Planning Participants

California Living Museum*
Meg Maitland, Director
Sharon Adams, Curator of Animals
Lana Fain, Zoo Manager

Kern County Superintendent of Schools
Steve Sanders, Chief of Staff
Amanda Frank, Kern Education Pledge Coordinator

CALM Foundation
Russ Bigler, Chair
Kevin Bartl
Kathryn Mears

CLR Design
Gregg Leicester, Principal
Megan Clermont, Designer
Nicolette Wojtak, Architect

* Additional CALM Staff and Foundation members participated in select workshops throughout the planning process, providing valuable input on the overall assessment of the CALM campus, identifying key existing assets, defining future vision objectives, and developing concepts for select future capital projects.
Since 1983, the California Living Museum (CALM) has grown from a grassroots effort to a beloved, accredited zoological facility that brings California wildlife and conservation to the forefront of the Kern County community. Acting as both a wildlife rehabilitation center and zoo, CALM exists to educate the public on the amazing flora and fauna that thrives in California.

One of the only zoological facilities operated by a County Office of Education, CALM works hand in hand with the Kern County Superintendent of Schools to educate students and adults alike; currently hosting over 20,000 students annually through our doors on school field trips. In collaboration with the CALM Foundation, we inspire guests to look at wildlife with new perspectives and intentions. It is our hope that we motivate each visitor to help make a personal commitment to the betterment of our planet.

As CALM expands and embraces new techniques and practices in animal care and husbandry, we will continue to not only create new animal-centered guest experiences but make renovations to older on-site facilities. The following Master Plan acts as a blueprint to make those dreams a reality.

With the support of our amazing community, CALM will offer expansive aid to wildlife and a top-notch experience for every guest who comes through our doors. With community, conservation and commitment in mind, CALM intends to utilize this Master Plan to create a facility that leaves an imprint on visitors that lasts a lifetime.

Thank you for your continued support in our efforts,

Meg Maitland
Director, CALM

Help Us Help Wildlife
Introduction
This report presents a conceptual plan for how the California Living Museum can be developed over the next 15 years. Concepts for the various project zones are backed by both “mission” drivers, such as showcasing California wildlife and bolstering CALM’s rescue and rehab program, as well as “site” drivers through the utilization of the site’s unique bluffs and rolling hills.

Led by CLR Design (CLR), a series of three interactive workshops gave the Zoo’s executive team, Board of Directors, and staff an opportunity to think critically and creatively about campus-wide needs, big picture vision and the role that the Zoo will play as a regional attraction. This seven-month process began in September 2021 with an initial workshop to understand the needs and goals of the Zoo. Successive workshops focused on concept testing by way of plans, sketches, imagery, and narratives to thoroughly vet ideas. CLR presented these concepts to the workshop participants, documented feedback, and refined ideas for preparation of the final Master Plan Booklet in the Summer of 2022.

During the first Workshop, the Planning Team identified the following Mission Strengths and Site Attributes, that helped inform the direction of the Campus Plan:

**Mission Strengths**
- Commitment to education and conservation (especially local/CA species)
- Community asset
- Operational support from City
- Motivated Board – desire to grow and improve as an institution
- Rescue, Rehab and Release program
- Offer unique more intimate experience (different than the larger LA and San Diego Zoos)

**Site Challenges**
- Somewhat removed from downtown Bakersfield with few other draws this end of town (minimal lunch spots, minimal shopping, no other attractions, etc.)
- Parking – plenty of area but need better surfacing and shade
- No sense of arrival, flow from parking to core could be improved
- Exhibits – smaller existing habitats with aging containment and facilities, somewhat static and could be more interactive for guests and the animals, too much chain-link and hard materials in sight-lines
- Education program is critical but need better venues and more staff to meet goals
- Bear and Bighorn Sheep Habitats could be improved for these stars of CALM
- Rescue and Rehab program is an asset to the community and CALM but needs dedicated entry and likely additional support space, i.e. yards with shade

**Site Strengths**
- Land rich – developed core with large potential expansion zones east and west
- Beautiful Kern River edge setting and foothills backdrop
- Mature trees at core of campus
- New train ride and mining town settlement attraction
- Nice collection of animals mainly focused on North America
- Parking for guests – plenty of space
- New mountain lion habitat is more representative of desired exhibit type in the future – spacious, natural geology, streams and pool, shade, more modern holding, etc.
Master Plan Drivers & Conceptual Framework

Through the workshop process, several key drivers and priorities for CALM’s master plan began to emerge:

“I’ve Never Seen California Like This”

Rather than try to expand CALM’s animal collection to more exotic animals that may not be well-suited to central California’s environment, the decision was made to continue to showcase Californian ecology, but with a level of focus and intention that more comprehensive institutions are unable to provide.

Expand and Improve Wildlife Rehabilitation Program

As the only wildlife rehabilitation center in the Bakersfield area, CALM’s rehab program plays an important role and the consensus was to make the program bigger, better, and more prominent. By highlighting the incredible work the CALM’s wildlife rehab program accomplishes, the Zoo’s contributions and actions towards conservation.

Expanded Animal Land Use and Mixed Species Habitats

Opportunity to provide more enriching habitats with more comprehensive environmental transects through a particular region of CA, such as desert, montane, riverine, coastal, etc.

Flow

The existing campus has been developed somewhat haphazardly over the last several decades. Overall facility master plans have been developed but there’s a lack of consistency with implementation and execution of projects and programs. Test new circulation systems with hierarchy including a new primary path, secondary and tertiary trails the loop back to key hubs. Look for opportunities to create dedicated perimeter service roads.

Arrival Experience

CALM offers a lot upon entry, however the core parking area, drop-off zone, and flow from a primary gathering area to the core of the campus lacks some very basic geometries that will allow for better circulation for everyday guests as well as busy school group days and events. These enhancements envisioned can help with stay time, earned revenue at the gate, and guest satisfaction overall (return visitation, membership sales, etc.).

Hubs

Review opportunities to create strategic zones throughout the campus that ‘stack’ several components such as shade, food and beverage, guest comfort (restrooms, seating, misters, etc.), views of animals and landscapes, and ideally, secondary/tertiary loop back trails so each hub is utilized multiple times. This could be a key consideration if the campus were to grow over time – expanding in to the west and east lots.

Flex Habitats

Not only can mixed species habitats allow for more enriching environments for guests, animals and staff, but the ability to link spaces (flex habitats) for animals with somewhat comparable holding requirements can open up an entirely new layer of circulation and utilization. Animals will have more space to explore and search, longer corridors to trek and track. It can all be planned in a compelling way and even choreographed from day to day so there’s much more animal movement and interaction for guests.

Campus Ecology

With the land-rich CALM campus, there are many opportunities to better manage natural resources, reduce energy usage, and conserve water. Although this is a dry region of the valley and state, storm water can still be managed on site through natural passive systems and landscapes. Power can be harvested via solar and wind. Water reclamation and treatment facilities can reduce potable water usage with habitats and other facilities. There are many opportunities to consider and even local partnerships to explore.

Adventure Education

Education is such a key programmatic aspect to the CALM experience and mission. With multi-dimensional integrated thinking, spaces in and around an educational center and throughout the entire CALM campus can become dynamic learning places and experiences that connect back to the mission. These multi-use spaces, integrated into surrounding landscape areas, habitat edges, and unique places in buildings, provide more than “classrooms” – they create dynamic and immersive educational adventures with unique views and experiences that connect kids to animals, plants, and nature.
APPROXIMATE LAND USE AREAS

- Overall Developed Campus: 35.5 Acres
- Bighorn Sheep Habitat: 30,500 SF
- Cats of California Habitat: 4,000 SF
- Raptor Habitat: 4,100 SF
- Deer Habitat: 4,100 SF
- Coyote Habitat: 2,000 SF
- Bear Habitat: 6,100 SF
- Shorebirds Habitat: 21,000 SF
- Desert Habitat: 1,500 SF
- Children’s Park: 11,700 SF
- Wildlife Rehab: 8,800 SF
- Playground: 4,500 SF
- Reptile House: 4,000 SF
- Amphitheater: 2,800 SF
- Gift Shop / CA Coast Room: 4,300 SF
- North Service Yard: 24,200 SF
- East Service Yard: 36,300 SF
- West Service Yard: 52,100 SF
- Staff Parking: 37,350 SF
- Bighorn Service Yard: 20,000 SF
- Visitor Parking: 113,400 SF
- Overflow Parking (not shown): 343,500 SF
- Restroom: 600 SF

Total Animal Habitat Land Use: 97,800 SF / 10%
Existing Campus - Site Images & Analysis

- Existing Main Entry Gate
- Mining Town
- Desert Habitat
- Bighorn Sheep Habitat
- Core of CALM Campus with Natural Shade Trees
- Cats of California
- Mammal Round
- Shorebirds Exhibit
- Children's Park
Master Plan Overview
Project Zones

- North Meadow Habitat
- West Expansion
- Rescue + Operations Hub
- Legacy Campus
- Event Pavilion
- Entry Plaza
Entry Plaza

By reorganizing the geometry of the parking lot and expanding the plaza, CALM’s improved entry experience will increase safety, boost revenue, and improve overall guest satisfaction.

Key Concepts:

- Redevelop parking and overflow lots for ideal circulation geometry, visibility, and flow to the new entry gateway
- Improved landscape, sculpture, and signage. More evident gateway to the arrival drive.
- Easy car loop and guest drop-off
- Dedicated bus route, drop-off and direct Zoo entry for school groups
- New Entry Village including ticketing, guest services, gift, and second-level administrative offices
- Coffee shop / quick-service restaurant outside Zoo gates to capture passing bike traffic and boost revenue
- Repurpose the existing Entry Building as the Education Hub, including flexible classroom spaces, storage, and other programming needs
- New small-animal exhibit just after gateway

Legend

- Visitor Path
- Visitor Services Building
- Exhibit Building
- Viewer Shelter
- Animal Exhibit
- Holding Building
- Yard
- Service Path
- Admin / Support Building
- Buffer Vegetation
- Lawn
- Water
- Parking / Road

Program

| Gift Shop / Cafe / Admin | 4,038 SF |
| Ticketing / Guest Services | 2,168 SF |
| Flex Habitat | 3,930 SF |
| Temp Holding | 1,650 SF |
Entry Plaza - Conceptual Rendering
Education Building Enhancements

Enhance/Expand the central space for classroom use and other special events

Maintain/Enhance the existing Coast Room

- Flex Classroom 675 SF (previous gift shop)
- Habitats
- Restrooms 148 SF
- Enhanced Existing Coast Room 1290 SF
- Flex Classroom 990 SF
- Habitats
- Flex Classroom 990 SF
- Lobby 495 SF
- Restrooms 148 SF
- Restrooms 148 SF
- Storage
- Storage
- Reception

California Living Museum • Campus Master Plan 2022
Rehabilitation & Animal Operations Hub

With an increased focus on CALM’s mission to rescue, rehabilitate and release local wildlife, it was important to develop a true Rescue and Animal Operations Hub to optimize its expanding animal care operations as well as showcase this important work to visitors.

Key Concepts:
- New two-story commissary and animal quarantine building with intern housing above
- New OWCN under construction and step towards bolstering the facilities and operation
- Dedicated entry/exit to avoid animal drop-offs going through the main gate
- Larger/more outdoor yards with shade and natural substrates
- New indoor small animal (mammals, birds, etc.) holding and staff support facility, including outdoor yards for maximum flexibility
- New guest trail anchoring east side, can be part everyday experience or (fee-based) behind the scenes tour

With an increased focus on CALM’s mission to rescue, rehabilitate and release local wildlife, it was important to develop a true Rescue and Animal Operations Hub to optimize its expanding animal care operations as well as showcase this important work to visitors.

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Program

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Legend
- Visitor Path
- Visitor Services Building
- Exhibit Building
- Viewer Shelter
- Animal Exhibit
- Holding Building
- Yard
- Service Path
- Admin / Support Building
- Buffer Vegetation
- Lawn
- Water
- Parking / Road

California Living Museum • Campus Master Plan 2022
Rehabilitation & Animal Operations Hub - Conceptual Rendering
The defining strategy within the core historical campus focused on preserving its heritage and beautiful mature shade trees, while creating strategic zones throughout the campus that “stack” several components - such as shade, food and beverage, guest comfort (restrooms, seating, misters, etc.), views of animals and landscapes, and ideally, secondary/tertiary loop back trails so each hub is utilized multiple times.
Key Projects:

Central Promenade
A revamped central pathway enhances visitor comfort through the use of shade trees, garden edges, benches, misters, and more. Special paving creates hierarchy in the site’s circulation system.

Woodland Trail
With the previous residents moved out to new, larger habitats, the northeast end of the Legacy Campus can be re-purposed to exhibit existing smaller collection animals in a more modern way, while incorporating “adventure education” through unique play features embedded into the landscape.

Snack Hub
A new visitor central hub with snack station and seating deck, overlooking central stream and ravine, as well as new habitats.

Reptile Renovation
The building shell of the Herpetarium is in decent condition and will benefit from an interior refit to modernize the exhibits inside with more varied enclosure sizes and even a peek-a-boo window into the life support systems for the waterfall exhibit outside.

Bighorn Sheep Expansion
By adjusting the barriers of the existing Bighorn Sheep exhibit, the visitor experience can be vastly improved through optimized sight-lines and more immersive viewing, and bringing the animals closer to the train tracks across the ravine for an exclusive train experience.

Riparian Zone
A refurbished riparian zone replaces the aging Shorebirds exhibit, and includes mixed species or flex habitats for birds and small mammals found within a riparian transect.
Legacy Campus Animals

- Bighorn Sheep: Legacy Campus
- Western Pond Turtle: Herp Building
- Golden Eagle: Aviaries
- Pronghorn: Train Loop: New Animal
- Pelican: Riparian + Shorebirds
- American River Otter: Riparian: New Animal
- Coot: Riparian + Shorebirds
- Egret: Riparian + Shorebirds
- American Badger: Woodland Trail
- Bobcat: Woodland Trail
- Gray Fox: Woodland Trail
- Raccoon: Woodland Trail
West Expansion

This major new land use expansion to the west of the developed CALM Zoo site was designed in a way that compliments and supports the CALM mission and its natural landscape. Modern zoological habitats, animal welfare, and guest experiences through the use of rotational habitats, activity-based habitats, and immersive landscapes were all considered during the development of this zone. The main visitor path follows the ravine in the natural landscape, providing stunning vistas as the wolf and bear habitats rise up along either side.

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Legend:
- Visitor Path
- Visitor Services Building
- Exhibit Building
- Viewer Shelter
- Animal Exhibit
- Holding Building
- Yard
- Service Path
- Admin / Support Building
- Buffer Vegetation
- Lawn
- Water
- Parking / Road

Aviary and Canopy Walk
Key Projects:

Wolf Ridge
An elongated exhibit offers the chance to see a pack of wolves showcasing their natural behaviors as they run through the woods or

Bear Flex Habitats
New bear zone with expansive, immersive, and enriching habitats and opportunities to “flex” between brown and black bear

Bear Tunnel
A tunnel beneath the bear habitat provides an opportunity to get visitors underground and out of the heat, a key concern during the planning process. This cave experience showcases animals that require more temperature and light control, such as bats, ringtail cats, pocket gophers, reptiles, and/or various insects.

Flight Aviaries
By leveraging the site’s unique bluffs overlooking the Kern River, 200’ long aviaries provide enough space for raptor and California Condor flight. A parallel visitor deck takes advantage of the slope and allows for canopy level views of birds and vistas to the north with an enclosed walk-through segment.
West Expansion - Conceptual Rendering
West Expansion Animals

Cooper's Hawk
NW Aviaries

Beaver
Bear Pond

Black Bear
Flex Bear Habitats

North American Brown Bear
Flex Bear Habitats
New Animal

Burrowing Owl
NW Aviaries

California Condor
NW Aviaries

Great Horned Owl
NW Aviaries

Peregrine Falcon
NW Aviaries

Red Tailed Hawk
NW Aviaries

Turkey Vulture
NW Aviaries

Wolf
Wolf Ridge
New Animal

Miner Cat
Tunnel
New Animal
Event Pavilion

A new, multi-purpose event barn provides opportunities for expanded programming and rental revenue for CALM while celebrating the agricultural heritage of the region. Beautiful entry gardens offer an ideal location for photography sessions, and a large veranda overlooks the browse fields and animal habitats beyond. Relocating the contact farm to this area makes sense programmatically and creates opportunities for privatization during events.

Browse garden growing fields create a great backdrop and can provide browse enrichment for CALM’s animal collection, as well as an opportunity for special guest experiences (fee-based encounters for browse harvesting and animal feedings).
Event Arrival Gardens Plants

Clarika Amonea Aurora
Eschscholzia Californica Alba
Gilia Tricolor
Gilia Tricolor Bed
Phacelia Viscida
Nemophila Baby Blue Eyes
Nemophila Menziesii Snow White
Playstemon Californicus

California Living Museum • Campus Master Plan 2022
North Meadow Habitat

The North Meadow utilizes the site’s naturally flat plains to create an expansive mixed species habitat that could feature Tule Elk, Mule Deer, White-Tail Deer, and possibly even Bison. With enough space to spread out and roam, these species could successfully cohabitate while providing visitors with a true environmental transect view of a central Californian plain.

Key Concepts:

- Meadow trail down the bluff offers an adventure experience for guests willing to make the trek, while a funicular could provide a more accessible option
- Central pond provides an element of habitat theater for guests as various species utilize this landscape feature
- Animal pens and shelters on the northeast end of the exhibit for animal husbandry and easy access to service roads
- Vegetated buffer to control sight lines of reservoir beyond

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Legend:
- Visitor Path
- Visitor Services Building
- Exhibit Building
- Viewer Shelter
- Animal Exhibit
- Holding Building Yard
- Service Path
- Admin / Support Building
- Buffer Vegetation
- Lawn
- Water
- Parking / Road
North Meadow Animals

- Tule Elk
  North Meadow

- Bison
  North Meadow

- Mule Deer
  North Meadow
Implementation
Implementation Overview

The implementation plan was developed to address the Zoo’s most critical needs including animal welfare, guest experience, revenue generation, and infrastructure while proposing a feasible sequence relative to funding and operations. This plan is ambitious and includes several new project concepts that will be implemented over the next twenty years and beyond. To move forward successfully, the Zoo must act strategically based on the following recommended criteria:

- Align project implementation goals with fundraising initiatives.
- Consider attendance growth opportunity, construction costs and revenue growth impact.
- Deliver projects with a balanced approach to planning and development.

The balanced approach to planning and development focuses on the programmatic needs of the Zoo and categorizes projects in three distinct categories such as exhibits and attractions, strategic services, and infrastructure. Each category is vital to the long term physical and financial stability of the campus and needs to be addressed throughout the planning and implementation process.
CALM’s immediate priorities within the next seven years will be Phase 1 of the Rehab & Operations hub, the Entry Plaza and Parking, as well as expanding the Bighorn sheep exhibit.

Entry Zone
1. New parking and vehicular circulation
2. Entry Plaza
3. Guest Services & Ticketing Building
4. Gift Shop, Cafe, & Admin Building
5. Renovation of the Education Building
6. Rehab Entry Gateway

Animal Operations & Rehab Hub
7. Commissary Building with indoor quarantine and 2nd floor intern housing
8. Rehab Building
9. Veterinary Support Building
10. Animal Holding Building
11. Flight Aviaries
12. Large Mammal Yards
13. Avian Yards

Other Projects
14. Bighorn Sheep Expansion
15. Future Exhibit
16. Event Space
CALM's intermediate priorities will focus on expanding the campus to the west and providing exciting new exhibits, experiences, and revenue opportunities.

Legacy Campus
1. Small Mammal Habitat
2. Amphitheater Renovation
3. Snack Hub
4. Ambassador Animal Mews and habitat

Woodland Trails Habitats
5. 5 new small mammal exhibits
6. Renovated existing bear habitat

Riparian Habitats
7. Renovation of existing Shorebirds exhibit
8. 2 new small mammal / riparian exhibits

West Expansion
9. 2 Flight Aviaries
10. 3 Flex Bear Habitats & Support Barn
11. Wolf Ridge Habitat & Support Barn

Event Pavilion
12. Event Pavilion, Decks, & Lawns
13. Contact Farm
14. Native Plant Garden
15. Browse Fields

8-15 Years
CALM’s later priorities will include an expansive meadow habitat, as well as the refurbishment of existing and addition of new aviaries.

North Meadow Habitat
1 Meadow Trail
2 Pond
3 Animal Barn & Yards

Northeast Aviaries
4 Existing Aviary Renovation
5 Additional Aviaries
Appendix
State & Local Context

Situated nearly equidistant between the LA Zoo and Fresno Chaffee Zoo at just over a 100-mile drive from each, CALM has an opportunity to become a destination attraction with a unique focus on the ecosystems found in California and the greater Southwest. In conjunction with its extensive wildlife rehabilitation program, CALM serves as a key conservation education institution for the local Bakersfield and Southern San Joaquin Valley community.

LEGEND
- California Living Museum
- Zoos, Aquariums, Petting Zoos & Farms
- Theme Parks, Water Parks

NEIGHBORING ATTRACTIONS
- Six Flags Magic Mountain
- Universal Studios Hollywood
- Los Angeles Zoo
- Fresno Chaffee Zoo
- Charles Paddock Zoo
- Cabrillo Marine Aquarium
- Aquarium of the Pacific
- Disneyland
- Santa Ana Zoo
- Big Bear Alpine Zoo
- Monterey Bay Aquarium
- SeaWorld San Diego
- San Diego Zoo
- San Diego Zoo Safari Park
- Six Flags Discovery Kingdom

Distance: 2.5 mi, 10 mi, 20 mi, 50 mi, 100 mi, 150 mi, 200 mi
CALM Site

West Parcel

Main Parcel

East Parcel

36 acres

35.5 acres

24 acres

36.5 acres
Inventory & Analysis - Site Topography
APPROXIMATE AREA TAKEOFFS

Bighorn Sheep Habitat 30,500 SF
Cats of California Habitat 4,000 SF
Raptor Habitat 4,100 SF
Deer Habitat 4,100 SF
Coyote Habitat 2,000 SF
Bear Habitat 6,100 SF
Waterfowl Habitat 21,000 SF
Desert Habitat 1,500 SF
Children’s Park 11,700 SF
Wildlife Rehab 8,800 SF
Playground 4,500 SF
Reptile House 4,000 SF
Amphitheater 2,800 SF
Gift Shop / CA Coast Room 4,300 SF
North Service Yard 24,200 SF
East Service Yard 36,300 SF
West Service Yard 32,150 SF
Staff Parking 37,350 SF
Bighorn Service Yard 20,000 SF
Visitor Parking 113,400 SF
Overflow Parking (not shown) 343,500 SF
Restroom 600 SF
Inventory & Analysis - Habitat Land Use

LAND USE STATISTICS

Core Campus 996,871 SF

Animal Spaces
- Bighorn Sheep Habitat 30,500 SF
- Cats of California Habitat 4,000 SF
- Raptor Habitat 4,100 SF
- Deer Habitat 4,100 SF
- Coyote Habitat 2,000 SF
- Bear Habitat 6,100 SF
- Shorebirds Habitat 21,000 SF
- Children's Park 11,700 SF
- Wildlife Rehab 8,800 SF
- Reptile House 4,000 SF
- Desert Habitat 1,500 SF
Total 97,800 SF 10%

Visitor Amenities
- Playground 4,500 SF
- Railroad 356,233 SF
- Amphitheater 2,800 SF
- Restroom 600 SF
- Gift Shop / CA Coast Room 4,300 SF
Total 368,433 SF 37%

Service Yards
- North Service Yard 24,200
- East Service Yard 36,100
- West Service Yard 52,150
- Bighorn Service Yard 20,000
Total 132,650 13%
### Inventory & Analysis - Current Collection Plan

#### Ecoregional Representation

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