



REQUEST: The Oregon Coast Aquarium is asking the State of Oregon for **\$10Million to support the Aquarium’s capital campaign**, projected to be \$18M-\$18.5M. Five priorities defined for the five-year campaign are:

- **\$3,905,000** **Remodel the Entryway/Café**
- **\$2,235,000** **Recreate a NaturePlay Area themed on forestry**
- **\$3,313,000** **Improve Three Galleries**
- **\$3,053,000** **Enhance Ocean Science Education Programming**
- **\$5,660,000** **Marine Wildlife Rehabilitation/Education Center**
New facility for assessment, urgent care, surgery, research, veterinary practicums and other marine science education.

By providing the funds, the State of Oregon will play an important role in conservation and wildlife rehabilitation efforts critical to Oregon's coastal communities and their economies. Further, the Aquarium’s onsite and school outreach programs will educate young people about the coastal environment and marine science careers. More than a top-tier tourist destination, the Aquarium’s mission has even further implications:

ECONOMIC: Since the Oregon Coast Aquarium opened in 1992, it has become a captivating destination and trusted resource for ocean education and conservation in the Pacific Northwest:

- The Aquarium supports a large tourism industry, supporting hundreds of jobs and an estimated annual economic impact of \$100 million to local businesses
- Of 410,000 average annual visitors: 35% live out of state, 3% are International, 58% are from Oregon, 25% are from the Portland metro area

ENVIRONMENT: Through the Aquarium, children and adults alike learn the interdependence of all species, as well as the significance of their decisions on the environment, their food sources, and ultimately their future survival. But few know of our wildlife rehabilitation efforts. Last year 200 stranded and endangered marine wildlife animals received urgent care at the Aquarium. This work is currently conducted in old warehouse facilities located on the Aquarium's property, but is inadequate for:

- Diagnosing and treating marine wildlife
- Quarantining injured or ill animals
- Protecting the Aquarium's current animal collection

The Oregon Coast Aquarium is...

- Listed among top ten aquariums in the country by travel writers.
- One of only three wildlife rehabilitation facilities in the Pacific Northwest.
- An internationally recognized authority and trusted resource for the health of sea turtles, seals, sea lions, otters, birds, fish and marine invertebrates
- The only facility in Oregon authorized by the U.S. Fish and Wildlife Service to provide specialized care to endangered marine life like sea turtles and sea birds.





EDUCATION: The Aquarium plays a significant role in both scientific inquiry and oceanic exploration. More than a tourist destination; it is a vital STEM education resource for half a million people. In addition to updating gallery exhibits and interpretives to reach diverse audiences, the Aquarium will incorporate education on sustainable fishing into the café, and ecological forestry into the Natureplay area. As a new addition, the Marine Wildlife Rehabilitation/Education Center will not only improve conditions for rehabilitation, it will create opportunities for research and learning in cooperation with:

- NOAA's National Marine Fisheries
- OR State University and OR Coast Community College
- Oregon Department of Fish and Wildlife
- U.S. Department of Fish and Wildlife
- International Veterinary Association
- Local veterinary hospitals
- Lincoln County and other K-12 school districts

The Marine Wildlife Center's education programming for varied grade levels, especially higher education, will:

- Teach the best way to procure, diagnose and treat marine animals
- Provide a venue for research and discovery of ways to save animals from future population decline, pain and suffering
- Plant seeds of inquiry among thousands of students of all ages which will germinate into sustainable treatment of our environment and the species that rely on it for survival.

Financial support for this project will make a difference! The State can be assured the Oregon Coast Aquarium's operations are sustainable. In the first year of fundraising, the Aquarium has raised \$4.4Million toward its campaign goal. The Aquarium is also in the best financial position it has ever been, and is ahead of schedule to pay down a 2005 Series A Revenue bond loan, now less than \$8.5M, obtained to finance original construction of the Aquarium.

Thank you for your consideration!

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A Living Classroom

In 2018...

- 411,000 people visited the Aquarium.
- **Outreach Education Programs** presented to **24,280** students and 970 teachers in 101 schools in OR, WA, ID, CA and NV
- **406** Oregon teachers attended Aquarium trainings, including 245 who attended **Oregon Coastal Learning Symposium**.
- **50,329** people (teachers, teens, pre-teens) were virtual users of our distance learning network www.oceanscape.aquarium.org.
- **10,828 field trip students** from schools in OR and WA counties
- **3,067** children and their parents **stayed overnight** amid tunnels of fish, sharks and rays.
- **725** preschoolers attended our **Aquatots** early education program
- **390 volunteer** interpreters, divers, educators and animal care providers keep the Aquarium open 364 days a year. 39 Youth Volunteers and 9 interns explore marine science careers.
- **220 endangered marine wildlife** received urgent care.



CAMPAIGN PRIORITIES

For the



The Oregon Coast Aquarium board and leadership team devoted 2016-2017 to strategic planning. An extensive list of ideas was honed into capital and operating priorities that would advance its strategic goals, build partnerships and inspire significant philanthropic investment in the Aquarium's future. The priorities defined for the Aquarium's capital campaign include:

Remodel the Entryway/Grand Hall/Café

Recreate a Nature Trail and Children's NaturePlay Area

Improve Three Indoor Galleries

Enhance Sustainable Education Programming

Build a Marine Wildlife Rehabilitation/Education Center

OREGON COAST AQUARIUM CAMPAIGN PROJECT NARRATIVE

ORGANIZATION: Oregon Coast Aquarium
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501(C)(3) EIN #: 93-0877807
YEAR ESTABLISHED: 1984

MISSION: Our mission is to create unique and engaging experiences that connect people to the Oregon coast and inspire ocean conservation.

HISTORY/BACKGROUND: The Oregon Coast Aquarium was founded in 1984 as a 501(c)(3) nonprofit organization located on 19 acres on the Yaquina Bay estuary in Newport, Oregon. Since opening in 1992, it has welcomed more than 14 million visitors from around the world. In the late 1990s, the Aquarium was home to Keiko, the Killer Whale, until his release into the Nordic seas. It is the only aquarium in Oregon accredited by the Association of Zoos and Aquariums (AZA), maintaining this designation since 2001.



SERVICE PROVIDED: The Oregon Coast Aquarium is a captivating destination and a trusted resource for ocean education and conservation in the Pacific Northwest. Aquarium staff possesses a deep passion for the environment, and the knowledge to maintain a diverse wildlife collection in varied indoor and outdoor exhibits: 15,000 animals from 259 species reflect the diverse, vibrant ocean life, filling 1.8 million gallons of water in tanks throughout the premises. Visitors can touch anemones in tide pools, explore bio-facts, see delicate jellies illuminated, and watch pelican presentations. Groups may book overnight programs, sleeping among the sharks, rays and fishes traversing *Passages of the Deep*.

The Oregon Coast Aquarium serves as a living classroom for people of all ages. Early childhood nature play programs rotate preschool children, with parents, through self-directed stations where they learn skills in observing, listening, discerning and exploring. The Aquarium offers professional development workshops throughout the year that provide pedagogical strategies and marine science content for teachers, schools and districts that meet Next Generation Science Standards and national Ocean Literacy Principles.

Outreach education programs take the Aquarium on the road to schools throughout the west where distance and limited budgets preclude field trips. Outreach teams present to thousands of students and teachers each year in low-income, rural, remote or tribal schools in Oregon, Washington, California and Idaho.

POPULATION SERVED: Of the average 411,000 people who visited the Aquarium last year, 4% are Lincoln County residents, 58% are from other Oregon counties, 25% from the Portland metro area, 35% live outside of Oregon, and 3% are International. Of all visitors, 31% are children under 17, 29% are adults 18-24, 30% are adults 25-64, and 10% are seniors 65+.



Of the 62% of visitors who reside in Oregon (population 3,831,074):

- 83% are white, 17% minority (11% Hispanic, 2% Native Tribes, 3% Asian, 1% other)
- 41% of families are low-income, 17% live in poverty
- 4.9% are LGBT, the 4th highest state in the US

Of the 4% of visitors who are Lincoln County residents (one third of the 46,000 pop. visit):

- Median household income is \$42,100 (18% below the State's median),
- 46% of families are low-income, 17% live in poverty,
- 13% are minority (7% Hispanic, 3% American Indian, 1% Asian),
- .5% of family head of households are male and male partner
- .4% of family head of households are female and female partner
- 34% are aged 60+
- 47% of resident children are born to unwed mothers
- Only 24% of adults possess a college degree
- Lincoln County School District has 11 public and 3 charter schools with 5,000 students enrolled. All are Title I schools: families face economic and social challenges imposed by changes in rural economies as well as evolving demographics that include greater numbers of ESL learners.

In addition to general public admissions this past year:

- 10,828 field trip students who went on self-guided tours and had access to our self-guided tour materials and interpretive volunteers.
- 3,067 children participated in an overnight program, meeting our husbandry staff, participating in hands-on activities and taking behind the scenes tours.
- 24,280 students and 970 teachers in 101 schools participated in our outreach program. Our goal is to reach schools with youth who do not have the financial or logistical capacity to get to the coast so we offer a sliding scale scholarship program.
- 406 Oregon teachers attended Aquarium trainings, including 245 who attend our Oregon Coastal Learning Symposiums.
- 50,329 teens, pre-teens and educators were virtual users of our *Oceanscape Network* distance learning program. ON encourages and supports nature exploration, marine science in the classroom and engaging with real-time science.
- 725 preschoolers attended *Aquatots*, our early education program, which is free with admission and focuses on nature play; creating a connection between our youngest guests and the natural world.
- The Aquarium recruits and trains a legion of 390 volunteer interpreters, divers, educators and animal care providers keep the Aquarium open 364 days a year.
- 2000 K-12 students and interns have lab experiences with educators, 9 interns work with animal curators, 39 youth volunteers explore careers in marine science.
- 220 marine wildlife animals receive urgent and rehabilitative care at the Aquarium.

WHY THE AQUARIUM IS IMPORTANT

The Oregon Coast Aquarium was developed by the Yaquina Bay Economic Foundation to draw tourism, facilitate oceanic research and education, and bring economic prosperity to the community. The Aquarium is perfectly situated on the Oregon coast to attract visitors, but its mission has much further implications:

Economic Impact Economic conditions in rural parts of the state have declined as timber, fishing and other industries have vanished, and employment in service industries pay lower wages.

The Aquarium supports a large tourism industry, and has improved the Lincoln County economy as 96% of its visitors are non-residents - contributing an estimated \$100 million to local businesses and supporting hundreds of jobs each year. Half of the world's population lives in coastal zones, and all rely on the sea to sustain a global economy, transport goods, provide food, and oxygenate the air we breathe.

Education – Humans as a species have advanced because of their ability to reason, challenge themselves to discover and learn, and adapt using creativity and critical thinking. Jobs of the future will require greater numbers of people in science disciplines. The Aquarium plays a significant role in both scientific inquiry and exploration. More than a tourist destination; we are a vital STEM education resource for hundreds of school groups who visit each year, and thousands of students in rural communities who benefit from our outreach education. Aquarium education programs inspire children to learn and discover more about their world outside their classroom, and emphasize the ripple effect of humans on the ecosystem in which they live. Multi-sensory curriculum, facilitated by the Aquarium's educators, aligns with state and national education standards, as well as national ocean literacy principles.

Environment - The sea is a major force on the planet; home to over a million known species of plants and animals, producer of half of the oxygen in the earth's atmosphere, sustainer of natural resources, and regulator of the world's climate. Through the Aquarium, children and adults alike learn the interdependence of all species, as well as the significance of their decisions on the environment, their food sources, and ultimately their future survival. Whether engaging youth volunteers in beach clean-ups, raising awareness about plastic pollution among restaurants, identifying species for curious citizens, or informing media about rescue and rehabilitation efforts, the Aquarium is viewed as a leader in environmental stewardship and education.

Entertainment - The Aquarium is frequently rated by travel writers as one of the top ten aquariums in the U.S. because of its naturalistic marine life exhibits, educational programming, and strong sense of place on the Pacific coast. It is made affordable for low-income families save all year for this summer vacation destination. Special exhibits added every two years keep the experience fresh for visitors of all ages, and increase admissions. Most notably are the *Oddwater*, *Shipwrecks* and *Big Bites* exhibits. In 2019, *The Argonaut* – a steampunk undersea adventure - will be unveiled.

STRATEGIC PLANNING: Leading up to its 25th anniversary, the Aquarium embarked on a strategic planning process that would set a course for a transformational, progressive, yet sustainable evolution. With support from a philanthropic consulting firm, the Aquarium sought the wisdom of



varied stakeholders: its board, staff, volunteers, charter members, businesses, foundations, philanthropists and community leaders who have invested in the Aquarium's mission. The findings from focus groups and private interviews suggested three strategic initiatives:

1. **Deliver Memorable Experiences** - Providing great guest experiences is a proven strategy for attracting visitors, creating repeat visitors, growing membership, and increasing stay time - all important ways to add to the bottom line for both mission and revenue. The Aquarium should:
 - Enhance and increase guest interactions
 - Create personalization of experiences
 - Refresh and add exhibits and interpretation and strengthen connection to the outdoors
 - Further develop programming to extend the experience beyond the facility
2. **Create a Compelling Sense of Place** - The Oregon Coast is imbued with a strong sense of place, and the Aquarium is perfectly situated and designed to capture it. Therefore, the Aquarium might:
 - Begin the experience at the entry
 - Create connections to the pond and estuary
 - Reimagine amenities to align with mission
 - Expand and maintain a diverse animal collection
3. **Be a Recognized Authority** - Being a recognized authority and trusted resource for the health of the oceans is a bold but achievable vision for the Aquarium; awareness opportunities could:
 - Share stories of caring and conservation
 - Develop authority brand around core conservation focus areas
 - Demonstrate animal care best practices
 - Nurture partnerships with the community
 - Serve a resource role on regional conservation issues

STAFF & VOLUNTEERS: STAFF & VOLUNTEERS: The Oregon Coast Aquarium employs 75 full-time and 35 part-time/seasonal staff (84FTE). The Aquarium recruits and trains a legion of 390 volunteer interpreters, divers, educators and animal care providers who serve more than 43,000 hours to keep the Aquarium open 364 days a year. The administration includes senior staff with decades of professional experience:

Carrie E. Lewis, President/CEO, joined the Aquarium staff as Events and Sales Manager in September, 1995, and was promoted to Director of Sales and Marketing in 2004. She later served as Interim President of the Aquarium from February-September 2009, then assumed the duties of President/CEO in September 2010. As President/CEO, Lewis works closely with the Board of Directors, formulating the strategic direction of the Aquarium. She has general oversight of all properties, including living specimens and direction of staff and volunteers, and all organization activities. Lewis possesses a BA in Communications and Art History from St. Mary's College, California.

Richard H. Goulette, Chief Financial Officer, manages finance, technology and facility operations. He has worked for the Aquarium since 1991. He possesses a BS degree in Accounting from Central Connecticut State University, and has 30 years of experience in finance. Goulette oversees the annual independent audit of the organization's income, expense, reserves and assets.

James M. Burke, Director of Husbandry, worked in marine science for 6 years prior to joining the Aquarium in 1997. He supervises staff and volunteers who attend to the wellbeing of the Aquarium's animal collection. He possesses a BS degree in Marine Biology from University of Rhode Island, and advanced diver certifications. He collaborates with an expansive network of veterinary, non-profit and governmental agencies to provide critical care and rehabilitation of stranded or injured wildlife.

Kerry Carlin-Morgan, Director of Education, earned her Ph.D. in Wildlife Conservation and Science Education Instruction and Curriculum from University of Florida, and has 20 years of experience in science education. She has been on staff at the Aquarium since 2005, and leads volunteer recruitment, interpreter and professional education staff trained in curriculum content, pedagogy, and evaluation.

Molly G. Dumas, Director of Development/Campaign Manager, has been raising awareness and millions of dollars in grants and private funds for local and international non-profits since 1988. She oversees a \$18.2 Million capital campaign, secures annual grants and appeals for programs and projects, and develops strategies for memberships and planned gifts. She earned her BA in Art from Elmhurst College in Chicago.

Julie Woodward, Director of Marketing, joined the Aquarium team in 2019. She has ____ years experience marketing, public relations, communications, advertising and partnership development. Prior to the Aquarium, she worked for an advertising agency in Seattle, handling national corporate clients such as REI, Boeing and _____.

PARTNERSHIPS: The Aquarium is an active partner in the regional STEM learning network. We work collaboratively with many other educational institutions to leverage resources, and provide unique and transformational experiences for students from pre-K through college. The Aquarium's education program – including professional development, resources and distance learning opportunities - align with ocean literacy and national science standards.

The Aquarium is also fortunate to be located in close proximity to several scientific and educational organizations, including: OSU Hatfield Marine Science Center, Oregon Coast STEM Hub, Oregon Sea Grant, U.S. Fish and Wildlife, Oregon Coast Community College, and Lincoln County School District. As a collective, these organizations provide valuable formal and informal marine science education to the public. This collaboration ensures symbiotic programs impart a breadth of information, and increase the knowledge and understanding of the marine environment.

Behind the scenes of the Aquarium's exhibits and programs is a network of wildlife agencies whose volunteers, staff and medical professionals provide a safety net for the ocean's most vulnerable species. Working in tandem with organizations across the country, the Aquarium provides critical care to rescued or injured birds, aquatic mammals and other endangered marine animals. The Aquarium strives for eventual release of wildlife, except when survival necessitates they remain in our stewardship.

EVALUATION: The Oregon Coast Aquarium is the only aquarium in Oregon accredited by the Association of Zoos and Aquariums (AZA), which has been maintained since 2001. The Aquarium is among 200 institutions that meets the AZA professional standards in animal care, provides a fun and educational family experience, and dedicates resources to scientific research, conservation, and education programs. AZA's standards for animal management and care include: living environments, social groupings, health, and nutrition, as well as enrichment, which stimulates each animal's natural behavior and provides variety in their daily routine. AZA reviews the Aquarium's animal husbandry

program, involvement in conservation and research, education programs, safety policies and procedures, security, physical facilities, guest services, institutional finances, the governing authority and organizational support. The Aquarium is annually reviewed by the American Academy of Underwater Sciences, the State Department of Environmental Quality, and the local Health Department. Periodically, the Aquarium contracts, or participates in various evaluations. These have included: summations of special exhibits, economic impact studies, energy audits and recyclable waste studies.



1. REMODEL THE ENTRYWAY/GRAND HALL/CAFE

A visitor's experience - from the parking lot to admissions, and through to the first exhibit - should be a crescendo of nature. The Aquarium intends to: re-landscape and remodel the pathway leading up to its entrance to improve wayfinding; accelerate the gateway admissions process by building a ticketing addition to the main building; remodel the Grand Hall to visually connect the interior with the estuary, introduce educational and artistic elements to the café that reference sustainable fishing in the Pacific, and expand its multiplicity to accommodate various large groups. Structurally, the Entry/Grand Hall will remain much the same, with some modifications. The bank of windows on the southwest end will be replaced by doors to afford greater accessibility and bring the outside in. From the new doorway of the Grand Hall, visitors will be able to view the estuary through a clearing in the forest, a new Children's NaturePlay area, outdoor seating, and a new outdoor headwaters feature all at once. The Café entryway will be widened to accommodate a new large tank teeming with marine life, increase indoor seating, and improve outdoor dining.

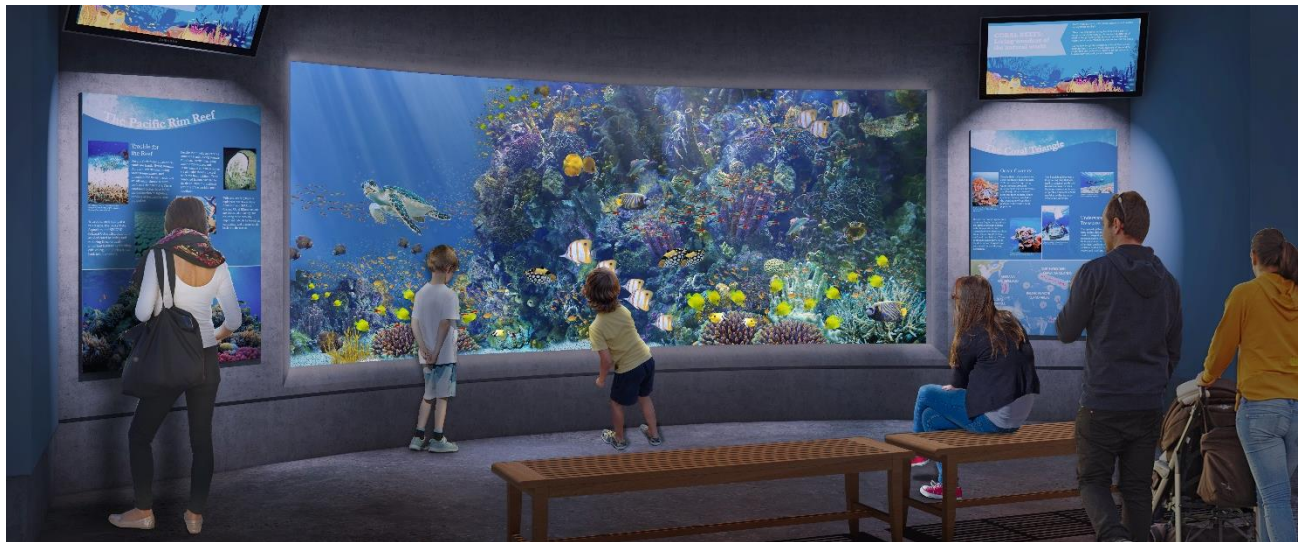




2. RECREATE A CHILDREN'S NATUREPLAY AREA

The Aquarium was built on a mill site on Yaquina Bay. A former playground along the south nature trail will be replaced, greatly expanded, and pay homage to its historic origins in the timber industry. New facilities, outdoor climbing features, natureplay components and interactives will engross children in the wondrous outdoors, inform them about sustainable forestry and renewable timber, and engage them kinetically and educationally with nature. Children will be able to scramble atop - and through - massive logs, climb a mill tower, slide down a mock river chute, and play tag through a progressively aged forest of replanted trees. The surrounding grounds will accommodate seating for parents adjacent to Café seating, and include an estuary viewing deck. Further down the nature trail, a new outdoor amphitheater will facilitate large group seating for animal presentations. A deck will surround a magnificent spruce tree at the end of the trail.





3. **IMPROVE THREE INDOOR GALLERIES PROJECT:**

Oregon and the nation have changed dramatically - both socially and culturally - since the Aquarium opened its doors in 1992. The industrial one-size-fits all model in common use when the Aquarium was designed no longer meets the needs of our diverse population. The Aquarium's strategic plan calls for a systematic approach to reaching new audiences and making the organization more inclusive. Rather than identifying a singular adaptation (i.e. adding bilingual signage), the Aquarium consulted other zoos and aquariums and exhibit designers, and conducted our own guest surveys to learn who is visiting and what they absorb from the exhibits.

Through master planning, we identified three important concerns: 1) the need to accommodate and communicate to a more diverse audience inclusively and equitably (i.e. physical disabilities, learning challenges, ESL, income disparity, and age); 2) rerouting visitors so they do not miss sections of the three galleries; and 3) develop a continuous narrative about the Oregon Coast through all three galleries and incorporate conservation messaging. We plan to make some structural modifications to improve traffic flow and back-of-house access to exhibits, upgrade or replace some of the exhibits and life support, reinterpret the marine life, change signage and incorporate interactive digital platforms. Where possible, we will use existing tanks.

Entry will begin by crossing a boardwalk over a watershed pond into the building that houses the three galleries and changing exhibit space. A theater, which has been underutilized, will be modified to better accommodate temporary exhibits, and improve life support systems. Temporary exhibits change every other year, and entice return visitation.

Sandy Shores Gallery - The shoreline is how most humans connect with the Oregon coastline. The Aquarium seeks to recreate interactives that further explore where man meets marine, and start the narrative about the Pacific Ocean that connects the three galleries. This first gallery provides an introduction to the complexity of this Oregon coastal ecosystem. The largest exhibit, which features a pier piling and the sea life that clings to it, will be refurbished with updated components, lighting and signage that better tells the human interaction story.



Twice a day at high tide, surging waves send cold seawater crashing onto Oregon's coastline to collect in tidepools forged out of the rocky cliffs. The centerpiece of the **Rocky Shores Gallery** is our interactive touch pool, featuring sea stars and anemones. We will extend the gallery to accommodate more exhibit space, including an expanded and more accessible touch pool for hands-on experiences.

The **Coastal Waters Gallery** will receive the most extensive remodeling. This gallery will see the greatest transformation, themed on the Pan Pacific. It will highlight marine species from several regions of the Pacific Ocean. Interpretation will include conservation issues such as the impact of climate change, plastic pollution and the warming, rising ocean. In addition to new static signage, digital monitors can articulate characteristics of the species, as well as current issues, research or related topics. Content can be updated periodically, and refer to additional information posted on Oceanscape.aquarium.org – our distance-learning network. Exhibits in this gallery will feature North American lobsters, eels and California kelp; giant Japanese crab; an Indo-Pacific coral reef; a Mangrove island; and a cylindrical carousel of sea horses from Central America. A former kelp exhibit will be transformed into a warm water Pacific Rim exhibit featuring Unicorn and other Tangs, Large Angels, colorful Wrasse, squirrel fish and butterfly fish.

A former corridor of temporary exhibit space will be converted into a galleria of kreisel tanks illuminating sea nettles and graceful jellies.

At the exit point, a new vestibule will cover a walkway adjacent to rest rooms. Wayfinding signage will direct visitors to the aviary and marine mammal exhibits.



4. ENHANCED, SUSTAINABLE PROGRAMMING:

The Aquarium strives to create memorable experiences for learners of all ages and abilities. Multi-sensory curriculum, facilitated by the Aquarium's educators, aligns with state and national education standards, as well as national ocean literacy principles. Educational standards and methods have evolved significantly over 25 years. Thus the Aquarium must evolve to ensure it engages students with differing learning abilities deeply, imaginatively and meaningfully. In the fall of 2017, the Aquarium Education department conducted workshops with environmental education consultants, and met with local school districts, STEM Hub and other collaborators. The Aquarium concluded from these workshops how they might prioritize, modify and/or add to current educational programs. The education programs include:

Aquatots Early Education: The Aquarium offers a free, monthly on-site *Aquatots* program designed for preschool children ages 3-5 and their families to connect them with nature. Using the NaturePlay model, Aquarium staff engages children and their families on a voyage of discovery. Multi-sensory, age-appropriate, interactive, educational stations are facilitated by the Aquarium's certified educators to explore the wonders of the sea. Parents rotate with their child(ren) through these self-directed stations, and learn ways to teach skills in observing, listening, discerning and exploring. The Aquarium would like to offer Aquatots more often, and take this program to local daycare centers and preschools.

On-Site Education Program: The Oregon Coast Aquarium serves as a living classroom for young people. Aquarium educators are available for school field trips, supervise and teach children in overnight stays, and teach 100 lab programs to more than 2000 visiting students each year. Students taking aquarium science courses at Oregon Coast Community College, interns, and other science researchers work with Aquarium educators and husbandry staff to learn more about various marine species and oceanic environments.



School Outreach Program: Outreach education programs take the Aquarium on the road to rural elementary schools and home-school communities where distance and limited budgets preclude field trips. The Aquarium has expanded this outreach to remote schools in eastern Idaho, southern Washington and northern California as well as throughout Oregon.

Volunteer Programs: A legion of 380 volunteer interpreters, divers, educators and animal care providers serve more than 43,000 hours to keep the Aquarium open 364 days a year. Interpreters make ocean literacy fun, and lower the cost of operations to make the Aquarium accessible to lower-income families. Certified divers enjoy the pristine waters, and help care for exhibit animals. Partnering with various agencies, youth volunteers participate in education and conservation projects.

Oceanscape Network Distance Learning:

Oceanscape Network is a web-based distance-learning program designed to connect preteens, teens and homeschooled students to science, nature and outdoor experiences using technology as the catalyst. More than 64,000 students and teachers explore oceanscape.aquarium.org to navigate the Oregon coast's major landmarks, submit sightings of wild animals, or use GPS for high-tech exploration of nature areas. Oceanscape hosts a plethora of resources including live-stream videos tracking the rehabilitation and release of wildlife, links to topic-specific content and blogs (such as climate change), virtual field exploration, grade-specific curriculum, suggested activities and ocean literacy guides for educators. *Oceanscape Network* features a video news magazine, *Oceanscape Explorer*, produced and hosted by our teen correspondents. These downloadable videos tackle exploration and conservation topics in greater detail, and aim to increase the number of online student and teacher users. As technologies change, the Aquarium continues to evaluate this program's reach and effectiveness to remain progressive and bridge the digital divide.



Coastal Learning Symposium is a professional development program organized by the Aquarium for K-12 educators. It provides content, activities, resources and shared best-practices in STEM and interdisciplinary instruction on ocean literacy that help teachers engage students in learning about marine life and the environment. Localizing the subject of science piques students' interest. A goal for the Symposium is to provide toolkits that aid teachers in designing activities and making science curriculum more relevant to students. These practical tools foster a more ocean-literate world in which we are all dependent. The ocean covers more than 70% of the Earth's surface, and 97% of the planet's water. Understanding the ocean's profound impact ocean has on weather, eco-systems, food, and the economy is vital to our future.



5. MARINE WILDLIFE REHABILITATION/EDUCATION CENTER

Service Provided: The Oregon Coast Aquarium plays an active role in conservation and wildlife rehabilitation efforts. It is recognized as an authority and a trusted resource for the health of sea turtles, seals, sea lions, otters, birds, fish and invertebrates. The Aquarium is one of three wildlife rehabilitation facilities in the Pacific Northwest, and the only one in Oregon authorized by the U.S. Fish and Wildlife Service to provide specialized care to endangered marine life like sea turtles and sea birds.

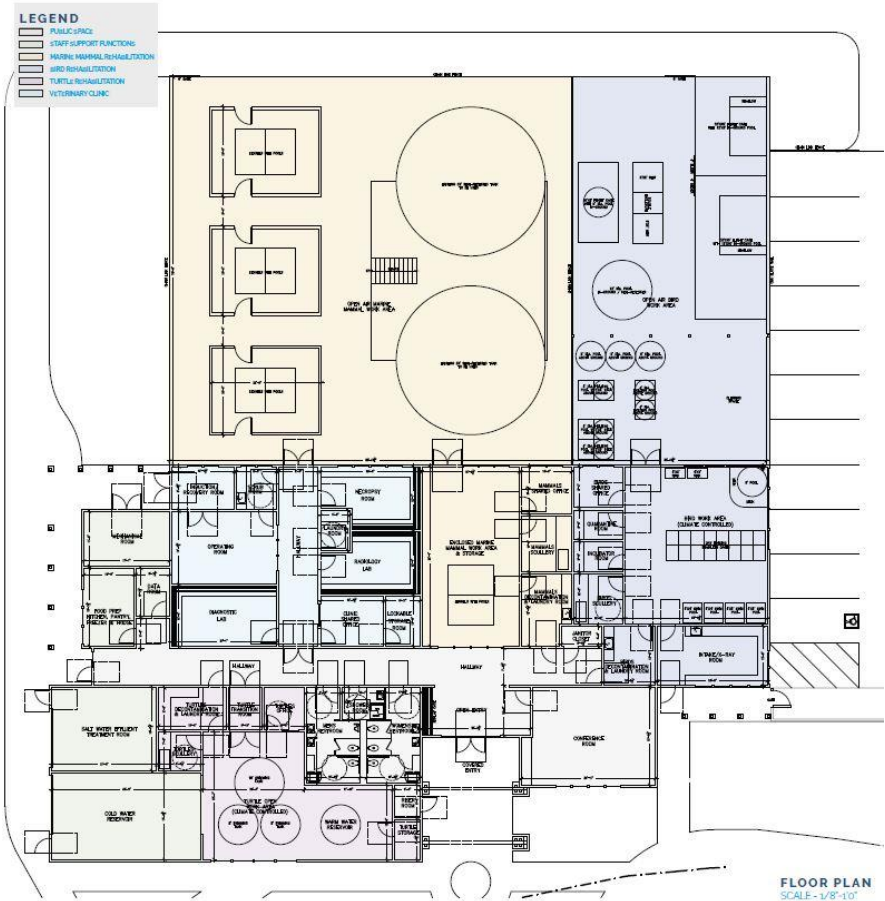
Project Description: Currently, the Aquarium utilizes aging warehouse facilities to diagnose and treat marine life, and contracts with veterinarians. Facility limitations make it difficult to quarantine injured or ill animals to safeguard the Aquarium's current marine population against disease, and minimize the impact of human contact. Moving a wild animal imposes further stress, and anesthetizing them puts it at undue health risk.



To accommodate increased marine life rescue, improve conditions for rehabilitation, and create an opportunity for learning, the Aquarium plans to build a state-of-the-art Marine Wildlife Rehabilitation Center for animal husbandry and veterinary staff to provide critical care to injured or stranded marine animals as well as our own collection. The facility will include indoor and outdoor enclosures, clinical facilities for veterinary diagnostics, observation and treatment. It will also serve as a teaching facility, enabling age-appropriate visitors a clinical view of this vital work in species survival.

We are currently consulting with industry professionals in veterinary medicine and education to develop plans for the Marine Wildlife Rehabilitation Center. Further, it will be designed with expansive day-lighting and energy efficiency, and seek the highest LEED-rating possible

Educational Programming: Studies show engaging students of all ages in real-life applications of science improves their knowledge and skills. In the case of high school students who are considering career paths, such experiences often inspire them to pursue higher education and careers in science fields in a way school curriculum does not. Studying or volunteering at the Marine Wildlife Rehabilitation/Education Center alongside researchers and animal husbandry staff expands their awareness of career and college tracks in medical and other science fields. Historically, the incorporation of education in the Aquarium's efforts to rehabilitate and return animals to their natural habitat has proven to be a most effective tool in raising awareness of current environmental issues affecting these animals, and humans every day.



Veterinary students rarely have an opportunity to observe, diagnose or treat marine animals. We plan to expand our partnerships with colleges and universities to create greater immersion opportunities for interns and veterinary students that will aid in their medical training requirements.

With the addition of the Marine Wildlife Rehabilitation/Education Center, the Aquarium's education programming for varied grade levels, particularly higher education, will: 1) teach the best way to procure, diagnose and treat marine animals at this facility; 2) provide a venue for research and discovery of ways to save animals from future population decline, pain and suffering; and 3) plants seeds of inquiry among thousands of students of all ages which will germinate into effective treatment of our environment and the species that rely on it for survival.

Partner Organization: Partnering with institutions of higher learning, wildlife organizations and local veterinarians, the Aquarium not only aids the animals, it provides practical research opportunities and in-field learning experiences for graduate students and interns interested in environmental impact, animal care and wildlife rehabilitation. Our current partners include: Lincoln County School District, Oregon State University, Oregon Coast Community College, NOAA National Marine Fisheries, International Veterinary Association, local veterinary hospitals, and Oregon Fish and Wildlife.

TOTAL PROJECT BUDGET: Cost estimations (not bids) for capital projects were provided by Oppenheim Lewis. See attached detail. Five priorities defined for the five-year campaign are:

\$3,905,000 Remodel the Entryway/Café

\$2,235,000	Recreate a NaturePlay Area themed on forestry
\$3,313,000	Improve Three Galleries
\$3,053,000	Enhance Ocean Science Education Programming
<u>\$5,660,000</u>	<u>Marine Wildlife Rehabilitation/Education Center</u>
\$18,166,000	TOTAL

Confirmed Gifts/pledges: \$4,457,500
Tentative Commitments: \$350,000 (A challenge match grant)
Proposals Pending: \$3,223,715 from the following:

A.J. Frank Family Foundation	Lincoln County Cultural Coalition
Anjulicia Foundation	M.J. Murdock Charitable Trust
Brown & Brown Insurance	Moda Health
Buckaroo Foundation	Mountain Rose Herbs
Campbell Foundation	Pacificcorp Foundation
Conoco-Phillips	So Hum Foundatioin
First Interstate Bank Corporate	Starker Family Foundation
First Interstate Bank Foundation	Storms Family Foundation
Foley-Frischkorn Foundation	Summerlee Foundation
Gray Family Foundation	Wheeler Foundation Fund
Jackson Foundation	

MAJOR GIFTS/PLEDGES TO DATE: The following are major donors (\$10,000+) for whom we have confirmed gifts and pledges that are designated for programmatic and capital projects:

Anonymous (6)	Maybelle Clark Macdonald Fund
Autzen Foundation	Miller Family Fnd., Robert & Sharon
Cameron Foundation	Miller Fnd., James & Marion
Clark Foundation	Miller, Barry & Melissa
Denham, Brent & Leslie	Oregon Coast Bank
Dennis, Nancy & John	Oregon Community Fnd.
Doerfler Family Trust	Oregon Ocean Conservation Fund
Flanigan Family Foundation	Reser Family Foundation
Ford Family Foundation	Rippey Fnd., James & Shirley
Gray Family Foundation	Schlesinger Family Foundation
Georgia-Pacific	Shafer, Julie & David
Grimstad, Signe & Steve Driver	Siletz Tribal Charitable Fund
Hickey Foundation, Ray	Starker Forests Inc.
Hillman Foundation, Juliet Ashby	Starker Family
Hillman Foundation, Summer Lea	Sunderland Foundation
Hillman, Jr. Foundation, Henry Lea	Swigert Foundation
Jackson Foundation	Swindells Trust, Ann and Bill
Jones Estate, Jerry	Thrasher, Ken & Marta
Kaliher, Larkin & Fran Schlieski	Trust Management Services, LLC
Kinsman Foundation	Tucker Charitable Trust, Rose E.
Kuebbing, Kathy & Thomas	US Bank
Lamb Baldwin Foundation	Vernier, Christine & David
Lincoln Co. Comm. & Econ. Dev.	Welch Estate, Patricia
Local Ocean Seafoods	Wheeler Foundation
Magmer, Jeanne	Young Trust, Juan

PROJECT SUPPORT BEYOND GRANT PERIOD: The Aquarium is paying down a 2005 Series A Revenue bond loan agreement, which requires the Aquarium to maintain certain cash reserve requirements, and minimum monthly transfers to the bond fund balance of approximately \$8.75 Million. Further, the covenants of that bond stipulate that any undesignated cash over

\$1Million at the end of the fiscal year must go toward paying down the bond. Our fiscal year ends Sept. 30 – at the conclusion of the higher revenue season – so we rely heavily on grant funding to carry us through the school year.

While the Aquarium conducts its five-year \$18.2Million capital campaign, expenses related to the campaign (strategic planning consultants, concept drawings, fundraising), are funded with undesignated revenue that would normally fund programs. Strategic planning for programs, education consultants, evaluators, staff training and program expansion are necessary to grow or improve, and are funded through the program budget with undesignated revenue – the very operating revenue we need to run the education programs (especially in the off season). For foundations that do not fund capital projects, we are asking that grants be designated, and therefore carry over year-to-year during the campaign. Further, we are seeking capital project grants from foundations that would normally fund programs.

The Phase I and II capital projects outlined in this proposal are expected to increase admissions, event rental and café revenue, but not result in increased operating costs except where offset by earned revenue. Operating expenses for Phase III will increase operating costs, but also afford an opportunity for new income streams from special tours, veterinary practicum fees, and grants.



PROJECT TIMELINE

Strategic Planning Phase

2015-16 - Embark on a strategic planning and conduct a feasibility study of focus groups and private interviews. Prioritize specific capital and programmatic needs, as well as the willingness to accept a proposal to fund those projects. The Aquarium Board of Directors accepts the strategic plan, and initiates a Capital Campaign Steering Committee.

2017 – Develop a Masterplan of capital projects and improvement by conducting concept workshops and developing drawings and landscape plans. Upon Board approval, launch a five-year campaign

and begin lead-gift phase to raise at least \$2Million in the first year. Develop detailed strategic plan for educational programming.

Phase I

2018 – The Campaign will continue the lead-gift phase. Masterplan concept drawings will be refined in fall, construction cost estimates obtained. Depending on donor designations, the Aquarium will begin landscape site work at the entrance, and survey property in the winter.

2019 - The Aquarium will prioritize the Entryway and Children’s NaturePlay Area: permits will be submitted as funds accrue, complete architectural drawings will be completed and RFPs sent, project manager and contractor secured, and begin construction in the fall 2019.

2020 - Entryway and NaturePlay Area construction will continue toward completion.

Phase II

2019 – Concept drawings for the galleries will be completed. Modifications will begin on the galleries with a new *SeaPunk* temporary exhibit installation replacing two other temporary exhibits. The Aquarium will seek a State-funded appropriation from the 2019 Legislative Session for the campaign. Upon receiving commitments totaling 66% of campaign goal, the campaign will conduct a public launch in the Fall.

2020 - The Aquarium will continue to pursue grants from private foundations and corporations who have indicated their willingness to accept proposals once 40-50% of campaign is secured.

2021 – Gallery remodeling will begin as funds are secured. The Aquarium will expand public and private fundraising activities.

Phase III

2021-2022 – Once funding is secured, architectural drawings will be completed, permits obtained and site work will begin for the new Marine Wildlife Rehabilitation Center.

Oregon Coast Aquarium Masterplan Improvement Projects

	PHASE 1 2016-2019	PHASE 2 2020-2021	PHASE 3 2021-2022	Future Projects	GRAND TOTAL
Entryway/Grand Hall Project Budget					
Entrance signage, landscape editing	\$ 349,800				
Entryway Grand Hall & Café remodeling	\$ 940,000				
Café remodel	\$ 520,000				
Ticketing annex		\$ 1,050,000			
Pathway re-landscape, estuary viewing deck, pond	\$ 135,000				
Outdoor Seating	\$ 40,365				
Lobby Live Animal Exhibit	\$ 478,000				
Wayfinding and site graphics	\$ 191,000				
Headwaters exhibit				\$ 200,000	
ENTRYWAY TOTAL	\$ 2,654,165	\$ 1,050,000	\$ -	\$ 200,000	\$ 3,904,165
Children's NaturePlay Project Budget					
Children's nature play space	\$ 700,000				
Outdoor amphitheater	\$ -	\$ 640,000			
Interpretive Plan	\$ 75,000				
Spruce tree deck & estuary observation decks	\$ 570,000				
New Program animal holding				\$ 250,000	
NATUREPLAY TOTAL	\$ 1,345,000	\$ 640,000	\$ -	\$ 250,000	\$ 2,235,000
Three Gallery Improvement Budget					
Changing Exhibit Rework	\$ 100,000				
Bridge and Boardwalk Entry to Gallery		\$ 312,000			
Gallery expansion, interior and exit reconstruction		\$ 1,723,000			
Pacific Rim Exhibit		\$ 350,000			
New gallery exhibits, expanded touch pool		\$ 563,000			
New interpretive signage		\$ 265,000			
THREE GALLERY TOTAL	\$ 100,000	\$ 3,213,000			\$ 3,313,000
Sustainable Program Enhancement					
Education & programming (\$500,000/year)	\$ 1,500,000	\$ 500,000	\$ 500,000	\$ 500,000	
New program and curriculum development, materials	\$ 53,000				
PROGRAMMING TOTAL	\$ 1,553,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,053,000
Marine Wildlife Rehabilitation/Education Center					
Architect & Design		\$ 420,000			
Construction			\$ 4,250,000		
Contingency (10%)			\$ 425,000		
Permits and Fees			\$ 40,000		
Medical Equipment				\$ 350,000	
Furnishings				\$ 175,000	
Marine Wildlife Rehab Center program development				\$ 75,000	
MARINE CENTER TOTAL	\$ -	\$ 420,000	\$ 4,715,000	\$ 525,000	\$ 5,660,000
	\$ 5,652,165	\$ 5,823,000	\$ 5,215,000	\$ 1,475,000	\$ 18,165,165
	TOTAL	TOTAL	TOTAL	TOTAL	GRAND
	PHASE I	PHASE 2	PHASE 3	PHASE 4	TOTAL