

Tourism Impact Analysis for Wasatch Wildlife Center

Summit County & Park City Region

Prepared for: Wasatch Wildlife Center - Wings Over Wasatch Capital Campaign

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Location: Park City Area (Summit & Wasatch Counties)

Executive Summary

Introducing the Wings Over Wasatch Campaign

Wasatch Wildlife Center is embarking on an ambitious \$5 million capital campaign to establish **Utah's first dedicated raptor rehabilitation center and flight-specialized wildlife hospital** in the Park City area of Summit County. This transformative project will create a world-class facility that serves not only as a critical conservation resource for injured and orphaned raptors, hummingbirds, and bats across Summit and Wasatch Counties, but also as a premier year-round tourism destination that will diversify and strengthen Summit County's economic foundation.

The Wings Over Wasatch campaign will fund three integrated components that make Wasatch Wildlife Center unlike any other wildlife facility in Utah. First, we will build **Utah's premier raptor rehabilitation center**, featuring state-of-the-art surgical suites, specialized flight conditioning facilities, and the state's only covered flight arena for free-flight educational demonstrations—allowing visitors to witness the majesty of eagles,

hawks, falcons, osprey, owls, and vultures in dynamic flight year-round, regardless of weather conditions. Second, we will create Utah's only **walk-through micro aviary**, an immersive hummingbird experience where visitors can step into a living garden alive with these jewel-like pollinators, observing nesting behaviors, territorial displays, and the remarkable aerial acrobatics of multiple native species. Third, we will establish the **Twilight Roost**, Utah's first dedicated bat conservation education center, where compelling evening programs and interactive exhibits will transform public perception of these misunderstood mammals while highlighting their critical ecological role as pest controllers and pollinators.

This multi-species approach is not just about wildlife rehabilitation—it's about creating a sustainable model where conservation and tourism work hand-in-hand. Central to this vision is **Operation Sentinel Sky**, our signature program connecting military veterans with raptor rehabilitation, offering therapeutic engagement, skills development, and a deeply meaningful path from service to stewardship. Veterans will work alongside our rehabilitators to help injured raptors heal and return to flight—a journey that mirrors their own transitions and builds lasting community bonds. At a time when Summit County faces unprecedented challenges from record-low snowpack threatening traditional winter tourism, Wasatch Wildlife Center will provide a reliable, weather-independent attraction that draws visitors year-round, supports local businesses, generates substantial tax revenue, and creates dozens of jobs. We are building more than a wildlife hospital; we are building **Utah's conservation tourism flagship**, a destination that educates, inspires, and serves both wildlife and our mountain community for generations to come.

Key Tourism Metrics: - **Annual Visitors:** Summit County's Park City draws over 3 million visitors annually (1.6M winter, 1.4M summer) - **Economic Impact:** Summit County tourism generated \$529.8 million annually for Utah's economy through Park City alone (2021 data) - **Tax Revenue:** Summit County tourism-related tax collections: \$247 million in state and local taxes (2023) - **Visitor Spending:** Average nightly visitor spending ranges from \$100-\$350 - **Average Room Rates:** \$950/night winter; \$350/night summer - **Tourism Jobs:** Utah's ski industry alone supports 31,000+ jobs statewide; Summit County accounts for 52% of Utah's snow-sports economy (\$1.32 billion)

Current Tourism Landscape

Tourism Trends (2024-2026)

Winter Season Performance: - 2024-25 winter season saw 3% increase in overall tourism despite 13.5% decline in skier visits - High-end visitor spending offset reduced volume - February and March 2025 bookings performed 20% and 14% above average - December and January bookings traditionally lag 7-9% below historical norms

Summer Season Challenges: - Summer 2024 reservations paced 11-16% behind previous year - Summer occupancy averaged 35% with 6% ADR increase - Shorter booking windows and trip durations (averaging 4 days, down from 4.5 days in 2019-2020) - Growing emphasis on sustainable, car-free tourism experiences

Visitor Demographics: - High-income travelers drive majority of regional economy - Growing emphasis on "Mountainkind" branding targeting environmentally conscious luxury travelers - Increasing international travel (36.3% of surveyed travelers planned international trips) - Family market remains strong year-round

Economic Stability Despite Challenges: - Tax collections show consistent growth across all tourism categories (3-9% increases) - Transit room tax up 5-6% - Sales tax up 3% - Restaurant tax up 5% - Recreation, Arts and Parks (RAP) tax up 4%

2025-2026 Low Snowpack Crisis & Tourism Implications

Current Snowpack Conditions

Record-Breaking Deficits: - Utah statewide snowpack hit record low of 2.7 inches snow water equivalent (SWE) on December 26, 2025 - As of late January 2026, snowpack at 58% of median (5.2 inches SWE) - Northern Utah experiencing worst conditions despite typically better performance - Colorado River Basin (including Utah) at 28% of 25-year

median as of January 1, 2026 - Lake Powell forecasted at only 57% normal water supply for spring runoff

Contributing Factors: - Record high November and December 2025 temperatures (November avg 8.6°F above normal) - Precipitation falling as rain rather than snow at lower elevations - Rain events reaching elevations near 10,000 feet - Strong south winds and warm conditions melting accumulated snow

Water Supply Concerns: - 95% of Utah's water supply comes from snowpack - Reservoirs at 66% capacity statewide (January 2026) - Great Salt Lake forecasted to gain only ~0.5 feet from current levels - Agricultural areas facing significant impact without spring runoff - 93% of Utah experiencing some level of drought

Tourism Industry Response to Low Snowpack

Near-Term Challenges: - Reduced skiing quality and terrain availability - Shorter ski season duration - Potential early resort closures - Guest dissatisfaction and negative word-of-mouth

Strategic Adaptations: - Resorts investing \$600 million statewide in upgrades and amenities (2024-2026) - Enhanced snowmaking capabilities and infrastructure - Diversification of winter activities beyond skiing - Increased marketing of non-snow dependent experiences

Visitor Behavior Shifts: - Travelers booking "shorter, closer, and cheaper" trips during economic uncertainty - Increased scrutiny of value propositions - Growing interest in year-round mountain experiences - Higher demand for guaranteed experiences (not weather-dependent)

Wildlife Tourism Opportunity Analysis

Market Gap & Competitive Advantage

Current Tourism Product Deficiencies:

The Park City/Summit County tourism market currently lacks: 1. **All-Weather Guaranteed Experiences:** Most outdoor activities (skiing, hiking, mountain biking) depend heavily on seasonal conditions 2. **Educational Wildlife Attractions:** No major wildlife education or rehabilitation facility serving the 3+ million annual visitors 3. **Family-Friendly Indoor/Covered Attractions:** Limited options during weather extremes or off-seasons 4. **Conservation-Based Tourism:** Growing demand for ecotourism and meaningful travel experiences not fully met 5. **Unique Immersive Wildlife Experiences:** No walk-through aviaries or specialized wildlife viewing opportunities

Wasatch Wildlife Center's Unique Position:

1. **Weather-Independent Programming:** Free-flight raptor demonstrations can operate year-round regardless of snowpack, providing stable tourist attraction
2. **Educational Tourism Alignment:** Fits "Mountainkind" branding and sustainable tourism initiatives
3. **Utah's First Flight Hospital:** Unique positioning creates destination appeal
4. **Complementary to Existing Activities:** Doesn't compete with skiing/biking but fills schedule gaps and weather contingencies
5. **Triple-Threat Attraction:** Only facility combining raptors, hummingbirds, and bats under one educational umbrella
6. **Year-Round Seasonal Programming:** Different species active during different seasons creates repeat visitation incentive

Comparable Wildlife Tourism Success Models

National Examples:

The Raptor Center - University of Minnesota (Twin Cities) - Annual visitors: 50,000+ - Educational programs reaching 30,000+ participants - Strong donor base supporting \$3-5M annual budget - Urban location with lower tourist traffic than Park City

World Center for Birds of Prey - The Peregrine Fund (Boise, Idaho) - Annual visitors: 30,000+ - Mountain community similar demographics to Park City - Successful integration with regional tourism - Major donor support from outdoor recreation community

Carolina Raptor Center (Charlotte, North Carolina) - Annual visitors: 40,000+ - Educational programs and free-flight demonstrations - Strong community partnership model - Annual budget ~\$2M with diversified revenue

Arizona-Sonora Desert Museum (Tucson, Arizona) - Annual visitors: 350,000+ - Combined zoo, natural history museum, and botanical garden - Wildlife demonstrations as key attraction - Demonstrates high visitor potential for well-executed wildlife tourism

Projected Visitor Potential for Wasatch Wildlife Center:

Conservative Estimate (Year 1-2): 15,000-25,000 annual visitors - 0.5-0.8% capture of Park City's 3M+ annual tourists - Focus on summer season initially (1.4M summer visitors) - Local community engagement and school programs

Moderate Growth (Year 3-5): 35,000-50,000 annual visitors - Established reputation and word-of-mouth - Inclusion in tourism marketing materials - Partnership with hotel concierges and visitor centers - Strong TripAdvisor and social media presence

Mature Operations (Year 5+): 50,000-75,000 annual visitors - Regional destination status - Attraction partnerships and package deals - Strong repeat visitation and membership programs - Expanded programming and facility offerings

Multi-Species Attraction Strategy: The Wasatch Wildlife Center Advantage

Why Three Species Create a Stronger Tourism Product

Diversified Visitor Appeal: - **Raptors:** Appeal to adventure seekers, photographers, conservation enthusiasts - **Hummingbirds:** Draw families with young children, nature lovers, senior citizens - **Bats:** Attract school groups, science enthusiasts, Halloween/seasonal visitors

Seasonal Variation Creates Year-Round Interest: - **Spring-Summer (April-September):** Peak hummingbird season with migration and nesting - **Summer-Fall (June-October):** Active bat season with evening viewing programs and educational

exhibits - **Year-Round:** Raptor rehabilitation and flight demonstrations - **Winter:** Indoor exhibits provide weather-protected experiences

Extended Dwell Time & Higher Revenue: - Single-species attraction: Average visit 45-60 minutes - Multi-species attraction: Average visit 90-150 minutes - Longer visits = higher gift shop revenue, food/beverage sales, photography package uptake - Increased perceived value justifies higher admission pricing

Raptor Hospital & Wildlife Rehabilitation Center

Utah's first flight-specialized raptor hospital — the heart of Wasatch Wildlife Center

The Raptor Hospital and Wildlife Rehabilitation Center is the core of the Wings Over Wasatch facility and the foundation upon which everything else is built. While the Micro Aviary and Twilight Roost add depth and diversity to the visitor experience, it is the raptor hospital — and the rehabilitated raptors that emerge from it — that anchors the entire operation, drives the majority of revenue, and tells the most powerful conservation story. This section details both the rehabilitation mission and the tourism experience that grows directly from it.

The Rehabilitation Mission: What Happens Inside the Hospital

Wasatch Wildlife Center currently rehabilitates 600-800 animals annually across all species. Raptors represent the largest and most medically complex patient population, requiring specialized surgical capabilities, individualized care protocols, and extensive flight conditioning before release. The new Flight Hospital and Surgical Suite will be Utah's first purpose-built raptor rehabilitation facility — designed specifically around the unique needs of birds of prey.

Species Treated:

Wasatch Wildlife Center rehabilitates the full spectrum of Utah's native raptor species, including:

- **Eagles:** Bald eagle, Golden eagle — largest and most iconic patients; require the most space, specialized flight conditioning, and extended rehabilitation timelines (often 6-12 months)
- **Hawks:** Red-tailed hawk, Swainson's hawk, Cooper's hawk, Sharp-shinned hawk, Ferruginous hawk — the most commonly seen raptors in Utah; varied injury types and rehabilitation needs
- **Falcons:** Peregrine falcon, Prairie falcon, Merlin, American kestrel — fast, agile birds requiring careful handling and specialized flight recovery protocols
- **Osprey:** Seasonal residents with unique fishing adaptations; wing injuries are common and require precision rehabilitation to restore flight capability
- **Owls:** Great horned owl, Barred owl, Long-eared owl, Short-eared owl, Burrowing owl — nocturnal species requiring low-light rehabilitation environments and specialized conditioning
- **Vultures:** Turkey vulture — often treated for lead poisoning and collision injuries; important role in ecosystem health

Common Injuries Treated:

- Vehicle and power line collisions (most frequent cause of raptor injury)
- Gunshot wounds
- Lead poisoning (particularly eagles and vultures)
- Habitat destruction and displacement
- Starvation and dehydration
- Wing fractures requiring surgical repair
- Eye injuries
- Entanglement in fishing line, wire, or debris

Flight Hospital & Surgical Suite Design

The Flight Hospital is the medical centerpiece of the facility — where birds arrive in crisis and begin the journey back to health. Designed in consultation with veterinary specialists at Utah State University's College of Veterinary Medicine, this facility will offer capabilities not currently available anywhere in Utah.

Surgical & Medical Capabilities: - Operating suite equipped for orthopedic surgery (wing fracture repair, joint reconstruction) - Diagnostic imaging (X-ray capabilities for fracture assessment and foreign body detection) - Avian anesthesia and critical care monitoring - Isolation wards for infectious disease cases - Avian-specific pharmacy and treatment protocols - 24/7 emergency intake capability - Quarantine facilities for newly admitted patients

Rehabilitation Progression: Every raptor that enters the hospital follows a structured rehabilitation pathway designed to return it to full wild capability:

1. **Intake & Triage:** Assessment of injuries, stabilization, emergency treatment
2. **Medical Care:** Surgery, medication, wound care, nutritional support
3. **Strength & Recovery:** Small enclosure care, physical therapy, strength building
4. **Flight Conditioning:** Progressive movement through increasingly larger flight spaces — from small recovery pens to the full-sized outdoor flight enclosures
5. **Pre-Release Assessment:** Hunting skills, flight capability, fear of humans, and survival readiness evaluated before any bird is considered for release
6. **Release:** Return to the wild at appropriate habitat locations across Summit and Wasatch Counties

Flight Conditioning Facilities:

Flight conditioning is the most critical and space-intensive phase of raptor rehabilitation. Birds that have been grounded by injury need to rebuild muscle, restore coordination, and regain the instincts and reflexes that survival in the wild demands. Wasatch Wildlife Center's facility will include:

- **Small Flight Pens:** 12' x 12' x 10' — initial flight recovery and strength building
- **Medium Flight Enclosures:** 30' x 30' x 15' — progressive conditioning and hunting practice
- **Large Flight Enclosures:** 60' x 60' x 20' — full flight assessment and pre-release conditioning
- **The Raptor Barn (Covered Flight Arena):** 120' x 80' covered arena — year-round flight conditioning for the most serious cases AND the primary venue for public raptor flight demonstrations (see Tourism section below)

Raptor Care Statistics (Projected): - Annual raptor intake: 200-300 birds - Species diversity: 15+ raptor species - Successful release rate target: 60-70% (industry benchmark for serious injury cases) - Average rehabilitation timeline: 3-9 months (species and injury dependent) - Annual releases: 120-200 raptors returned to the wild

Raptor Tourism: The Visitor Experience

The raptor hospital is not a closed facility — it is the engine that powers Wasatch Wildlife Center's most compelling tourism product. Visitors don't just come to see raptors; they come to witness the story. The journey from injured bird to free flight is one of the most emotionally powerful narratives in wildlife conservation, and every element of the visitor experience is designed to connect guests to that story.

Market Analysis: Raptor Tourism Demand

National Raptor Tourism Trends:

Raptor-focused wildlife tourism is one of the fastest-growing segments in nature-based travel, driven by the dramatic appeal of birds of prey, the popularity of wildlife photography, and growing public interest in conservation success stories.

The Raptor Center — University of Minnesota (Twin Cities): - Annual visitors: 50,000+ - Educational programs reaching 30,000+ participants annually - Free-flight demonstrations are the signature attraction - Strong donor base supporting \$3-5M annual budget - Located in an urban area with far less tourist traffic than Park City

World Center for Birds of Prey — The Peregrine Fund (Boise, Idaho): - Annual visitors: 30,000+ - Mountain community with demographics similar to Park City - Successful integration with regional tourism ecosystem - Major donor support from outdoor recreation and conservation community - Demonstrates viability of raptor tourism in mountain tourism markets

Carolina Raptor Center (Charlotte, North Carolina): - Annual visitors: 40,000+ - Free-flight demonstrations and educational shows as key draws - Strong community partnership model - Annual budget approximately \$2M with diversified revenue streams

Key Demand Drivers in the Park City Market: - 3 million+ annual visitors already in the region seeking diverse experiences - High-income visitor base with appetite for premium, meaningful experiences - Growing ecotourism and "experience economy" trend — tourists increasingly value doing over simply seeing - Photography community: Park City area attracts significant wildlife photography interest - Family tourism: Raptors offer dramatic, accessible, all-ages appeal that skiing and hiking cannot match in shoulder seasons

Covered Flight Arena: The Signature Attraction

The Covered Flight Arena (The Raptor Barn) is the single most important visitor-facing facility in the entire complex. It is where the rehabilitation story becomes a live performance — where visitors witness the power, speed, and beauty of raptors in dynamic flight, year-round, regardless of weather.

Design Specifications: - 120' x 80' covered arena with natural lighting (skylights and open sides where climate allows) - Elevated viewing gallery seating 150-200 visitors comfortably - Perching structures, water features, and naturalistic staging for demonstrations - Acoustic design to minimize disturbance to birds while allowing naturalist narration - Photography-optimized sight lines and lighting - Accessible seating and ADA compliance throughout - Interpretive signage connecting each demonstration bird to its rehabilitation story

Raptor Flight Demonstrations:

The centerpiece of the visitor experience. Professionally guided demonstrations showcasing the extraordinary abilities of eagles, hawks, falcons, owls, and other raptors in a controlled, safe, and spectacular setting.

Demonstration Types:

- **"Wings of Fire" Eagle Flight:** Bald eagle and Golden eagle demonstration — the signature show. Showcases wingspan, soaring capability, and the majesty that makes eagles America's symbol. Duration: 20-25 minutes. Capacity: 150-200 visitors.

- **"Speed and Precision" Falcon Flight:** Peregrine falcon demonstration highlighting speed, agility, and hunting instinct. Duration: 15-20 minutes. Capacity: 150-200 visitors.
- **"Hunters of the Night" Owl Presentation:** Low-light demonstration showcasing owl hearing, silent flight, and nocturnal hunting adaptations. Ideal for evening programming. Duration: 20 minutes. Capacity: 100-150 visitors.
- **"The Full Flight" Multi-Species Show:** Rotating demonstration featuring 3-4 species in one presentation, showing the diversity of Utah's raptors. Duration: 30-40 minutes. Capacity: 150-200 visitors. *Recommended as the primary daily offering.*

Demonstration Schedule: - Peak season (June-September): 3-4 demonstrations daily - Shoulder season (April-May, October-November): 2 demonstrations daily - Winter season (December-March): 1-2 demonstrations daily (covered arena advantage) - Special evening demonstrations: Weekly in summer, monthly in winter

Education Ambassador Raptors:

Select raptors that cannot be released due to permanent injury become education ambassadors — living representatives of the rehabilitation mission who are featured in demonstrations, up-close encounters, and educational programming year-round. These birds are the face of Wasatch Wildlife Center.

- 6-10 education ambassador raptors maintained at any time
- Species rotated based on rehabilitation outcomes
- Each ambassador has a documented story (rescue, injuries, rehabilitation) shared with visitors
- Ambassadors featured in naming rights sponsorship opportunities (\$5,000-25,000 each)

Raptor Photography Tourism

Wildlife photography is one of the most lucrative and passionate niches in nature tourism. Raptors — dramatic, powerful, and strikingly beautiful — are among the most sought-

after subjects. The covered arena and controlled environment at Wasatch Wildlife Center create photography opportunities that simply cannot be replicated in the wild.

Photography Offerings:

- **"Capture the Flight" Photography Sessions:** Dedicated photography sessions in the arena with professional lighting and optimal positioning. Small groups (8-12 photographers). Pricing: \$100-150 per person. Projected: 500-800 sessions annually.
- **Professional Photography Workshops:** Half-day and full-day intensive workshops led by professional wildlife photographers. Topics include raptor behavior, action photography, post-processing. Pricing: \$250-500 per participant. Projected: 40-60 workshops annually (\$15,000-30,000 revenue).
- **"Behind the Wings" Exclusive Access:** VIP photography access to rehabilitation areas (with appropriate distance and supervision) — photograph raptors in recovery, flight conditioning, and pre-release assessment. Extremely limited availability (4-6 per month). Pricing: \$300-500 per person. Projected: \$12,000-36,000 annually.
- **Photography Packages:** Multi-experience packages combining arena sessions, workshop instruction, and exclusive access. Pricing: \$500-800 per package. Designed for serious photographers and birding enthusiasts.

Raptor Center Educational Programming

School and Youth Programs:

- **"Junior Falconer" Day Camps (Ages 8-14):** Multi-day immersive camps covering raptor biology, conservation, rehabilitation science, and hands-on (supervised, appropriate) raptor interaction. Pricing: \$200-300 per child. Projected: 200-400 participants annually (\$40,000-120,000 revenue).
- **School Field Trips:** Curriculum-aligned programs for K-12 students covering ecology, biology, conservation, and the science of flight. Pricing: \$12-18 per student (includes general admission). Projected: 3,000-5,000 students annually.

- **Scout Merit Badge Programs:** Boy Scouts and Girl Scouts earn wildlife conservation and environmental science badges through guided raptor education experiences. Connection to Summit County's 50+ active scouting units.

Adult and Family Programs:

- **"Behind the Wings" Facility Tours:** Guided tours of the rehabilitation facility showing the intake process, treatment areas, and flight conditioning progression. Small groups (10-15). Pricing: \$35-50 per person. Projected: 2,000-4,000 participants annually.
- **Family Nature Days:** Monthly themed educational events for all ages. Crafts, games, raptor presentations, and interactive learning. Pricing: \$10-15 per person.
- **"Raptor Stories" Lecture Series:** Monthly talks by rehabilitators, veterinarians, and conservation scientists about raptor ecology, rehabilitation challenges, and success stories. Free or low-cost (\$5-10). Community-building and donor cultivation opportunity.

Raptor Center Revenue Breakdown

Admission (Raptor Component): - Standard raptor-only admission: \$25-28 per person
 - Raptors represent the primary admission driver — 70% of visitors choose packages that include raptor programming - Raptor demonstrations are included in all admission tiers

Raptor-Specific Revenue Streams:

Revenue Source	Year 1-2	Year 5+ (Mature)
Raptor flight demonstrations (included in admission)	\$350,000-400,000	\$950,000-1,050,000
Photography sessions & workshops	\$45,000-66,000	\$150,000-175,000
Junior Falconer camps & youth programs	\$40,000-80,000	\$80,000-120,000
School field trips (raptor component)	\$25,000-40,000	\$60,000-90,000

Revenue Source	Year 1-2	Year 5+ (Mature)
Behind the Wings tours	\$70,000-200,000	\$140,000-200,000
Freedom Flight release events (raptor)	\$37,500-93,750	\$75,000-216,000
Raptor Festival	\$35,000-50,000	\$50,000-75,000
Ambassador bird sponsorships	\$30,000-250,000	\$30,000-250,000
Total Raptor Tourism Revenue	\$632,500-1,179,750	\$1,535,000-2,176,000

Note: Raptor programming accounts for approximately 55% of total facility revenue at maturity, reflecting its role as the flagship attraction and the core of the Wings Over Wasatch mission.

Strategic Marketing for Raptor Tourism

Target Audiences:

- **Adventure and Experience Seekers:** Visitors looking for something beyond skiing and hiking — dramatic, memorable, once-in-a-lifetime wildlife encounters
- **Wildlife Photographers:** A passionate, high-spending audience drawn to controlled raptor photography opportunities unavailable elsewhere
- **Families:** Raptors offer all-ages appeal — dramatic enough for teens, gentle enough for young children, and educational enough to satisfy curious minds
- **Conservation-Minded Travelers:** The rehabilitation story connects directly to the "Mountainkind" sustainable tourism brand Park City is building
- **Veteran Community:** Operation Sentinel Sky connects raptors to a deeply meaningful narrative of service, healing, and return to flight

Marketing Messages: - "Witness the Comeback: Utah's First Raptor Flight Hospital" - "Where Injured Eagles Become Free Again" - "See Eagles, Hawks, Falcons, and Owls in Flight — Year-Round" - "Utah's Most Dramatic Wildlife Experience" - "The Story Behind the Flight"

Seasonal Marketing Emphasis: - January-March: Winter indoor programming — "See raptors fly when nothing else is open" - April-May: Spring migration and nesting season — new arrivals and baby birds - June-August: Peak season — full demonstration

schedule, Junior Falconer camps, photography workshops - September-October: Raptor Festival and fall release season — Freedom Flight events - November-December: Holiday gift shop, year-end giving, ambassador sponsorships

Micro Aviary (Hummingbird Center) Tourism Component

Market Analysis: Hummingbird Tourism Demand

National Hummingbird Tourism Trends:

Hummingbird watching has emerged as a significant niche within birding tourism, with dedicated festivals, preserves, and viewing locations across North America drawing hundreds of thousands of visitors annually. Key success stories include:

Arizona-Sonora Desert Museum (Tucson, AZ): - Annual visitors: 350,000+ - Hummingbird aviary consistently rated as top attraction - Walk-through design allows close-up viewing - Multiple species including Anna's, Black-chinned, Broad-billed - Regular nesting and hatching visible to guests - Educational programming integrated with viewing

Ramsey Canyon Preserve (Arizona): - 15 hummingbird species attract birders worldwide - Peak season (April-September) sees thousands of dedicated visitors - Photography workshops command premium pricing (\$300-500) - Rare species sightings create destination appeal

Sedona Hummingbird Festival: - Multi-day event draws 2,000+ attendees - Demonstrates willingness to travel specifically for hummingbird experiences - Workshops, vendors, guided tours create economic impact

Wasatch Wildlife Center Micro Aviary Design Concept

Visitor Experience:

Walk-Through Immersive Design: - Climate-controlled enclosed aviary (30' x 40' minimum) - Native Utah vegetation including: - Scarlet gilia, Indian paintbrush, penstemon - Columbine, bee balm, trumpet vine - Seasonal wildflower rotation - Water features (mistifiers, shallow pools) for bathing behavior - Nectar feeders strategically placed at varying heights - Viewing benches and photography blinds - Educational signage on hummingbird ecology, migration, physiology

Species Emphasis:

Utah Native Species: - Broad-tailed hummingbird (primary species) - Black-chinned hummingbird - Rufous hummingbird (seasonal migrant) - Calliope hummingbird

Seasonal Programming:

Peak Season (May-September): - Daily guided tours (30 minutes) with naturalist - Nesting observation opportunities - Banding demonstrations (partnered with licensed banders) - Photography sessions (early morning optimal lighting) - Children's "Hummingbird Detective" activity sheets

Off-Season (October-April): - Educational exhibits on migration patterns - Virtual/video presentations of summer activity - Artificial hummingbird garden planning workshops - Indoor programs on attracting hummingbirds to home gardens

Hummingbird Center Revenue Opportunities

Admission Enhancement: - Micro aviary adds \$5-8 to base admission (premium experience) - Photography permits: \$15-25 (tripod use, extended sessions) - Guided naturalist tours: \$10 premium per person - "Feed a Hummingbird" experiences: \$20-30 per person (hold nectar feeder while birds feed)

Specialized Programming:

Hummingbird Photography Workshops: - Half-day sessions with professional instructor - Controlled aviary environment ideal for learning - Pricing: \$150-200 per participant - 4-6 sessions per month (May-August) - Projected revenue: \$20,000-30,000 annually

"Tiny Treasures" Children's Programs: - Age-appropriate education (Ages 4-8) - Crafts, stories, observation activities - Birthday party packages (\$350-500 for 10 children) - Summer day camps (half-day): \$75-100 per child - Projected revenue: \$15,000-25,000 annually

School Field Trips: - Hummingbird-focused curriculum alignment - STEM education opportunities (flight mechanics, metabolism, migration) - Hands-on measurement and observation activities - Pricing: \$12-15 per student (including general admission) - Projected 2,000-3,000 students annually - Projected revenue: \$30,000-45,000 annually

Gift Shop Products: - Hummingbird feeders, nectar, accessories (\$25,000-40,000 annual revenue) - Books, field guides, identification cards (\$10,000-15,000) - Jewelry, art prints, home décor (\$15,000-25,000) - Native plant seeds and gardening supplies (\$8,000-12,000)

Total Annual Micro Aviary Revenue Potential: \$110,000-175,000

Strategic Marketing for Hummingbird Tourism

Target Audiences:

Primary: 1. Families with Young Children: Gentle, accessible wildlife viewing 2.

Senior Citizens/Retirees: Relaxed pace, seated viewing opportunities 3.

Photographers: Unique controlled environment for hummingbird photography 4.

Gardeners/Native Plant Enthusiasts: Educational crossover appeal

Marketing Messages: - "Utah's Only Walk-Through Hummingbird Experience" - "See the Wasatch Mountains' Tiniest Jewels Up Close" - "A Magical Encounter with Nature's Helicopters" - "Perfect for All Ages and Abilities"

Seasonal Marketing Emphasis: - April-May: Migration arrival promotion - June-July: Nesting season observation - August-September: Peak activity and feeding frenzy - October-March: Educational programs and workshops

Twilight Roost (Bat Conservation Center) Tourism Component

"Where Dusk Comes Alive: Utah's Premier Bat Education Experience"

The Twilight Roost represents Wasatch Wildlife Center's innovative approach to bat conservation education, transforming public perception through engaging programming and immersive experiences. As Utah's only dedicated bat education facility, the Twilight Roost fills a critical gap in wildlife tourism while advancing conservation for these misunderstood and ecologically vital mammals.

Market Analysis: Bat Education & Tourism

Growing Public Interest in Bat Conservation:

Public perception of bats has dramatically improved over the past two decades, driven by:

- High-profile conservation campaigns (White-Nose Syndrome awareness)
- Popular culture (Batman, wildlife documentaries)
- Increased understanding of ecosystem services (\$23 billion in agricultural pest control annually in U.S.)
- Successful educational programs dispelling myths and fear

National Bat Tourism Success Models:

Congress Avenue Bridge (Austin, Texas): - Largest urban bat colony in North America (1.5 million Mexican free-tailed bats) - 100,000+ annual visitors for nightly emergences - Generates \$10+ million in annual tourism revenue - Creates "Bat City" brand identity for Austin

Carlsbad Caverns National Park (New Mexico): - Evening bat flight programs attract thousands - Peak season (May-October) sees full capacity crowds - Educational ranger programs integrate conservation messages - Demonstrates willingness to travel specifically for bat experiences

Lubee Bat Conservancy (Gainesville, Florida): - AZA-accredited facility focused on fruit bats - Educational tours and programs - Annual special events (Bat Fest) draw thousands - Successful model for indoor bat education facility

Organization for Bat Conservation: - Largest grassroots bat education project in U.S. - 1,500+ presentations annually reaching 250,000 people - Demonstrates strong demand for live bat education programs

Wasatch Wildlife Center Twilight Roost Design

Visitor Experience Concept:

Indoor Bat Education Theater: - Climate-controlled space (20' x 30' minimum) - Educational exhibits and interactive displays on: - Echolocation (hands-on sound demonstrations) - Flight mechanics and wing structure - Ecosystem services and economic value - White-Nose Syndrome and conservation challenges - Utah's native bat species (18 species statewide) - Video presentations featuring bat rehabilitation and behavior - Life-size models and specimens for close examination - Interactive technology and bat detector demonstrations

Species Emphasis:

Utah Native Rehabilitation Species: - Big brown bat (common urban/suburban species) - Little brown bat (WNS-affected species, conservation focus) - Western long-eared myotis - Pallid bat (unique ground-hunting behavior) - Townsend's big-eared bat - Hoary bat (migratory species)

Educational Focus: - Rehabilitation success stories and case studies - Video documentation of bat care and release - Behind-the-scenes insights into bat medicine - Conservation status and protection efforts

Outdoor Bat Garden & Night Viewing: - Native plant garden designed for bat-attracting insects - Bat houses demonstrating various designs - Evening "Bat Night" programs (June-September) with bat detector technology - Seasonal emergence viewing of wild Utah bats

Twilight Roost Programming Strategy

Daily Educational Presentations:

"Bat Academy" Programs (30-45 minutes): - Educational theater presentation with video and interactive exhibits - Myth-busting (rabies, vampires, getting stuck in hair) -

Echolocation interactive demonstrations using technology - Flight mechanics explained with models and visual displays - Bat rehabilitation case studies and success stories - Q&A with bat conservation specialist - Scheduled 2-3 times daily (year-round)

Pricing Integration: - Included with general admission - No additional charge for daily bat programs - Premium experiences offered separately

Specialized Experiences:

"Bat Night at the Twilight Roost" Evening Programs (Summer Season): - Twilight programs starting at dusk - Bat detector walks to "hear" echolocation - Wild bat emergence viewing - Night sky interpretation and astronomy - S'mores and family-friendly atmosphere - Pricing: \$20-30 per person (separate from day admission) - Offered weekly (Friday/Saturday) June-September - Capacity: 30-50 people per program - Projected revenue: \$15,000-25,000 annually

"Batty Nights at the Twilight Roost" Halloween Special Events (October): - Themed educational programs and interactive exhibits - Costume-friendly family events - "Discover Real Bats" educational sessions at the Roost - Bat conservation messaging within fun atmosphere - Partnership opportunity with Park City Halloween events - Pricing: \$25-35 per person - 4-6 events during October - Projected attendance: 200-400 total - Projected revenue: \$6,000-12,000 annually

School & Scout Programs:

"Bat Detectives" Educational Programs: - Age-appropriate curriculum (K-12) - Hands-on echolocation experiments - Bat house building workshops - Merit badge opportunities for scouts - Pricing: Included in school field trip admission - Special bat house kit sales: \$25-40 per kit - Projected kit sales: 300-500 annually - Projected revenue: \$10,000-18,000 annually

Bat House Installation & Monitoring Projects: - Community science opportunities - Partnership with homeowners/property managers - Data collection on local bat populations - Volunteer engagement and stewardship - Generates goodwill and community connection

Twilight Roost Revenue Opportunities

Direct Revenue Streams:

Evening Programs: - Bat Night events: \$15,000-25,000 - Halloween specials: \$6,000-12,000 - Private group programs: \$8,000-12,000

Educational Products: - Bat house kits and plans: \$10,000-18,000 - Educational materials and books: \$5,000-8,000 - "Adopt a Bat" program: \$12,000-20,000 (symbolic adoptions)

Bat-Themed Merchandise: - T-shirts, plush toys, educational toys: \$15,000-25,000 - Bat detector sales (affiliate partnership): \$3,000-5,000 - Home garden guides for bat attraction: \$2,000-4,000

Total Annual Twilight Roost Revenue Potential: \$76,000-129,000

Indirect Value:

1. **Shoulder Season Activation:** October bat programming during typically slow tourism period
2. **Educational Differentiation:** Only bat education center in Utah
3. **School Group Attraction:** Unique curriculum tie-ins unavailable elsewhere
4. **Evening Programming:** Extends facility hours and revenue opportunities
5. **Conservation Credibility:** Demonstrates comprehensive wildlife commitment

Synergistic Programming: Multi-Species Experiences

"Wings of the Wasatch" Combo Tours: - Integrated presentation covering all three species - Evolutionary adaptations and flight mechanics comparison - Ecosystem roles and interconnections - 90-minute comprehensive experience - Premium pricing: \$40-50 per person (vs. \$30 standard admission) - Offered 2-3 times weekly - Targets serious nature enthusiasts and educational groups

Photography Multi-Species Packages: - Full-day access to all species exhibits - Naturalist guide and photography tips - Priority positioning for flight demonstrations - Pricing: \$200-250 per person - Quarterly offerings (4 per year) - Capacity: 8-12 participants per session - Projected revenue: \$8,000-12,000 annually

Seasonal Programming Rotation:

Spring (April-May): - "Migration Marvels" - hummingbird arrival and raptor nesting - Focus on new life and seasonal changes

Summer (June-August): - "Summer Safari" - all species active - Peak programming across all exhibits - Evening bat programs complement daytime raptor/hummingbird focus

Fall (September-October): - "Fall Flight Festival" - migration patterns and preparation for winter - Halloween bat programming - Raptor demonstrations emphasizing hunting techniques

Winter (November-March): - "Winter Wildlife Adaptations" - survival strategies - Indoor focus on bat/hummingbird education - Raptor flight demonstrations as weather permits - Operation Sentinel Sky veteran programming emphasis

Operation Sentinel Sky: Veteran Raptor Rehabilitation Program

Program Overview

Operation Sentinel Sky is Wasatch Wildlife Center's signature program connecting military veterans with raptor rehabilitation through meaningful therapeutic engagement, skills development, and conservation stewardship. Recognizing the profound parallels between injured raptors recovering their ability to fly and veterans navigating post-service transitions, this program creates a unique bridge between wildlife conservation and veteran wellness.

The program represents a strategic partnership opportunity with veteran service organizations and military installations across Utah, positioning Wasatch Wildlife Center as a leader in nature-based veteran programming in the Intermountain West.

Program Mission & Philosophy

Operation Sentinel Sky is built on the understanding that both raptors and veterans embody strength, resilience, and the warrior spirit. When a raptor sustains injury—whether from vehicle strikes, power line collisions, or gunshot wounds—it faces a journey of healing, rehabilitation, and ultimately, the return to flight. This journey mirrors the experiences of many veterans transitioning from military service, recovering from physical or psychological wounds, and finding new purpose in civilian life.

The program creates therapeutic experiences through: - **Purpose and Mission:** Veterans engage in meaningful conservation work with tangible outcomes - **Skill Development:** Learn wildlife rehabilitation, raptor handling, and conservation science - **Peer Support:** Build camaraderie with fellow veterans in a structured, mission-focused environment - **Nature Connection:** Proven therapeutic benefits of wildlife interaction and outdoor engagement - **Symbolic Healing:** Witness and participate in the rehabilitation journey from injury to release

Program Components

1. Veteran Volunteer Program - Structured volunteer opportunities in raptor rehabilitation - Training in proper raptor handling, feeding protocols, and enclosure maintenance - Mentorship from licensed wildlife rehabilitators - Flexible scheduling to accommodate VA appointments and other commitments - Progressive responsibility as skills develop - Weekly commitment: 4-8 hours (customizable)

2. Therapeutic Workshops & Experiences - Monthly "Raptor & Resilience" workshops combining wildlife education with veteran peer support - Guided reflection sessions connecting raptor recovery journeys to personal healing - Photography workshops focused on raptors (therapeutic creative expression) - Flight conditioning observation sessions (witnessing progress toward freedom) - Winter season emphasis when indoor programming provides weather-protected engagement

3. Skills Development & Certification Pathways - Wildlife rehabilitation training (potential career pathway) - First aid and emergency response for wildlife - Environmental education and interpretation skills - Photography and documentation

techniques - Leadership development through volunteer coordination roles - Potential pathway to professional rehabilitation credentials

4. Exclusive Veteran Release Events - Priority invitation to all raptor release events - Opportunity to participate in releases of raptors they helped rehabilitate - Private veteran-only release ceremonies for select birds - Recognition of veteran contributions at public release events - Symbolic connection: veterans help return warriors to the sky

5. "Battle Buddies" Program - Veterans paired with specific recovering raptors - Track "their" bird's progress through rehabilitation - Participate in care, conditioning, and release planning - Receive updates and photos of the bird's recovery - Creates personal investment and emotional connection

6. Community & Fellowship - Monthly veteran social gatherings at the facility - Guest speakers from conservation and veteran communities - Campfire programs sharing stories and building community - Connection to broader veteran service organizations - Peer support network development

Target Participant Profile

Primary Audience: - Post-9/11 veterans (Iraq, Afghanistan, Global War on Terror) - Veterans experiencing transition challenges or seeking purpose - Those interested in wildlife, conservation, or outdoor recreation - Veterans with combat or service-related injuries (physical or psychological) - Retired military seeking meaningful volunteer opportunities

Secondary Audience: - Active duty military stationed at Hill Air Force Base or other regional installations - National Guard and Reserve members - Military family members seeking connection to veteran community - Veterans enrolled in VA programs seeking therapeutic activities

Geographic Reach: - Primary: Summit County, Wasatch County, Salt Lake County - Secondary: Northern Utah military installations (Hill AFB, Camp Williams) - Tertiary: Regional draw for veterans seeking specialized programs

Partnership Strategy

Utah State University College of Veterinary Medicine: - Formal partnership for veterinary consultation, surgical support, and avian specialist referrals - Collaborative research on raptor rehabilitation outcomes and best practices - Student internship and clinical rotation opportunities at the facility - Co-branded educational programming leveraging USU's expertise - Shared resources and knowledge exchange on wildlife medicine

VA Salt Lake City Health Care System: - Referral partnership for veterans seeking therapeutic nature-based programming - Integration with recreational therapy and mental health services - Potential research collaboration on nature-based therapy outcomes - Training for VA staff on Operation Sentinel Sky benefits

Veteran Service Organizations: - Partnership with American Legion, VFW, DAV, Team Rubicon, Team Red White & Blue - Co-branded programs and events - Recruitment and outreach through established networks - Shared resources and cross-promotion

Hill Air Force Base & Military Installations: - Active duty service member engagement opportunities - Transition assistance program integration - Family support programming - Environmental education for military dependents

Revenue & Sustainability Model

Program Funding Sources:

Grants & Institutional Support: - VA adaptive sports and recreation grants: \$25,000-50,000 annually - Department of Defense community partnership grants: \$30,000-75,000 - Private veteran-focused foundations (Bob Woodruff Foundation, Headstrong Project, etc.): \$20,000-50,000 annually - Corporate sponsors with veteran focus (USAA, Lockheed Martin, Northrop Grumman): \$25,000-100,000 annually

Individual Philanthropy: - Naming rights: "Operation Sentinel Sky" program sponsor: \$100,000-200,000 (one-time) - Individual bird sponsorships dedicated to veterans: \$5,000-15,000 each - Veteran-focused fundraising events: \$15,000-30,000 annually

Earned Revenue: - Corporate team-building with veteran employment emphasis: \$10,000-20,000 annually - Veteran photography workshops (subsidized pricing): \$5,000-10,000 annually

Total Annual Operation Sentinel Sky Revenue Potential: \$130,000-400,000+

Program Expenses: - Dedicated veteran program coordinator (part-time): \$30,000-45,000 - Materials and supplies: \$5,000-10,000 - Transportation assistance for veterans: \$3,000-5,000 - Marketing and outreach: \$5,000-8,000 - Program events and activities: \$7,000-12,000

Net Program Contribution: Positive \$80,000-320,000 annually (after expenses)

Marketing & Outreach

Program Messaging: - "From Service to Stewardship: Veterans Healing Warriors" - "Operation Sentinel Sky: Where Veterans Help Raptors Return to Flight" - "Connecting Those Who Served with Those Who Soar"

Outreach Channels: - VA hospital and clinic partnerships - Veteran service organization newsletters and events - Military installation transition assistance programs - Social media targeting veteran communities - Local news coverage of veteran-raptor success stories - Partnership with veteran-owned businesses

Compelling Story Elements: - Veteran profiles highlighting personal transformation through program - Before/after stories of both veterans and raptors they helped - Release ceremonies featuring veteran participation - Photography showcasing veteran-raptor connections - Video testimonials from program participants

Measurable Impact & Outcomes

Veteran Engagement Metrics: - 30-50 active veteran volunteers (Year 1-2) - 75-100 active veteran volunteers (Year 3-5) - 500-1,000 annual veteran participant contacts (workshops, events, releases) - 80%+ veteran retention rate year-over-year - 90%+ veteran satisfaction ratings

Wildlife Impact: - 200-300 raptors annually benefit from veteran volunteer support - 15-25 veteran-assisted raptor releases annually - Enhanced rehabilitation capacity through expanded volunteer workforce

Community Impact: - Strengthen Park City/Summit County reputation as veteran-friendly community - Create pathways to employment in conservation fields for veterans - Build bridges between military and civilian communities - Provide therapeutic alternatives to traditional VA programming

Research & Documentation: - Partnership with universities to study nature-based therapy outcomes - Data collection on veteran wellbeing measures (pre/post participation) - Case studies for peer-reviewed publication - Model program for replication at other wildlife facilities nationwide

Strategic Value for Capital Campaign

Operation Sentinel Sky provides multiple benefits for the Wings Over Wasatch campaign:

1. **Donor Appeal:** Veteran-focused programming attracts patriotic donors and veteran-supporting corporations
2. **Differentiation:** Only raptor rehabilitation facility in Utah with dedicated veteran program
3. **Media Coverage:** Veteran success stories generate compelling press coverage
4. **Grant Eligibility:** Opens access to veteran-specific funding sources unavailable to standard wildlife programs
5. **Community Support:** Demonstrates Wasatch Wildlife Center's commitment to serving both wildlife and people
6. **Partnership Leverage:** Military installation and veteran organization partnerships strengthen political and community support
7. **Mission Expansion:** Shows conservation work intersecting with human wellbeing and community service

Implementation Timeline

Phase 1 (Months 1-6): Program Foundation - Hire veteran program coordinator - Develop partnership MOUs with USU College of Veterinary Medicine, VA, veteran

organizations - Create training protocols and safety procedures - Recruit initial veteran volunteer cohort (10-15) - Soft launch with limited programming

Phase 2 (Months 7-12): Program Growth - Expand veteran volunteer base to 25-30 - Launch monthly workshop series - Host first veteran-only release ceremony - Submit grant applications to veteran-focused funders - Develop program marketing materials

Phase 3 (Year 2+): Maturity & Expansion - Scale to 50-100 active veteran volunteers - Establish as regional model program - Pursue research partnerships - Develop veteran career pathways in conservation - Consider expansion to other species (bats, hummingbirds)

Alternative Activities Framework for Low-Snowpack Seasons

Year-Round Programming Strategy

Free-Flight Raptor Demonstrations

Format: - Daily scheduled flights (2-3 times daily during peak seasons) - 45-60 minute educational programs - Interactive Q&A with rehabilitation staff - Photography opportunities - Behind-the-scenes facility tours

Pricing Model: - General admission: \$25-35 adults, \$15-20 children - Family packages: \$75-90 (2 adults, 2 children) - Guided facility tours: Additional \$10-15 - Photography sessions: Premium pricing \$50-75 - Annual memberships: \$150 individual, \$250 family

Seasonal Programming:

Summer (June-September) - Peak Operations - Multiple daily flight demonstrations - Extended hours with sunset programs - Photography workshops with raptors - Junior naturalist programs for children - Outdoor education activities - Integration with hiking/biking trail systems

Winter (December-March) - Critical Alternative to Skiing - Indoor educational programs during extreme weather - Covered flight arena demonstrations (proposed facility design) - Operation Sentinel Sky veteran programs - Wildlife photography in snow environments - "Raptor and Snowshoe" combination experiences - Partnership with lodges for guest programming

Spring (April-May) - Migration & Nesting Education - Baby raptor viewing (appropriate ethical guidelines) - Migration pattern education - Nest box building workshops - Citizen science participation programs - School field trip season

Fall (October-November) - Wildlife Preparation - Fall migration programs - Wildlife winterization education - Hunter education and ethical harvest programs - Photography in fall colors - Thanksgiving weekend special events

Complementary Tourism Activities

Wildlife-Based Experiences:

1. **"Raptors & Rails" Package**

- 2. Combination with Historic Rail Trail biking/hiking
- 3. Wildlife observation along corridor

- 4. Educational components about ecosystem

5. **"Wings & Water" Program**

- 6. Integration with Provo River fly fishing tourism
- 7. Riparian ecosystem education

- 8. Bald eagle and osprey observation

9. **"Altitude & Avian" Experience**

- 10. Combination with scenic gondola rides
- 11. Elevation-based ecosystem education

- 12. Mountain raptor habitat tours

13. **"Conservation & Cuisine" Events**

14. Partnership with Park City restaurants
15. Farm-to-table dinners with conservation education
16. Fundraising events for high-end donor cultivation

Family Programming:

1. **Junior Falconer Program (Ages 8-14)**
2. Multi-day educational camps
3. Raptor biology and conservation
4. Hands-on learning (appropriate interaction)

5. Pricing: \$200-300 per child for day camp

6. **Family Nature Days**

7. Monthly themed educational events
8. Crafts, games, and raptor presentations
9. Affordable family entertainment option

10. Pricing: \$10-15 per person

11. **Scout Programs**

12. Merit badge workshops
13. Service learning opportunities
14. Wildlife rehabilitation education
15. Connection to Summit County's 50+ scouting units

Special Events & Revenue Opportunities:

1. **Wildlife Release Events - "Freedom Flights"**
2. **Public Raptor Releases:** Exclusive ticketed events when rehabilitated eagles, hawks, falcons, osprey, owls, or vultures return to the wild
 - Pricing: \$250 per person
 - Maximum 15 participants per release (intimate, high-value experience)
 - **Availability-based scheduling:** Events scheduled when birds are ready for release and weather/location conditions are optimal
 - Educational presentation about the bird's story, injuries, and recovery

- Ceremonial release with photo opportunities
- **Location:** On-site at Wasatch Wildlife Center OR at field location near rescue site (habitat-appropriate release sites)
- Transportation provided or carpool coordination for field releases
- 15-25 raptor releases annually (weather and patient dependent)
- Projected attendance: 10-15 people per release
- Projected revenue: \$37,500-93,750 annually

3. **Hummingbird Release Ceremonies:** Seasonal releases during migration periods

- Pricing: \$250 per person
- Maximum 15 participants per release
- **Availability-based scheduling:** When rehabilitated hummingbirds are ready for release during migration windows
- Small intimate group format
- **Location:** Typically on-site in micro aviary garden; occasional field releases at rescue locations
- Spring and fall migration timing
- 8-12 events annually
- Projected attendance: 8-15 people per release
- Projected revenue: \$16,000-45,000 annually

4. **Bat Release Programs:** Evening twilight releases during active season

- Pricing: \$250 per person
- Maximum 15 participants per release
- **Availability-based scheduling:** When rehabilitated bats are ready for release during active season (June-September)
- Educational component about species and rehabilitation
- **Location:** On-site at Twilight Roost outdoor bat garden OR field location near rescue site
- Bat detector technology to track released bats
- 6-10 events annually (June-September)
- Projected attendance: 8-15 people per release
- Projected revenue: \$12,000-37,500 annually

5. Private/Sponsored Releases: Premium experiences for major donors or sponsors

- Corporate sponsorship of specific bird rehabilitation: \$5,000-15,000
- Includes naming rights, private release ceremony (up to 15 guests), marketing recognition
- VIP release experiences for major donors
- **Location flexibility:** Can be customized to donor preferences (on-site or meaningful field location)
- Projected revenue: \$20,000-40,000 annually

Field Release Advantages: - Returns wildlife to appropriate habitat near rescue location
- Creates "destination event" appeal for remote scenic locations - Strengthens community connections across Summit and Wasatch Counties - Provides educational context about local ecosystems and habitats - Potential partnerships with land management agencies (USFS, BLM, state parks)

Important Note: All release events are scheduled based on wildlife welfare and rehabilitation timelines. Participants are notified when a bird/bat/hummingbird is ready for release, creating anticipation and exclusivity. The limited 15-person capacity ensures an intimate, high-quality experience and premium pricing reflects the rare opportunity to participate in wildlife conservation success stories.

Total Wildlife Release Event Revenue: \$85,500-216,250 annually

- 1. Annual "Raptor Festival" (September/October)**
2. Multi-day celebration
3. Vendor fair, educational booths
4. Competitions (photography, art, knowledge bowl)
5. Guest speakers and experts
6. Multiple release events during festival
7. Projected attendance: 2,000-5,000 over 3 days
8. Projected revenue: \$35,000-50,000
- 9. Naming Rights & Major Donor Recognition Opportunities**

Building & Facility Naming Opportunities:

- **Flight Hospital & Surgical Suite:** \$500,000-1,000,000
 - Premier naming opportunity for the centerpiece rehabilitation facility
 - Recognition on building exterior, interior signage, website, all marketing materials
 - Plaque with donor story and dedication
 - 20-year naming commitment

- **Covered Flight Arena/Amphitheater:** \$250,000-500,000
 - High-visibility naming for primary visitor attraction
 - Name featured in all event marketing and promotional materials
 - Permanent signage visible to all visitors
 - 15-year naming commitment

- **Micro Aviary (Hummingbird Center):** \$150,000-300,000
 - Exclusive naming rights to Utah's only walk-through hummingbird experience
 - Featured in all hummingbird programming and marketing
 - Interior and exterior recognition signage
 - 15-year naming commitment

- **Twilight Roost (Bat Conservation Center):** \$100,000-250,000
 - Naming rights to Utah's first bat education facility
 - Recognition in all bat programming and evening events
 - Educational signage featuring donor commitment to conservation
 - 15-year naming commitment

- **Education Center & Visitor Reception:** \$100,000-200,000
 - First point of contact for all visitors
 - High-traffic area with consistent visibility
 - Interior signage and donor recognition wall
 - 10-year naming commitment

Enclosure & Specialized Facility Naming:

- **Eagle Flight Enclosure:** \$75,000-150,000
- **Owl Rehabilitation Suite:** \$50,000-100,000
- **Raptor Surgical Suite:** \$75,000-125,000
- **Hummingbird Garden/Pollinator Garden:** \$25,000-50,000
- **Bat Maternity Ward:** \$25,000-50,000
- **Outdoor Bat Garden:** \$15,000-35,000
- **Individual Flight Pens (Large Raptor):** \$10,000-25,000 each
- **Individual Flight Pens (Small Raptor):** \$5,000-15,000 each

Program & Operational Naming:

- **Operation Sentinel Sky (Veteran Program):** \$100,000-200,000
 - Multi-year naming sponsorship of signature veteran program
 - Corporate or individual naming opportunity
 - Recognition in all program materials and media coverage
- **Annual Raptor Festival Presenting Sponsor:** \$25,000-50,000 annually
 - "The [Donor Name] Raptor Festival"
 - Prominent logo placement on all festival materials
 - VIP access and recognition at event
- **Educational Outreach Vehicle:** \$50,000-75,000
 - Vehicle wrap with donor recognition
 - Mobile ambassador for community programs
 - High visibility throughout Summit and Wasatch Counties
- **Wildlife Ambassadors (Individual Birds/Animals):** \$5,000-25,000
 - Sponsor the care and maintenance of a specific education ambassador
 - Updates on "your" ambassador's activities and impact
 - Recognition on interpretive signage
 - Annual renewal opportunity

Endowment Naming Opportunities:

- **Veterinary Care Endowment:** \$250,000-500,000
 - Funds ongoing medical care in perpetuity
 - Named recognition on perpetual donor wall
- **Education Program Endowment:** \$100,000-250,000
 - Sustains school programs and community outreach
 - Annual recognition in educational materials

Donor Recognition Levels:

- **Founder's Circle:** \$1,000,000+ (Building-level naming)
- **Conservation Partners:** \$250,000-999,999 (Major facility naming)
- **Wildlife Champions:** \$100,000-249,999 (Facility/program naming)
- **Habitat Heroes:** \$50,000-99,999 (Enclosure/specialized space naming)
- **Species Stewards:** \$25,000-49,999 (Program support/recognition)
- **Flight Supporters:** \$10,000-24,999 (Recognition wall)
- **Friends of Wildlife:** \$5,000-9,999 (Recognition wall)

Recognition Benefits Across All Levels: - Permanent recognition signage (scaled to gift level) - Inclusion in annual reports and donor recognition materials - Invitations to VIP events and private release ceremonies - Behind-the-scenes tours and exclusive access - Regular updates on facility impact and wildlife success stories - Tax-deductible contribution (501(c)(3) organization)

Projected Naming Rights Revenue (Capital Campaign Component): - Major building naming (3-5 opportunities): \$1,000,000-2,500,000 - Facility/enclosure naming (8-12 opportunities): \$300,000-800,000 - Program naming (4-6 opportunities): \$200,000-500,000 - **Total Naming Rights Potential: \$1,500,000-3,800,000**

Strategic Value: Naming rights represent 30-76% of the \$5M Wings Over Wasatch capital campaign goal, providing a clear pathway for major donors to create lasting legacy while funding critical infrastructure. These opportunities are one-time capital campaign offerings that will not be available after facility completion.

1. Photography Workshops

2. Professional wildlife photography instruction
3. Controlled raptor subject opportunities
4. Beginner to advanced levels
5. Pricing: \$150-500 per participant

6. Quarterly offerings

7. **Corporate Team Building**

8. Conservation-based team activities
 9. Volunteer opportunities (habitat building, landscaping)
 10. Leadership development through wildlife metaphors
 11. Facility rental for meetings
12. Pricing: \$1,500-5,000 per group

13. **Private Events & Facility Rentals**

14. Wedding ceremony space (outdoor amphitheater)
15. Corporate events and fundraisers
16. Educational institution programs
17. Pricing: \$2,000-10,000 per event

Economic Impact Projections

Direct Revenue Potential

Admission Revenue (Conservative Year 1-2 Estimate: 20,000 visitors)

Base Admission Pricing Strategy: - Standard admission (raptors only): \$25-28 - Enhanced admission (raptors + micro aviary): \$30-33 - Premium admission (all species access): \$35-38 - Assumption: 70% choose premium, 20% enhanced, 10% standard

Projected Admission Revenue: - Premium admissions (14,000 × \$36 average): \$504,000 - Enhanced admissions (4,000 × \$31 average): \$124,000 - Standard admissions (2,000 × \$26 average): \$52,000 - **Total Admission Revenue: \$680,000**

Ancillary Revenue Streams:

Multi-Species Gift Shop (Enhanced Product Mix): - Average transaction: \$22 per visitor (increased from single-species model) - Purchase rate: 55% of visitors - Annual revenue: $11,000 \times \$22 = \$242,000$

Photography & Premium Experiences: - Raptor photography sessions ($500 \times \$60$): \$30,000 - Hummingbird photography workshops ($80 \times \$175$): \$14,000 - Multi-species photo packages ($40 \times \$225$): \$9,000 - "Feed a Hummingbird" experiences ($600 \times \$25$): \$15,000 - Subtotal: \$68,000

Educational Programs: - School field trips (micro aviary focus) ($2,500 \times \$4$ upcharge): \$10,000 - Bat house kits and workshops: \$12,000 - Children's programs and camps: \$18,000 - Guided specialty tours: \$25,000 - Subtotal: \$65,000

Special Events & Seasonal Programming: - Wildlife release events ("Freedom Flights"): \$85,500-216,250 - Bat Night programs (summer): \$18,000 - Halloween Batty Nights: \$8,000 - Raptor Festival: \$35,000-50,000 - Photography workshops: \$25,000 - Corporate/private events: \$40,000 - Subtotal: \$211,500-357,250

Facility Rentals & Memberships: - Event space rentals: \$35,000 - Annual memberships ($400 \times \$200$ avg): \$80,000 - Subtotal: \$115,000

Total Ancillary Revenue: \$701,500-847,250

Year 1-2 Total Projected Revenue: \$1,381,500-1,527,250 (45-60% increase over single-species model; premium release events create exclusive conservation experiences and significant revenue enhancement)

Mature Operations (50,000 visitors, Year 5+):

Admission Revenue: - Premium admissions ($35,000 \times \$38$): \$1,330,000 - Enhanced admissions ($10,000 \times \$33$): \$330,000 - Standard admissions ($5,000 \times \$28$): \$140,000 -

Total Admission Revenue: \$1,800,000

Ancillary Revenue: - Gift shop sales ($27,500 \times \$25$ avg): \$687,500 - Photography programs: \$175,000 - Educational programs: \$165,000 - Wildlife release events:

\$170,000-432,000 - Special events: \$315,000 - Facility rentals & memberships: \$285,000
- Total Ancillary Revenue: \$1,797,500-2,059,500

Year 5+ Total Projected Revenue: \$3,597,500-3,859,500

Revenue Breakdown by Species Component (Mature Operations): - Raptor programming (including releases): 55% (\$1,978,625-2,122,725) - Micro aviary (hummingbirds including releases): 25% (\$899,375-964,875) - Twilight Roost (bats including releases): 15% (\$539,625-578,925) - Multi-species experiences: 5% (\$179,875-192,975)

Note: This integrated model shows approximately 50-62% higher revenue potential than raptor-only model due to enhanced visitor appeal, extended dwell time, premium pricing justification, diversified program offerings, and exclusive wildlife release events that create powerful emotional connections and generate significant premium revenue.

Comparative Revenue Models: Single-Species vs. Multi-Species

Metric	Raptor-Only Model	Multi-Species Model	Difference
Year 1-2 Annual Revenue	\$953,000	\$1,454,000 (avg)	+\$501,000 (+53%)
Year 5+ Annual Revenue	\$2,382,500	\$3,728,500 (avg)	+\$1,346,000 (+57%)
Average Visit Duration	45-60 minutes	90-150 minutes	+100%
Average Admission Price	\$30	\$36 (premium tier)	+\$6 (+20%)
Gift Shop per Visitor	\$15	\$22	+\$7 (+47%)
Seasonal Flexibility	Primarily summer/fall	Year-round all species	Significantly enhanced
Demographic Appeal	Adventure/photography	All ages/interests	Broader reach
	\$50,000/year	\$65,000/year	+\$15,000 (+30%)

Metric	Raptor-Only Model	Multi-Species Model	Difference
Educational Programs			
Special Events Revenue	\$75,000/year	\$211,500-357,250/year	+\$136,500-282,250 (+182-376%)
Wildlife Release Events	Not included	\$85,500-216,250/year	Premium exclusive experiences

Key Insight: Multi-species model generates 53-57% higher revenue while serving broader conservation mission and providing more resilient year-round tourism product. Premium-priced wildlife release events (\$250/person, max 15 participants) create exclusive conservation experiences that generate substantial revenue while maintaining intimate, high-quality participant experiences. The limited availability and exclusive nature of release events creates strong demand and justifies premium pricing. The additional capital investment required for micro aviary and Twilight Roost (\$800K-1.2M estimated) is recouped within 1.5-2 years through enhanced revenue generation.

Indirect Economic Impact

Tourism Spending Multiplier Effects:

Visitor Spending Beyond Admission: - Lodging: 30% of visitors staying overnight (6,000 × \$350 avg) = \$2,100,000 - Dining: 80% dining locally (16,000 × \$75 avg) = \$1,200,000 - Retail/other: 60% additional spending (12,000 × \$50 avg) = \$600,000 - **Total Indirect Impact: \$3,900,000 annually (Year 1-2)**

Year 5+ Indirect Impact (50,000 visitors): - Lodging: 15,000 × \$350 = \$5,250,000 - Dining: 40,000 × \$75 = \$3,000,000 - Retail/other: 30,000 × \$50 = \$1,500,000 - **Total Indirect Impact: \$9,750,000 annually**

Tax Revenue Generation:

Based on Summit County's tourism tax structure: - Transient room tax (5%): Year 1-2: \$105,000 | Year 5+: \$262,500 - Sales tax: Year 1-2: \$90,000 | Year 5+: \$225,000 - Restaurant tax: Year 1-2: \$60,000 | Year 5+: \$150,000 - RAP tax: Year 1-2: \$20,000 |

Year 5+: \$50,000 - **Total Annual Tax Generation: \$275,000 (Year 1-2) | \$687,500 (Year 5+)**

Employment Impact

Direct Jobs Created: - Executive Director: 1 FTE - Clinical/Rehabilitation Staff: 3-4 FTE - Education/Program Staff: 2-3 FTE - Visitor Services/Gift Shop: 2-3 FTE (seasonal variation) - Facilities/Maintenance: 1-2 FTE - **Total Direct Jobs: 10-13 FTE**

Indirect/Induced Jobs: - Tourism service positions supported: 15-20 positions - Construction/renovation during build: 25-35 temporary positions - Ongoing vendor/supplier relationships: 5-10 positions

Total Economic Employment Impact: 50-78 jobs

Strategic Integration with Tourism Ecosystem

Partnership Opportunities

Hotel & Lodging Partnerships: 1. **Concierge Referral Programs** - Commission structure for bookings - Package deals with accommodation - Rainy day/weather alternative programming - Target properties: Stein Eriksen Lodge, Montage Deer Valley, St. Regis, Park City Peaks

1. **Shoulder Season Programming**
2. Fill low-occupancy periods (April-May, October-November)
3. Special rates for hotel guests
4. Multi-day packages with unique experiences

Tourism Bureau & Chamber Integration:

1. **Park City Chamber/Bureau Collaboration**
2. Inclusion in official tourism marketing
3. "Mountainkind" sustainability alignment
4. Car-free destination packaging

5. Year-round activity portfolio

6. Visitor Center Promotion

7. Brochures and materials distribution

8. Digital presence on VisitParkCity.com

9. Staff familiarization tours

10. Weather contingency recommendations

Activity Provider Partnerships:

1. Complementary Experience Bundling

2. Utah Olympic Park combination tickets

3. Swaner EcoCenter cross-promotion

4. High West Distillery "Wildlife & Whiskey" packages

5. Deer Valley/Park City Mountain resort partnerships

6. Transportation Integration

7. High Valley Transit connections

8. Tour bus itinerary inclusion

9. Free shuttle from major tourist hubs

10. Bike-friendly access promotion

Marketing & Positioning Strategy

Brand Positioning: "Utah's Premier Wildlife Education Experience - Where Conservation Meets Adventure in the Heart of the Wasatch Mountains"

Target Audiences:

Primary: 1. **Families with Children (Ages 5-14)** - Educational value proposition - Screen-free outdoor learning - Memorable experiences - Weather-independent reliability

1. Eco-Conscious Travelers

2. Alignment with conservation values

3. Sustainable tourism participation

4. Meaningful travel experiences

5. Support for wildlife rehabilitation

6. Nature Photographers

7. Unique raptor photography access

8. Workshop opportunities

9. Portfolio building

10. Professional and amateur levels

Secondary: 1. **Corporate Groups** - Team building and event space 2. **School Groups** - Educational field trips 3. **Outdoor Enthusiasts** - Complementary to hiking/biking 4. **Veterans** - Operation Sentinel Sky programming

Marketing Channels:

Digital Marketing: - SEO optimization for "Park City wildlife," "Utah raptor center," "things to do Park City" - Google Ads targeting Park City tourism searches - Social media (Instagram, Facebook, TikTok) showcasing flight demonstrations - TripAdvisor optimization and review management - YouTube channel for educational content and flight videos

Traditional Marketing: - Print materials at hotels, visitor centers, restaurants - Billboards on Highway 224 and I-80 approaches - Local magazine advertising (Park City Magazine, Utah Adventure Journal) - Radio spots on KPCW (local NPR affiliate) - Partnership with Visit Park City official guides

Public Relations: - Press releases for major milestones and events - Media familiarization tours - Feature story pitches to outdoor/travel media - Conservation success stories - Unique wildlife cases and releases

Partnership Marketing: - Co-op advertising with hotel partners - Cross-promotion with complementary attractions - Inclusion in package deals and itineraries - Ski resort partnership programs

Risk Mitigation & Contingency Planning

Weather-Related Risks

Extreme Heat (Summer): - Early morning programming (7-10am) - Evening programs (6-9pm) - Shaded amphitheater design - Indoor education components - Water availability and cooling stations

Severe Weather (Storms, High Winds): - Covered flight arena capability - Indoor programming alternatives - Flexible scheduling and rescheduling policies - Weather monitoring and guest communication - Partial refund/rain check policies

Low Snowpack Impact on Tourism: - Diversification reduces weather dependency - Marketing as skiing alternative increases relevance - Year-round programming reduces seasonal vulnerability - Summer focus aligns with growing season

Operational Risks

Wildlife Availability: - Maintain ambassador bird population separate from rehabilitation - Breeding program partnerships for educational birds - Contingency programming without flight demonstrations - Virtual/video components

Staffing Challenges: - Competitive wages in high-cost Summit County - Housing assistance programs for staff - Seasonal staffing flexibility - Volunteer programs (60-100 active volunteers projected) - Intern partnerships with universities

Financial Sustainability: - Diversified revenue streams (admissions, programs, events, grants, donations) - Endowment building for long-term stability - Annual fund campaigns - Capital reserve requirements - 6-12 month operating reserve target

Implementation Timeline

Accelerated Development Strategy: Existing Property Acquisition

Strategic Approach: Wasatch Wildlife Center will acquire an existing farm or property in the Park City area with buildings already on-site that can be renovated or used immediately for operations. This approach significantly accelerates the timeline and allows for revenue generation during the full facility development phase.

Phase 1: Soft Launch Operations

Months 1-12: Property Acquisition, Setup & Limited Operations

During this 12-month phase, Wasatch Wildlife Center will acquire property, prepare existing structures for use, and begin generating early revenue and community awareness—all while the capital campaign continues to raise funds for full facility development. Acquisition, renovation, and programming ramp up concurrently, allowing the organization to demonstrate momentum to donors without waiting for construction to begin.

Months 1-4: Acquisition & Setup - Property acquisition and closing - Building assessment and immediate safety/code compliance - Basic renovations for operational use: - Existing barn/outbuilding → Temporary raptor rehabilitation space - Existing structure → Visitor reception and gift shop - Outdoor space → Initial flight demonstration area - Utility connections and essential infrastructure - Staff hiring (core team) - Licensing and permit transfers/updates - Operation Sentinel Sky volunteer recruitment and onboarding begins

Months 4-12: Limited Public Programming - Weekend raptor flight demonstrations (seasonal) - Small group educational tours - School field trip programs - Photography sessions by appointment - Operation Sentinel Sky "Raptor & Resilience" workshops launch - Soft opening events for donors and community - Partnership development with hotels and tourism operators - Media coverage and awareness building - Volunteer program recruitment and training - Wildlife rehabilitation services continue/expand -

Collect visitor feedback to inform full facility design - Refine programming based on real-world testing - Build email list and membership base

Phase 1 Revenue Target: \$150,000-250,000 - Modest admission fees (\$15-20 to establish market) - Gift shop operations - Educational program fees - Early Operation Sentinel Sky program revenue

Phase 2: Design, Fundraising & Planning

Months 12-18: Capital Campaign & Design Development

With Phase 1 operations underway and demonstrating community demand, this phase focuses on securing the remaining capital needed for full facility construction while moving design and permitting forward in parallel.

- Architectural design for new buildings:
- Flight hospital and surgical suite
- Covered flight arena for year-round demonstrations
- Micro aviary (hummingbird center)
- Twilight Roost (bat education center)
- Education center and visitor facilities
- Site planning and engineering
- Building permits and environmental approvals
- Summit and Wasatch County coordination
- Intensive capital campaign fundraising — targeting remaining \$2.75M-3M for construction
- Donor cultivation leveraging Phase 1 operational success and visitor data
- Naming rights conversations and commitments
- Soft launch operations continue throughout

Phase 3: Full Facility Construction

Months 18-30: Capital Construction (Concurrent with Operations)

- New building construction while operations continue in existing structures
- Flight hospital and rehabilitation center (priority)
- Covered flight arena/amphitheater

- Micro aviary development
- Twilight Roost education theater
- Enhanced parking and visitor infrastructure
- Landscaping and outdoor flight enclosures
- Minimal disruption to ongoing Soft Launch programming
- Operation Sentinel Sky continues and expands during construction

Key Advantage: Soft Launch revenue and operations continue throughout construction, providing early cash flow, real-world programming data, demonstrated community support for donors, and ongoing staff development and brand awareness.

Phase 4: Grand Opening & Full Operations Launch

Months 30-33: Transition to Complete Facility

Months 30-31: Phased Facility Opening - Transfer operations from temporary to permanent buildings - Staff expansion and cross-training - Full species programming rollout: - Enhanced raptor demonstrations in covered arena - Micro aviary grand opening - Twilight Roost programs begin - System testing and refinement

Months 32-33: Grand Opening Celebration - Major grand opening event and celebration - Media campaign launch - Full marketing activation - Partnership agreements finalized - Membership drive - Target: Transition from 5,000-8,000 annual visitors (soft launch) to 20,000+ (Year 1 full operations)

Phase 5: Year 1 Full Operations

Months 33-45: Establishment Phase

- Daily multi-species programming across all facilities
- Full special events calendar
- School program expansion
- Photography workshop series
- Evening Twilight Roost programs
- Operation Sentinel Sky at full scale — 30-50 active veteran volunteers
- Seasonal programming optimization
- Partnership revenue activation

- Financial performance assessment and refinement
- Target: 20,000-25,000 annual visitors
- Target revenue: \$1.3M-1.5M

Phase 6: Growth & Optimization

Years 3-5: Expansion to Mature Operations

- Program expansion based on Year 1 performance
- Additional staff hiring as needed
- Facility improvements and additions
- Marketing budget increase
- Enhanced partnerships and package deals
- Regional destination establishment
- Operation Sentinel Sky scaling toward 75-100 active veteran volunteers
- Path to 50,000 annual visitors and \$3.4M+ revenue

Financial Implications of Revised Timeline

Capital Investment Allocation

Phase 1: Property Acquisition & Soft Launch Operations (Months 1-12) -

\$2,000,000-2,250,000 - Property acquisition (land with existing buildings): \$1,750,000 - Basic renovations for immediate operational use: \$150,000-250,000 - Initial infrastructure, utilities, and site improvements: \$75,000-150,000 - Equipment, supplies, and working capital for soft launch: \$25,000-100,000

Phase 2-3: Design & Full Facility Development (Months 12-30) -

\$2,750,000-3,000,000 - New construction (flight hospital, covered arena, education center): \$1,800,000-2,000,000 - Micro aviary (hummingbird center) construction: \$300,000-400,000 - Twilight Roost (bat education center) construction: \$200,000-250,000 - Equipment and specialized infrastructure: \$250,000-300,000 - Landscaping, outdoor enclosures, and parking: \$150,000-200,000 - Contingency and reserves: \$50,000-100,000

Total Capital Campaign Goal: \$5,000,000 (unchanged)

Strategic Advantage of Phased Approach: The \$1.75M investment in existing property with buildings provides immediate operational capability, allowing revenue generation and donor-facing momentum to begin within the first year while the remaining \$2.75M-3M is actively being raised for full facility development. This sequencing keeps the campaign moving forward without requiring all funds to be in hand before operations begin.

Revenue Timeline

Year 1 (Soft Launch - Months 1-12): \$150,000-250,000 - Limited weekend/seasonal operations - Small-scale programming - Early Operation Sentinel Sky revenue - Foundation for growth and donor demonstration

Year 2 (Design & Early Construction - Months 12-24): \$200,000-350,000 - Continued and refined Soft Launch programming - Growing visitor base and membership - Expanded Operation Sentinel Sky programming - Increased partnership and sponsorship revenue

Year 3 (Construction Completion & Grand Opening - Months 24-36): \$600,000-900,000 - Soft Launch continues through Month 30 - Full operations launch Months 30-33 - Ramp-up period with all species programming active - Grand opening marketing activation drives visitor surge

Year 4 (Year 1 Full Operations - Months 36-48): \$1,300,000-1,500,000 - All species programs at full capacity - Full marketing activation - 20,000-25,000 visitors - Operation Sentinel Sky at full scale

Years 5-7: \$1,800,000-3,400,000+ - Established reputation and growing visitor base - 35,000-75,000 visitors - Regional destination status - Mature operations

Strategic Advantages of This Approach

- 1. Fundraising-Aligned Timeline:** Phase 1 requires only \$2M-2.25M to launch — 40-45% of the campaign goal — giving the organization early operational capability while continuing to raise the remainder
- 2. Immediate Revenue Generation:** Cash flow begins within the first year, supporting ongoing operations and reducing fundraising pressure

3. **Risk Mitigation:** Test programming and market response before committing to major capital construction
4. **Donor Confidence:** Demonstrate operational capability, community support, and real visitor data before asking for construction-phase gifts
5. **Staff Development:** Team gains hands-on experience during the 12-month Soft Launch phase
6. **Community Buy-In:** Build local support and awareness gradually with visible, active operations
7. **Flexibility:** Adjust final facility design based on real operational learnings from the Soft Launch year
8. **Operational Continuity:** Wildlife rehabilitation services never interrupted throughout the campaign

Critical Success Factors

1. **Property Selection:** Must have suitable existing buildings (barn, outbuildings, home/office)
2. **Location:** Visibility from Highway 224 or easy access from the Park City area
3. **Zoning Compliance:** Agricultural or compatible zoning for immediate use
4. **Building Condition:** Structures must be safe and code-compliant with minimal investment
5. **Land Size:** Minimum 5-10 acres for current operations and future expansion
6. **Early Fundraising Priority:** Secure Phase 1 funding (\$2M-2.25M) as the first campaign goal — this is the critical unlock that gets operations moving
7. **Operational Discipline:** Maintain quality standards even with temporary facilities
8. **Concurrent Capital Campaign:** Use Phase 1 operational success stories to accelerate fundraising for Phase 2-3 construction (\$2.75M-3M)

Fundraising Sequence: - **Priority 1 (Months 1-12):** Raise \$2M-2.25M for property acquisition and Soft Launch operations - **Priority 2 (Months 6-18):** Begin cultivation and solicitation for remaining \$2.75M-3M for full facility construction — leveraging Soft Launch progress, visitor data, and naming rights opportunities - **Advantage:** Early donors see immediate impact and operational results; later donors see proven demand — both stages build momentum for the full campaign

Conclusion & Recommendations

Strategic Value Proposition

Wasatch Wildlife Center's proposed multi-species facility represents a significant opportunity to:

1. **Diversify Tourism Product:** Fill critical gap in Park City's tourism portfolio with all-weather, year-round, multi-species attraction offering unique experiences unavailable elsewhere in Utah
2. **Address Low Snowpack Vulnerability:** Provide reliable alternative to weather-dependent activities during challenging snow years with indoor and covered programming options
3. **Generate Economic Impact:** Create \$3.9-9.75M in indirect economic activity plus \$1.3-3.4M direct revenue and substantial tax generation
4. **Support Conservation Mission:** Advance wildlife rehabilitation across three critical species groups (raptors, hummingbirds, bats) while creating sustainable funding model
5. **Align with Community Values:** Support Summit County's "Mountainkind" sustainable tourism initiatives and conservation priorities
6. **Create Educational Destination:** Become Utah's premier wildlife education facility with unique multi-species approach unavailable at any other single location

Multi-Species Competitive Advantages

Enhanced Tourism Appeal: - **Broader Demographic Reach:** Raptors attract adventure/photography enthusiasts; hummingbirds draw families and seniors; bats engage school groups and science learners - **Extended Visit Duration:** Multi-species facility keeps visitors 90-150 minutes vs. 45-60 minutes single-species, driving higher ancillary revenue - **Year-Round Seasonal Interest:** Different species peak at different times, creating repeat visitation incentive - **Weather Flexibility:** Indoor bat/hummingbird exhibits provide alternatives when outdoor raptor flights are weather-challenged

Financial Sustainability: - **40-45% Revenue Premium:** Multi-species model generates \$1.3M vs. \$950K (Year 1-2) and \$3.4M vs. \$2.4M (Year 5+) compared to raptor-only

approach - **Diversified Revenue Streams:** Reduces dependence on any single program or season - **Premium Pricing Justification:** Multi-species access commands higher admission fees and perceived value - **Gift Shop Enhancement:** Broader product mix appeals to varied visitor interests

Conservation Impact: - **Comprehensive Ecosystem Education:** Demonstrates interconnections between predators (raptors), pollinators (hummingbirds), and pest control (bats) - **Multiple Species Rehabilitation:** Serves 600-800 animals annually across three specialized care programs - **Research Opportunities:** Multi-species facility attracts academic partnerships and research grants - **Public Perception Improvement:** Particularly valuable for bats, which benefit from positive educational exposure

Critical Success Factors

Must-Have Elements: 1. **Professional Multi-Species Programming:** High-quality raptor demonstrations, immersive hummingbird aviary experience, and engaging bat education as integrated core attractions 2. **Weather-Protected Infrastructure:** - Covered raptor flight arena for year-round demonstrations - Climate-controlled hummingbird aviary for optimal viewing - Indoor bat education theater and exhibits 3. **Strategic Location Access:** Visibility and accessibility from major tourist corridors (Highway 224, Park City area) 4. **Partnership Integration:** Deep collaboration with tourism ecosystem (hotels, chamber, attractions) 5. **Marketing Investment:** Significant budget for awareness and visitor acquisition (\$200-300K annually for multi-species positioning) 6. **Exceptional Guest Experience:** Professional staff across all species programs, clean facilities, efficient operations, positive reviews 7. **Species-Appropriate Care Standards:** AZA-aligned animal welfare protocols for all education ambassadors and rehabilitation patients

Revenue Growth Strategy

Year 1-2 Focus: - Establish operational excellence across all three species programs - Build review base and word-of-mouth reputation for comprehensive experience - Develop partnership network emphasizing unique multi-species offering - Launch all species exhibits but with phased programming expansion - Target 20,000 visitors with \$1.3M revenue - **Species Development Priority:** Raptors (primary), Hummingbirds (secondary), Bats (supporting)

Year 3-5 Focus: - Expand specialized programming across all species - Enhance bat evening programs and seasonal offerings - Grow hummingbird photography and workshop revenue - Optimize multi-species package pricing - Increase marketing investment emphasizing "three attractions in one" - Grow to 50,000 visitors with \$3.4M revenue - **Species Development Priority:** Balanced growth across all programs

Year 5+ Focus: - Regional multi-species wildlife destination status - Enhanced facilities (expanded aviary, upgraded bat theater) - Premium programming development (multi-day workshops, researcher-in-residence) - University research partnerships across all species - Sustained 50,000-75,000 annual visitors - **Species Development Priority:** Innovation and signature experiences

Investment Justification

The \$5 million Wings Over Wasatch capital campaign investment will create:

Financial Returns: - **Sustainable annual operating revenue:** \$1.45M-3.9M (multi-species model with premium release events vs. \$950K-2.4M single-species) - **Revenue enhancement:** 53-62% higher than raptor-only model - **Indirect economic impact:** \$3.9-9.75M annually - **Tax revenue generation:** \$275K-687K annually - **Job creation:** 50-78 total jobs (direct and indirect)

Visitor Impact: - **Visitor attraction:** 20,000-75,000 annual visitors - **Average visit duration:** 90-150 minutes (vs. 45-60 for single-species) - **Repeat visitation incentive:** Seasonal variation across three species groups

Conservation Impact: - **Mission advancement:** Enhanced wildlife rehabilitation capacity serving 600-800 animals annually across three specialized programs: - Raptors: 200-300 patients (eagles, hawks, owls, falcons) - Hummingbirds: 300-400 patients (primarily summer months) - Bats: 100-150 patients (peak June-September) - **Utah's First Flight-Specialized Hospital:** Unique positioning statewide - **Research partnerships:** Multi-species facility attracts academic collaboration - **Public education reach:** 50,000-75,000 annual educational contacts

Tourism Ecosystem Value: - **Year-round stability:** Not dependent on snowpack or single season - **Weather-independent reliability:** Indoor/covered options for all conditions - **Summit County tourism diversification:** Fills critical gap in attraction

portfolio - **Complementary to existing activities:** Enhances rather than competes with ski/bike tourism - **Particularly valuable during low-snowpack years** when traditional winter activities face challenges - **Emotional engagement through release events:** Creates powerful conservation stories and repeat visitation

Competitive Differentiation: - **Only multi-species wildlife education facility in Utah** - **Only walk-through hummingbird aviary in the state** - **Only dedicated bat conservation education center in Utah (Twilight Roost)** - **Comprehensive raptor rehabilitation and free-flight demonstrations** - **Integrated ecosystem education approach**

The tourism component provides financial sustainability for the conservation mission while addressing a critical need in Summit County's tourism economy. The multi-species approach generates 36-43% higher revenue than a raptor-only facility while serving broader conservation and educational missions across three critical wildlife groups.

Next Steps

1. **Refine multi-species visitor experience plans** based on facility design development
2. Hummingbird aviary specifications and plant selection
3. Twilight Roost education theater layout and exhibit design
4. Integration of three species into cohesive visitor flow
5. **Develop detailed partnership proposals** for key hotel and attraction partners
6. Emphasize unique "three-in-one" attraction positioning
7. Package opportunities combining species experiences
8. **Create marketing budget** and multi-year campaign strategy
9. Multi-species messaging and brand development
10. Seasonal campaign rotation emphasizing different species
11. Digital strategy for hummingbird/bat education content
12. **Establish tiered pricing model** with comparison to regional attractions

13. Standard vs. Enhanced vs. Premium access levels
 14. Multi-species package pricing optimization
 15. **Build operational staffing plan** with species-specific expertise
 16. Raptor flight demonstration specialists
 17. Hummingbird aviary maintenance and naturalists
 18. Bat education presenters and conservationists
 19. Cross-training for integrated programming
 20. **Integrate tourism projections** into overall financial pro forma
 21. Conservative, moderate, and optimistic revenue scenarios
 22. Species-by-species revenue attribution
 23. Phased development timeline and costs
 24. **Engage Park City Chamber/Bureau** for tourism ecosystem integration planning
 25. Position as Utah's premier multi-species wildlife destination
 26. Seasonal marketing emphasis for different species peak seasons
 27. **Develop education curriculum** for each species component
 28. School program alignment with Utah science standards
 29. Age-appropriate programming across all three species
 30. Integration of ecosystem connections between species
 31. **Plan phased species rollout** if needed for capital efficiency
 32. Core raptor facility and flight demonstrations (Phase 1)
 33. Hummingbird micro aviary addition (Phase 2 or concurrent)
 34. Twilight Roost development (Phase 2 or concurrent)
 35. Operational flexibility based on fundraising timeline
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