carolina Nature Center (the Center), an entity owned and operated by the City of Asheville, North Carolina. The Organization's mission is to create awareness for the Center and provide financial resources for its support.

Since taking over management of the Nature Center in 2004, the City has partnered with the Friends, allowing it to operate the Nature Center's Association of Zoos and Aquariums (AZA) reciprocal pass holder program (which is marketed as "Friends of the WNC Nature Center Membership"). AZA membership programs, which are common among zoos and aquariums that are part of the AZA, provide free admission to the zoo directly associated with the membership and some level of discount at other AZA facilities that participate in the program. A list of AZA reciprocal agreements nationwide is attached (Appendix A). In 2011, the Parks, Recreation and Cultural Arts Department researched other city-run zoos that had membership programs. All of these programs directly benefited the associated zoo monetarily except for the agreement between the City of Asheville and the Friends of the WNC Nature Center and one other small facility not comparable to the size of the Center.

#### **Increasing Costs of Operations and Membership Impact**

The negative financial impact on the Center of the current model cannot be overstated. Because none of the membership funds support operations, membership sales have a direct, quantifiable, deleterious effect on the Center's operating budget. Friends' members have free admission to the Center; as such, every member that visits represents a loss of gate admission to the operating budget. In 2014, total attendance at the Nature Center was 117,453. Of this, 24,174 were admitted free with Friends memberships or reciprocal AZA passes. Around six-and-a-half percent of these represent reciprocal free admission for other AZA facility members. This leaves approximately 22,600 Friends' member visits. Given an average admission price at the gate of \$5.05, Friends' member free admission equates to an operational hit of \$114,130. This is more than 20% of the current City General Fund net subsidy of the operations of the Center. The effect of all pass holder free admissions is \$122,060.

The Friends has done an excellent job marketing the membership program and the Nature Center. Membership collections increased to \$289,815 in fiscal year 2014 from \$231,791 for the previous year. Center admissions have increased considerably over the last few years as well, with an 8.8% increase in fiscal year 2014 over 2013. At the same time, free admissions increased 24.5% thereby bumping the

negative operational impact of memberships and reciprocal passes from \$93,000 to \$122,060. While the Friends fund balances are benefiting from their marketing activities, it is having the opposite effect on the Nature Center's operating budget.

### **The Center as a Regional Asset**

Another important factor in considering the City's model for funding the Nature Center is its status as a regional asset. Research into admissions records and memberships has found that (a) less than 23% of Friends' members live within the city-limits; and (b) gate admittance has slightly higher local representation, but still falls below 25% (Appendix B). However, the City subsidizes 100% of the gap between revenue and expenditures, which is approximately 50% of the Center total operating budget.

City taxpayers, through the City's General Fund, should subsidize the Center only to the extent of City resident utilization of the facility. As a regional attraction, the City should seek to limit the subsidy to an amount reflective of the City's residents use of the Center. There is frequent discussion of the possibility of regional support for the Center, possibly including Buncombe County. The Friends should pursue opportunities to bring other regional partners into the funding model for the Nature Center; however, this is a long-term solution that does not address the immediate operational and capital budget challenges. There are methods for limiting the subsidy that do not have to rely on other government entities for budget supplementation.

### **Options for Realignment of the Membership Program**

The current model is not working. As the popularity of the Nature Center and the number of visitors with Friends' memberships increases through its successful marketing efforts, the gate admissions collections decreases while operational costs are going up. There are several possible ways to address this issue, including

- 1) eliminating the pass holder program entirely,
- 2) run the pass holder program within the City,
- 3) develop a minimum membership contribution to operations through historical financial information, and
- 4) develop a minimum contribution to operations through average paid gate and memberships sold.

#### **1) Eliminate Membership/Pass Holder Program**

Completely eliminating the pass holder option would make 100% of gate admissions collectible. However, this savings would be entirely at the expense of the Friends and its members. Additionally, the value of the operational revenue would not be likely to be equal to the membership money currently collected by the Friends.

2014 Membership Fees (Friends)	289,815
2014 Free admission impact (including reciprocal passes)	<u>(122,060)</u>
Difference	167,755

The difference would likely be unrecovered revenue, and the loss of all pass holder/membership revenue would severely hamper the Friends in its marketing and fundraising. Given that its activities have a potential positive impact if the relationship is properly managed, this option is not recommended.

2) Run the Pass Holder/Membership Program In-House

While this option would bring the greatest financial benefit to the City, it is not without risk. The Friends, in operation since 1974, have developed a well-run operation and are able to effectively fundraise and market the Nature Center. If the Friends received no part of the membership revenue, it would be unable to maintain the professional staff that administers the program and markets the Center. Administering the membership program within the City would require hiring a marketing professional and possibly additional personnel, and could also require City staff to reinvent the membership program that the Friends have built. Staff believes that the partnership between the City and the Friends can be effectively managed so that both parties benefit.

3) Identify a Minimum Membership Contribution Based on Historical Financial Reports

This method uses the prior fiscal year lost gate revenue to set the level of pass holder payment budgeted for the following fiscal year. For example, FY 2014 results would drive the FY 2016 budget.

Total Attendance, 2014	117,453
Free Admissions	(24,174)
Total Gate Revenue	470,987
Average Paid Gate	5.05
Total Revenue Uncollected (free admissions)	(122,060)

This method would certainly improve the budgetary performance of the Center; however, a two-year lag would result in the operating budget consistently falling behind the actual impact of increasing popularity of the Center.

4) Identify a Minimum Membership Contribution Based on Average Paid Gate and Memberships

The advantage to using Friends' membership type to determine remittance is that as memberships increase, and thus free admissions increase, the cost can be offset more timely to when the increase actually occurs.

There are several different types of memberships sold by the Friends of the Nature Center (Appendix C). The basic member types are individual, dual and family. However, members may also add people to family memberships, and there are sponsor-level memberships that include not only family member privileges, but also five or ten day-passes as a bonus of membership. As of January, 2015, there are a

total of 4,879 active memberships (Appendix D). Using the average gate admission of \$5.05, a basic assumption of visits can drive the proposed remittance for operations.

Member Type	# members	Estimated Visits	Cost of member type (gate)
Complimentary	1	3	15
Individual	1	3	15
Dual	2	4-5	22
Family	6	8	40
Additional Adult	1	2	10
Additional Child	1	1-2	6
Sponsor	6	8	40

Below is a tiered structure based on member type and the number of members in each category as of January, 2015.

Member Type	# Members	Membership Price	Remittance per Membership for Operations	Budget, FY 2015-16
Complimentary	44	\$ -	\$ 15	\$ 660
Individual	205	30	15	3,075
Dual	629	47	22	12,580
Family	3,904	64	40	156,160
Additional Adult	8	20	10	80
Additional Child	8	12	6	48
Sponsor	97	\$100-500	\$ 50	\$ 4,850
Total Revenue Supplement to Operations				177,453

If the January membership report is used annually to drive the budget for the following fiscal year, the budget is much more reflective of the actual costs likely to be incurred in the coming year.

## Conclusion

This change will significantly improve the level of subsidy of the Center provided by the City. Implementing only this change would move the subsidy from nearly \$900,000 annually to less than \$730,000. While this contribution to operations does not bring the City's subsidy of the Center into line with the Asheville resident visits, it moves the City closer to its goal of aligning subsidy with use.

### Approximate Impact, FY 2015-16

Operating Costs:	\$1,376,484
Revenue from Gate:	( 470,987)
Membership Program:	<u>( 177,453)</u>
Net Subsidy:	\$ 728,044

With a change in membership program fee distribution, the City's direct subsidy of the Center's operating budget is reduced from 65% to 53%.

In conclusion, Staff recommends that the City and Friends renegotiate the terms under which the Friends operate the City's AZA reciprocal pass holder program. Staff recommends that the reciprocal pass membership program provide direct operational support according to an average paid gate calculation and the number of memberships sold. For Fiscal Year 2015-16, that amount would be \$177,453.

# ASSOCIATION OF ZOOS & AQUARIUMS & RECIPROCIITY PROGRAM

If the zoo or aquarium to which you belong has 50% in the Reciprocity column, you can expect to receive a 50% discount on admission at all the zoos and aquariums on this list (except, of course, those that are FREE TO THE PUBLIC). **ALWAYS CALL AHEAD\***

If the zoo or aquarium to which you belong has 100% and 50% in the Reciprocity column, you can expect to receive free admission to the zoos and aquariums that also have 100% and 50% in the Reciprocity column and those that are FREE TO THE PUBLIC; and a 50% discount on admission to the zoos and aquariums that have 50% in the Reciprocity column. (see Rules for exceptions) **ALWAYS CALL AHEAD\***

If the zoo or aquarium to which you belong has FREE TO THE PUBLIC in the Reciprocity column, you can expect to receive free or half-price admission to the zoos and aquariums that have 100% and 50% in the Reciprocity column and a 50% discount on admission to the zoos and aquariums that have 50% in the Reciprocity column. **ALWAYS CALL AHEAD\***

Appendix A

State	City	Zoo or Aquarium	Reciprocity	Contact Name	Phone #	
CANADA	Granby - Quebec	Granby Zoo	50%	Mireille Forand	450-372-9113	
	MEXICO	León	Parque Zoológico de León	50%	Isabel Arce	52-477-710-2355 x102
		Birmingham	Birmingham Zoo	100% & 50%	Anne Davis	205-879-0409
	Alabama	Seward	Alaska Sealife Center	50%	Shannon Wolf	907-224-6555
		Phoenix	The Phoenix Zoo	50%	Carol Doerksen	602-914-4393
	Arizona	Tucson	Reid Park Zoo	100% & 50%	Stacy Spurgeon-Shoultz	520-327-6343
		Little Rock	Little Rock Zoo	50%	Kelli Enz	501-661-7218
	Arkansas	Atascadero	Charles Paddock Zoo	100% & 50%	Becky Maxwell	805-461-5080 x2105
		Eureka	Sequoia Park Zoo	100% & 50%	Amber Agent-Martinez	707-441-4265
	California	Fresno	Fresno Chaffee Zoo	50%	Christy Harvey	559-498-5921
Los Angeles		Los Angeles Zoo	50%	Lisa Correa	323-644-4759	
Colorado	Oakland	Oakland Zoo	50%	Theresa McDade	510-632-9525 x150	
	Palm Desert	The Living Desert	50%	Elisa Escobar	760-346-5694 x2111	
	Sacramento	Sacramento Zoo	50%	Kim Eid	916-808-5888	
	San Francisco	Aquarium of the Bay	50%	Nicole Silvestre	415-623-5362	
	San Francisco	San Francisco Zoo	50%	Jessie Greger	415-753-7201	
	San Jose	Happy Hollow Zoo	100% & 50%	Danielle Bone-Haystett	408-794-6444	
	San Mateo	Curiodyssey (formerly Coyote Point Museum)	100% & 50%	Rebecca Kirkpatrick	650-340-7581	
	San Pedro	Cabrillo Marine Aquarium	FREE TO THE PUBLIC 10% discount in the gift shop	Danielle Knecht	310-548-7593	
	Santa Ana	Santa Ana Zoo	100% & 50%	Estela Codiz	714-953-8555 x13	
	Santa Barbara	Santa Barbara Zoo	100% & 50%	Victoria Madrigal	805-679-8479	
Connecticut	Pueblo	Pueblo Zoo	50%	Vikki Graston	719-581-1452 x116	
	Bridgeport	Connecticut's Beardsley Zoo	100% & 50%	Amanda Bolanos	203-394-6574	
Delaware	Wilmington	Brandywine Zoo	100% & 50%	Gene Peacock	302-571-7147	
	Washington	Smithsonian National Zoological Park	FREE TO THE PUBLIC 10% discount in on-site gift shops	Siobhan Lloyd	202-633-3042	
DC	Jacksonville	Jacksonville Zoo and Gardens	50%	Kristin Schaechele	904-751-4463 x208	
	Melbourne	Brevard Zoo	100% & 50%	Cheri L. Purnell	321-254-9453 x225	
Florida	Miami	Zoo Miami	50%	Jessica Casinelli	305-255-5551	
	Myakka City	Lemur Conservation Foundation	FREE on Open House Days (call for invitation) 10% off in on-site gift	Nancy Hendrickson	941-322-8494	
Florida	Sanford	Central Florida Zoo & Botanical Gardens	50%	Brenda New	407-323-4450 x117	
	Sarasota	Mote Marine Aquarium	100% & 50%	Shela Delgado	941-388-4441 x373	
Tampa	Tampa	Tampa's Lowry Park Zoo	50%	Brian Denham	813-955-8552 x250	
	Tampa	The Florida Aquarium	50%	Danna Klemmer	813-273-4030	
West Palm Beach	Palm Beach Zoo	50%	Andrea Garver	561-553-0887 x238		

Look up your zoo/aquarium. The discount you receive at other zoos/aquariums will equal what your zoo/aquarium offers to others, unless the zoo or aquarium you are visiting is free to the public. Call ahead!

# ASSOCIATION OF ZOOS & AQUARIUMS

## RECIPROCIITY PROGRAM

If the zoo or aquarium to which you belong has **50%** in the Reciprocity column, you can expect to receive a 50% discount on admission at all the zoos and aquariums on this list (except, of course, those that are **FREE TO THE PUBLIC**). **ALWAYS CALL AHEAD\***

If the zoo or aquarium to which you belong has **100% and 50%** in the Reciprocity column, you can expect to receive free admission to the zoos and aquariums that also have **100% and 50%** in the Reciprocity column and those that are **FREE TO THE PUBLIC**; and a 50% discount on admission to the zoos and aquariums that have **50%** in the Reciprocity column. (see Rules for exceptions) **ALWAYS CALL AHEAD\***

If the zoo or aquarium to which you belong has **FREE TO THE PUBLIC** in the Reciprocity column, you can expect to receive free or half-price admission to the zoos and aquariums that have **100% and 50%** in the Reciprocity column and a 50% discount on admission to the zoos and aquariums that have **50%** in the Reciprocity column. **ALWAYS CALL AHEAD\***

State	City	Zoo or Aquarium	Reciprocity	Contact Name	Phone #
Georgia	Albany	Chehaw Wild Animal Park	100% & 50%	Morgan Seegmueller	229-430-3966
	Atlanta	Zoo Atlanta	50%	Stephanie Carter	404-624-5915
	Boise	Zoo Boise	100% & 50%	Elaine Gleaton	208-608-7744
Idaho	Idaho Falls	Tautphaus Park Zoo	100% & 50%	Laurie Gravatt	208-612-8421
	Bloomington	Miller Park Zoo	100% & 50%	Jennifer Rogers	309-434-2250
	Chicago	Lincoln Park Zoo	FREE TO THE PUBLIC 10% discount on retail, food, education programs, and ticketed public events	Kate Fridholm	312-742-2076
Indiana	Decatur	Scovill Zoo	50%	Kathy Winter	217-421-7435
	Peoria	Peoria Zoo	100% & 50%	Jennifer Stokes	309-681-3500
	Springfield	Henson Robinson Zoo	100% & 50%	Jacqueline Peeler	217-585-1821
	Wheaton	Cosley Zoo	100% & 50%	Susan Wahlgren	630-665-5534
	Evansville	Mesker Park Zoo & Botanic Garden	100% & 50%	Lee Owen	812-435-6143 x407
	Fort Wayne	Fort Wayne Children's Zoo	50%	Jennifer Griswold	260-427-6800
	South Bend	Potawatomi Zoo	50%	Danielle McCausland	574-288-4639
	Des Moines	Blank Park Zoo	100% & 50%	Lisa Williams	515-974-2600
	Dubuque	Nat'l Mississippi River Museum & Aquarium	50%	Melissa Wersinger	563-557-9545 x213
	Emporia	David Traylor Zoo of Emporia	FREE TO THE PUBLIC 25% off all merchandise	Loft Heavener	620-341-4365
Kansas	Garden City	Lee Richardson Zoo	FREE TO THE PUBLIC 10% off gifts/concessions; free drive-through & shuttle; half-price train	Jessica Norton	620-276-6243
	Hutchinson	Hutchinson Zoo	FREE TO THE PUBLIC 20% discount in the gift shop	Jana Durham	620-694-2672
	Manhattan	Sunset Zoo	100% & 50%	Tammy L. Jones	785-587-2737
	Salina	Rolling Hills Zoo	50%	Kathy Tolbert	785-827-9488
	Topeka	Topoka Zoological Park	100% & 50%	Debbie Baumgartner	785-368-9161
	Wichita	Sedgwick County Zoo	50%	Tonya Wright	316-266-8288
	Louisville	Louisville Zoological Garden	50%	Maureen Horrigan	502-238-5606
	Alexandria	Alexandria Zoo	100% & 50%	Lee Ann Whitt	318-441-6833
	Baton Rouge	BREC's Baton Rouge Zoo	100% & 50%	Membership	225-775-3877
	Baltimore	The Maryland Zoo in Baltimore	50%	Hannah Corriveau	443-552-5281
Maryland	Salisbury	Salisbury Zoo	FREE TO THE PUBLIC 25% discount in the gift shop	Mary Seemann	410-860-6880

Look up your zoo/aquarium. The discount you receive at other zoos/aquariums will equal what your zoo/aquarium offers to others, unless the zoo or aquarium you are visiting is free to the public. Call ahead!

# ASSOCIATION OF ZOOS & AQUARIUMS

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State	City	Zoo or Aquarium	Reciprocity	Contact Name	Phone #
Massachusetts	Attleboro	Capron Park Zoo	100% & 50%	Melanie Fernandes	774-203-1843
	Boston	Franklin Park Zoo (Zoo New England)	50%	Molly Tucker	617-989-2076
	Boston	Museum of Science	100% & 50%	Angela Brink	617-589-0180
	New Bedford	Buttonwood Park Zoo	100% & 50%	Michelle Gomes	508-991-4558 x10
Michigan	Stoneham	Stone Zoo (Zoo New England)	50%	Molly Tucker	617-989-2076
	Battle Creek	Binder Park Zoo	50%	Vicki Taft	269-979-1351
	Detroit	Detroit Zoological Society	50%	Jennifer Clarke	248-541-5717
	Grand Rapids	John Ball Zoological Garden	100% & 50%	Laura Macka	616-336-3309
Minnesota	Lansing	Potter Park Zoological Gardens	100% & 50%	Julie Downs	517-342-2705
	Saginaw	The Children's Zoo at Celebration Square	100% & 50%	Amy North	989-759-1408
	Apple Valley	Minnesota Zoo	50%	Emice Heilmann	952-431-9339
	Duluth	Lake Superior Zoo	100% & 50%	Samantha Avery	218-730-4500 x200
Mississippi	St. Paul	Como Park Zoo	FREE TO THE PUBLIC 15% discount in the gift shop	Jennifer Downham	651-487-8296
	Jackson	Jackson Zoological Park	50%	Kimberly Crye	601-352-2580 x221
	Eureka	Endangered Wolf Center	50%	Steve Parker	636-938-5900
	Kansas City	Kansas City Zoo	50%	Josh Hollingsworth	816-513-5800
Missouri	Kansas City	Sea Life Aquarium	50%	Elizabeth Matthews	816-556-3964
	Saint Louis	Saint Louis Zoo	FREE TO THE PUBLIC 1/2 off Safari Pass (up to 4 passes)	Maureen McCarthy	314-646-4540
	Springfield	Dickerson Park Zoo	100% & 50%	Melinda Arnold	417-743-1570
	Lincoln	Lincoln Children's Zoo	100% & 50%	Ryan Gross	402-475-6741
Nebraska	Omaha	Omaha's Henry Doorly Zoo & Aquarium	50%	Darcy Schaff	402-738-2094
	Scottsbluff	Riverside Discovery Center	50%	Anne James	308-630-6236
	Holderness	Squam Lakes Natural Science Center	50%	Janet Robertson	603-968-7194 x12
	Cape May	Cape May County Park and Zoo	FREE TO THE PUBLIC 10% discount in the gift shop	Hubert Paluch, DVM	609-465-5271
New Hampshire	Paramus	Bergen County Zoo	100% & 50%	Marianne Vella	201-262-3771
	West Orange	Turtle Back Zoo	100% & 50%	Kristina Van Sant	973-731-5800 x241
	Alamogordo	Alameda Park Zoo	100% & 50%	Kathy Chase	575-439-4290
	Albuquerque	ABQ BioPark	50%	Nichole Woods	505-764-6280
New Jersey	Carlsbad	Living Desert Zoo & Gardens State Park	100% & 50%	Kathryn T. Law	575-887-5516
	Binghamton	Binghamton Zoo at Ross Park	100% & 50%	Vera Young	607-724-5461 x222
	Buffalo	Buffalo Zoo	50%	Denise M. Lanz	716-995-6131
	Millbrook	Trevor Zoo	100% & 50%	Alan Tousignant	845-677-3704

Look up your zoo/aquarium. The discount you receive at other zoos/aquariums will equal what your zoo/aquarium offers to others, unless the zoo or aquarium you are visiting is free to the public. Call ahead!

# ASSOCIATION OF ZOOS & AQUARIUMS

## RECIPROCIITY PROGRAM

If the zoo or aquarium to which you belong has **50%** in the Reciprocity column, you can expect to receive a 50% discount on admission at all the zoos and aquariums on this list (except, of course, those that are **FREE TO THE PUBLIC**). **ALWAYS CALL AHEAD\***

If the zoo or aquarium to which you belong has **100% and 50%** in the Reciprocity column, you can expect to receive free admission to the zoos and aquariums that also have **100% and 50%** in the Reciprocity column and those that are **FREE TO THE PUBLIC**; and a 50% discount on admission to the zoos and aquariums that have **50%** in the Reciprocity column. (see Rules for exceptions) **ALWAYS CALL AHEAD\***

If the zoo or aquarium to which you belong has **FREE TO THE PUBLIC** in the Reciprocity column, you can expect to receive free or half-price admission to the zoos and aquariums that have **100% and 50%** in the Reciprocity column and a 50% discount on admission to the zoos and aquariums that have **50%** in the Reciprocity column. **ALWAYS CALL AHEAD\***

State	City	Zoo or Aquarium	Reciprocity	Contact Name	Phone #
New York	Rochester	Seneca Park Zoo	50%	Karen Panosian	585-356-7212
	Staten Island	Staten Island Zoo	100% & 50%	Elizabeth Maersch	718-442-3100 x23
	Syracuse	Rosamond Gifford Zoo at Burnet Park	50%	Jean Moffit	315-435-8511 x130
North Carolina	Asheboro	North Carolina Zoological Park	100% & 50%	Tonya Miller	336-879-7258
	Asheville	Western North Carolina Nature Center	100% & 50%	Suzanne Nwengi	828-259-8092
	Atlantic Beach	No. Carolina Aquarium at Pine Knoll Shores	100% & 50%	Heather Wigley	1-800-832-3474 x229
	Greensboro	Greensboro Science Center	100% & 50%	Wayne Johnson	336-288-3769
	Kure Beach	No. Carolina Aquarium at Fort Fisher	100% & 50%	Heather Wigley	1-800-832-3474 x229
	Manteo	No. Carolina Aquarium at Roanoke Island	100% & 50%	Heather Wigley	1-800-832-3474 x229
	Bismarck	Dakota Zoo	100% & 50%	Terry Lincoln	701-223-7543
North Dakota	Fargo	Red River Zoo	100% & 50%	Samantha Bruers	701-277-9240 x305
	Minot	Roosevelt Park Zoo	100% & 50%	Staci Kenney	701-857-4166
	Wahpeton	Chahinkapa Zoo	100% & 50%	Amanda Preston	701-642-8709
Ohio	Akron	Akron Zoological Park	100% & 50%	Ally Tatlow	330-375-2550 x7246
	Cincinnati	Cincinnati Zoo & Botanical Garden	50%	TR Amrine	513-559-7788
	Cleveland	Cleveland Metroparks Zoo	50%	Jason Orlando	216-655-3555
	Columbus	Columbus Zoo and Aquarium	50%	Jenny Terman	614-724-3489
	Cumberland	the Wilds	50%	Jenny Terman	614-724-3489
	Dayton	Boonshoff Museum of Discovery	100% & 50%	Cara DiSalvo	937-275-7431
	Port Clinton	African Safari Wildlife Park	50%	Kelsey Keller	800-571-2660
	Toledo	The Toledo Zoo	50%	Tana M. Benford	419-343-7316
	Oklahoma City	Oklahoma City Zoo and Botanical Garden	50%	Stephen Kerr	405-425-0618
	Tulsa	Tulsa Zoo	50%	Patrick Weisz	918-669-6603
Oregon	Portland	Oregon Zoo	50%	Kym Amador	503-220-5737
	Winston	Wildlife Safari	50%	Anne B. Roy	541-679-6761 x210
	Erie	Erie Zoological Society	100% & 50%	Lisa Estes	814-864-4091
Pennsylvania	Hershey	ZOOAMERICA North American Wildlife Park	100% & 50%	Dee Nixon	717-534-3123
	Norristown	Elmwood Park Zoo	50%	Morgan Reale	610-277-3825 x275
	Philadelphia	Philadelphia Zoo	50%	Member Services	215-243-5254
	Pittsburgh	National Aviary	50%	Lori Urbowitz	412-323-7235
	Pittsburgh	Pittsburgh Zoo & PPG Aquarium	50%	Lori Elder	412-365-2534
	Schnecksville	Lehigh Valley Zoo	100% & 50%	Alan Raisman	610-799-4171 x224
	Providence	Roger Williams Park Zoo	50%	Kathy Orlando	401-941-3910 x375
South Carolina	Columbia	Riverbanks Zoo & Garden	50%	Jennifer Claytor	803-602-0817
	Greenville	Greenville Zoo	100% & 50%	Olitsia Marshall	864-467-4300
	Sioux Falls	Great Plains Zoo & Delbridge Museum	100% & 50%	Jessica Broveak	605-367-8315 x132
South Dakota	Watertown	Bramble Park Zoo	100% & 50%	Kim Konrad	605-882-6269

Look up your zoo/aquarium. The discount you receive at other zoos/aquariums will equal what your zoo/aquarium offers to others, unless the zoo or aquarium you are visiting is free to the public. Call ahead!

# ASSOCIATION OF ZOOS & AQUARIUMS

## RECIPROCIITY PROGRAM

If the zoo or aquarium to which you belong has **50%** in the Reciprocity column, you can expect to receive a 50% discount on admission at all the zoos and aquariums on this list (except, of course, those that are **FREE TO THE PUBLIC**). **ALWAYS CALL AHEAD\***

If the zoo or aquarium to which you belong has **100% and 50%** in the Reciprocity column, you can expect to receive free admission to the zoos and aquariums that also have **100% and 50%** in the Reciprocity column and those that are **FREE TO THE PUBLIC**; and a 50% discount on admission to the zoos and aquariums that have **50%** in the Reciprocity column. (see Rules for exceptions) **ALWAYS CALL AHEAD\***

If the zoo or aquarium to which you belong has **FREE TO THE PUBLIC** in the Reciprocity column, you can expect to receive free or half-price admission to the zoos and aquariums that have **100% and 50%** in the Reciprocity column and a 50% discount on admission to the zoos and aquariums that have **50%** in the Reciprocity column. **ALWAYS CALL AHEAD\***

State	City	Zoo or Aquarium	Reciprocity	Contact Name	Phone #
Tennessee	Chattanooga	Chattanooga Zoo at Warner Park	100% & 50%	Cheryl Morrison	423-643-5454
	Knoxville	Knoxville Zoological Gardens	100% & 50%	Carnie Blair	865-637-5531 x 364
	Memphis	The Memphis Zoo	50%	Stacy Hayes	901-333-6767
	Nashville	Nashville Zoo, Inc.	50%	Katie Bigness	615-833-1534 x133
	Abilene	Abilene Zoological Gardens	100% & 50%	Kim Baker	325-676-6451
Texas	Brownsville	Gladys Porter Zoo	100% & 50%	Abigail Vazquez	956-546-7187 x310
	Corpus Christi	Texas State Aquarium	50%	Brianne Secorsky	361-881-1341
	Dallas	Dallas Zoo	50%	Karen Miles	469-554-7451
	El Paso	El Paso Zoo	50%	Bea Uranga	915-552-8156
	Houston	Houston Zoo	100% & 50%	Rebecca Salinas	713-533-6872
	Lufkin	Ellen Trout Zoo	100% & 50%	Elvia Hernandez	936-633-0399
	San Antonio	San Antonio Zoo	50%	Lorelea Davis	210-734-7184 x1042
	Tyler	Caldwell Zoo	50%	Monette Woods	903-593-0121 x0
	Waco	Cameron Park Zoo	100% & 50%	Kristi Hemrick	254-750-8415
	Salt Lake City	Utah's Hogle Zoo	50%	Lesley Scoville	801-584-1741
	Salt Lake City	Tracy Aviary	100% & 50%	Babs Vaksmundska	801-596-8500
	Norfolk	Virginia Zoo	100% & 50%	Lori Cummings	757-441-2314 x242
	Roanoke	Mill Mountain Zoo	50%	Sara Brooks	540-343-3241 x25
	Seattle	Woodland Park Zoo	50%	Annie McCaffrey	206-548-2425
	Tacoma	Point Defiance Zoo & Aquarium	50%	Laura Poralaki	253-404-3635
Wheeling	Oglebay's Good Zoo	50%	Vickie Schwing	304-243-4030 x4100	
West Virginia	Baraboo	International Crane Foundation	100% & 50%	Debra King	608-356-9462 x103
	Green Bay	NEW Zoo	100% & 50%	Darlene Bourassa	920-434-7841 x2402
Wisconsin	Madison	Henry Vilas Zoo	10% discount in the gift shop and concessions.	Shelly Torkelson	608-258-9490
	Milwaukee	Milwaukee County Zoological Gardens	100% & 50%	Cindy Gray	414-258-2333 x209
	Racine	Racine Zoological Gardens	100% & 50%	Jay Christie	262-636-9189

\*Please note that the number of visitors admitted with a family membership may vary and parking may not be included. In addition, participating institutions located in close geographic proximity to each other are not required to offer free or discounted admission to each other's members in order to participate in AZA's Reciprocal Admissions Program; for instance—Milwaukee County Zoo does not reciprocate with Lincoln Park Zoo, Henry Vilas Zoo or Racine Zoo. **ALWAYS CALL AHEAD!**

6/16/2014



**Membership Levels**

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Individual	\$ 30	Covers one adult, 16 years or older
Dual	\$ 47	Covers two adults in the same household or one adult and one child
Family	\$ 64	Covers one or two adults and up to 4 children, all in the same household OR two grandparents, living in the same household and up to 4 children
Wildlife Guardian	\$100	Same as Family benefits plus 5 one-day guest passes to the WNC Nature Center
Wildlife Benefactor	\$250	Same as Family benefits plus 10 one-day guest passes to the WNC Nature Center
Wildlife Patron	\$500	Same as Family benefits plus 10 one-day guest passes to the WNC Nature Center, and your name will be listed on the donor board in the Nature Center's lobby for one year

Friends of the Western North Carolina Nature Center  
Membership Report as of January, 2015

<u>Membership category</u>	<u>Count</u>
Complimentary	44
Dual	583
Dual (City Of Asheville)	9
Dual + 2 Adults	6
Dual + Adult	30
Dual + Child	1
Family	3580
Family (City Of Asheville) + 2 adults	1
Family (City Of Asheville)	30
Family (City Of Asheville) + Adult	2
Family + 2 Adults	29
Family + 2 Children	15
Family + 3 Children	2
Family + Adult	179
Family + Adult + Child	3
Family + Child	62
Family+2 Adults+2 Children	1
Individual	205
Wildlife Benefactor	3
Wildlife Benefactor + Adult	1
Wildlife Guardian	86
Wildlife Guardian + Adult	4
Wildlife Patron	3
<u>Grand Count</u>	<u>4879</u>

**WNC Nature Center Admission Fee Proposal**

Fee Schedule	Current Fee	New Fee	% Increase	Discount for City Residents vs. Non-residents
City Resident – Adult	\$6	\$7	17%	30%
City Resident -- Senior (age 67+)	\$5	\$6	20%	33%
City Resident – Child ages 3-15	\$4	\$5	25%	17%
Non-City Resident – Adult	\$8	\$10	25%	
Non-City Resident -- Senior (age 67+)	\$7	\$9	29%	
Non-City Resident – Child ages 3-15	\$4	\$6	50%	

## WNC Nature Center – Fee Increase Communication Plan

A comprehensive plan of communicating fee increase to reach the Nature Center audience.

### Existing Fee Posting

- As an important regional destination, the Nature Center advertises information on pricing in a variety of locations. Update fees at all posting locations. *Asheville Chamber of Commerce annual Travel Guide*  
Annual publication. Information due July 2015.  
[?][?][?]
- *State of North Carolina Travel Guide*  
Annual publication. Information due July 2015.
- *Blue Ridge Parkway Visitors Guide*  
Annual publication. Information due August 2015.
- *2<sup>nd</sup> Party Websites*  
The Nature Center has information on many 2<sup>nd</sup> party travel websites (e.g. TripAdvisor). Submit updates in timely manner.  
[?][?][?]
- *Travel Websites*  
The Nature Center has information on many travel websites (e.g. TripAdvisor). Submit updates in timely manner.  
[?][?][?]
- *Other Websites*  
Websites which the city has access to update: City of Asheville, Friends of the Nature Center, local Convention and Visitor Bureau, etc.
- *Printed Guest Guides*  
Nature Center Guest Guides are rack card promos at all state of western North Carolina travel centers and amenities serviced by Mountain Host. Revised information at next regularly scheduled printing.  
[?][?][?]

### Fee Increase Announcement

- *Distribute press release to local media*
- *Notification to all City of Asheville Employees*
- *Post on the Asheville Channel*
- *Post in publication such as Friends of the Nature Center newsletter*
- *Post on social media such as City of Asheville and Parks and Recreation Facebook, twitter and blog; and Friends of the Nature Center's Facebook, e-newsletter to members, twitter account and blog.*

### Logistics and Operations

[?][?][?]

- *Change the fee on point of sale system.*
- *Change fee on welcome center graphics (reprint graphics, update digital signage).*
- *Change the auto-attendance phone system to include new fee.*