2018—2019 REPORT TO THE COMMUNITY

Preserving quality cultural institutions for the St. Louis region today and for future generations
Residents of St. Louis City and County have generously provided tax support to the ZMD for more than 45 years. In 1972, the ZMD’s net tax revenue amounted to slightly less than $3.9 million; in 2018, the ZMD’s net tax revenue exceeded $80.5 million. The St. Louis City and County residents serving as ZMD directors wish to thank our fellow citizens for this remarkable level of support.

Tax support, coupled with generous donations and the efforts of volunteers and staff, were instrumental in providing a wide variety of experiences for nearly 6 million individuals visiting the five ZMD institutions during 2018. This annual report highlights their many achievements.

In order for the ZMD to provide its related cultural institutions with the funding necessary to deliver engaging experiences to residents and tourists alike, it must be a conscientious caretaker of taxpayer funds. Missouri statute allows the ZMD to retain 5 percent of its tax revenue for administrative purposes. The ZMD has traditionally used less than 1 percent of the tax revenue for administration and distributed the remaining amount to the five cultural institutions. In 2018, the ZMD’s administrative expenses amounted to 0.94 percent of the year’s net tax revenue.

In addition to the accurate distribution of tax funds and the prudent control of administrative expenses, the ZMD has enabled value-added programs for the cultural institutions. A ZMD-sponsored IT assessment engagement involving each cultural institution and the ZMD office was recently completed, ensuring that each entity manages and protects information appropriately. The ZMD Board is currently in the process of engaging an independent consulting firm to conduct a shared services analysis involving the five cultural institutions as well as the ZMD. Shared services necessitate the collaborative use of resources across organizational boundaries with the goal of achieving cost savings, more efficient processes, and improved productivity within each organization.

Thank you for your continued interest in and vital support of the ZMD and its cultural institutions as we strive to create a prosperous, thriving St. Louis region.

Christine A. Chadwick
ZMD Board Chairman

J. Patrick Dougherty
Executive Director

THANK YOU, ST. LOUIS CITY AND COUNTY TAXPAYERS

If a poll were taken to determine the reasons people love living in and visiting the St. Louis area, the five world-class cultural institutions supported by the Metropolitan Zoological Park and Museum District (ZMD) would undoubtedly rank high on the list.
OUR VISION

The task of the Zoo Museum District is to lead, plan, and collaborate in strengthening the Subdistricts to ensure quality institutions that educate, enhance, and benefit the residents of the St. Louis region.

OUR MISSION

The mission of the Zoo Museum District is to represent the taxpayers of the District in the careful oversight of the financial affairs of the Subdistricts: Missouri Botanical Garden, Missouri History Museum, Saint Louis Art Museum, Saint Louis Science Center, and Saint Louis Zoo.
City and County voters approve the formation of the ZMD to support the Saint Louis Zoo, Art Museum, and Science Center.

A NOTE ABOUT ZMD ADMINISTRATIVE COSTS

Section 184.356 of the Missouri Revised Statutes allows the ZMD to retain 5 percent of a year’s tax collections for its administration. In 2017, administrative expenses totaled $570,506 or 0.8 percent of the year’s tax receipts. The ZMD Board distributes “excess administrative fees” to the cultural institutions proportionately on the basis of the tax rates levied during the year in which the excess fees originated. The 2017 excess administrative fees of $3,239,008 were distributed in 2018. The Saint Louis Zoo and Saint Louis Art Museum each received $924,865, the Saint Louis Science Center and Missouri Botanical Garden each received $463,092.64, and the Missouri History Museum received $463,092.72.

LATEST FINANCIAL STATEMENTS

See the ZMD website (mzdstl.org) to view the recent annual financial statements of the Zoo Museum District and related cultural institutions. The Zoo Museum District has been audited annually since operations commenced.

TAX SUPPORT’S IMPACT ON INSTITUTIONAL OPERATIONS

Tax receipts from the residents of St. Louis City and County materially affect operations at the five cultural institutions. Recent years’ tax support represented at least 34 percent of each institution’s net operating revenue.

ST. LOUIS CULTURAL INSTITUTION | 2018 TAX RATE PER $100 OF ASSESSED VALUATION | MAXIMUM AUTHORIZED TAX RATE
--- | --- | ---
Saint Louis Art Museum | 7.77 cents | 8.00 cents
Saint Louis Zoo | 7.77 cents | 8.00 cents
Saint Louis Science Center | 3.90 cents | 4.00 cents
Missouri Botanical Garden | 3.90 cents | 4.00 cents
Missouri History Museum | 3.90 cents | 4.00 cents

1971

City and County voters approve the formation of the ZMD to support the Saint Louis Zoo, Art Museum, and Science Center.

1972

The ZMD begins operations.

1983

Voters add the Missouri Botanical Garden to the ZMD and increase tax rates for the Zoo, Art Museum, and Science Center.

1987

Voters add the Missouri History Museum to the ZMD.

2018

Taxpayer investment in the cultural institutions exceeds $1.83 billion.
The Saint Louis Art Museum plays a vital role in the cultural life of the region thanks to the ongoing support of the St. Louis community. Highlights of the year include popular and significant exhibitions, programs that educate and inspire, new art acquisitions, and record attendance. More than 653,000 visitors were welcomed in 2018, the fifth highest attendance in the Museum’s 140-year history.

**ART**

The 2018 exhibition season opened with *Sunken Cities: Egypt’s Lost Worlds,* the most ambitious exhibition ever undertaken by the Museum and the largest presentation of Egyptian artifacts in St. Louis in more than 50 years. More than 170,000 visitors experienced *Sunken Cities,* representing the St. Louis region, 34 states, and 13 foreign countries. In the fall, the Museum presented *Graphic Revolution: American Prints 1960 to Now,* which featured diverse artists whose works helped define the spirit of their time.

For *Kehinde Wiley: Saint Louis,* the acclaimed artist invited residents he met in neighborhoods in north St. Louis and Ferguson to pose for large-scale portraits inspired by artworks in the Museum’s collection. The exhibition captivated audiences, and the Museum acquired a painting from the exhibition which will go on view in 2019.

In 2019, the Museum features three main exhibitions. The spring exhibition *Rachel Whiteread,* co-organized by Tate Britain, London and the National Gallery of Art in Washington, DC, featured sculpture by celebrated British artist Dame Rachel Whiteread. *Paul Gauguin: The Art of Invention,* the Museum’s first exhibition to explore the full range of the artist’s works, opened in July. *Dutch Painting in the Age of Rembrandt from the Museum of Fine Arts, Boston* celebrates the Boston museum’s exceptional collection of works from the Dutch Golden Age.

The collection was significantly enhanced by several major acquisitions and many generous gifts. The Museum also accepted an important gift of vernacular photography from St. Louis collectors John and Teenuh Foster, 78 Native American textiles and related works from collectors Paul and Elissa Cahn, and an anonymous gift of 194 prints that transforms the Museum into a center for the study of prints relating to Pieter Bruegel the Elder and Hieronymous Bosch.

**COMMUNITY**

The Museum’s adult, family, school, and community programs drew inspiration from the collection and exhibitions, and were offered at no or low cost to 81,000 visitors. Public programming celebrating significant cultural milestones included Kwanzaa, the legacy of Dr. Martin Luther King, Jr., and Women’s History Month. Popular programs for youth included Family Sundays, Youth smART, and Art with Us.

*Art in Bloom,* our free annual celebration of art and flowers, was attended by 19,500 visitors in 2019. More than 20,000 people attended the ninth season of the *Art Hill Film Series,* which featured films inspired by *Sunken Cities.* Our third annual Winter Celebrations festival drew 5,000 visitors. *SLAM Underground,* the Museum’s monthly event for young adults, drew 12,000 participants.

**FINANCIAL STRENGTH**

The Museum continues to maintain a strong financial position. In early 2019, the Saint Louis Art Museum Foundation paid off the debt related to the construction of the East Building 31 years early, the result of a $160 million fundraising effort that remains the most successful campaign for a St. Louis cultural institution. In May 2017, Moody’s upgraded the Museum’s issuer rating to Aa2 and in October 2018, S&P Global Ratings affirmed its AA- rating. These ratings maintain the Museum’s credit position among the top art museums in the country. As of December 2018, the market value of the Museum’s endowment was $192.9 million.
The Missouri Botanical Garden is an oasis in the heart of St. Louis that is accessible to everyone. St. Louis City and County residents are invited to enjoy free hours at the Garden every Wednesday and Saturday before noon. Many residents love 7 a.m. walking hours on those days. The Garden also hosts a variety of family-friendly festivals and events throughout the year. During summer, the Garden hosts free Whitaker Music Festival concerts on Wednesday nights. In 2018, the Garden welcomed its 1 millionth visitor living in the St. Louis region. The Garden also manages the St. Louis Green Business Challenge, which is part of a community initiative to promote, protect, and establish BiodiverseCity St. Louis, a commitment to biodiversity throughout the greater St. Louis area.

In 2018, more than 800 people removed 300,000 invasive plants. The Garden is also a part of its annual holiday traditions. Family Nights, with $3 children’s tickets, are especially popular. In 2018, a total of 1,047,649 people visited the Garden’s locations. The Garden’s members span 47,091 households, and it saw 330,328 education interactions. Last year, 1,902 volunteers contributed 118,554 volunteer hours. And the Garden’s scientists discovered 200 new plant species in 2018—10 percent of the plant species discovered each year anywhere in the world.

THE GARDEN AND SUSTAINABILITY
Being outstanding environmental stewards and establishing sustainable communities is vital to achieving the Garden’s mission. The Garden coordinates more than 40 programs in the city and county to accelerate our region’s transition to a more sustainable future. One example is the Honeysuckle Sweep, which includes public events and volunteer days to remove invasive bush honeysuckle and replace it with non-invasive plants. This allows land to become productive for native habitat, recreation, and enjoyment. In 2018, more than 800 people removed 300,000 invasive plants. The Garden is also dedicated to BiodiverseCity St. Louis, a community initiative to promote, protect, and plan for biodiversity throughout the greater St. Louis region. The Garden also manages the St. Louis Green Business Challenge, which helps area businesses and municipalities incorporate sustainable operations and systems. And the Garden provides a free Green Resources Information Service.

OUTDOOR YOUTH CORPS
The Garden’s Outdoor Youth Corps jobs program gives city youth, ages 16-24, the opportunity to work alongside Garden staff and industry professionals, learning valuable skills that create new education, employment, and career opportunities. In 2018, the crew dedicated 1,600 hours of work in local ecoclogical restoration, community beautification, and environmental education. Projects included maintenance on a large bioswale at Bellfontaine Cemetery, invasive removal in woodland area in O’Fallon Park, and seed collection at Shaw Nature Reserve. Washington University’s Brown School evaluated the program and found participants were more knowledgeable about nature, the environment, and green careers and enjoyed being in the outdoors more. They also gained confidence, teamwork and leadership skills.

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THERAPEUTIC HORTICULTURE
Unique among botanic gardens and other places of informal learning, the Missouri Botanical Garden’s Therapeutic Horticulture program is designed to provide enriching, stimulating, nature-based experiences for a diversity of audiences, in order to improve physical, emotional, and psychological well-being. Using plants and plant-related activities, the Garden’s expert team of certified horticultural therapists work closely with community partner organizations serving a range of clients, including individuals diagnosed with cancer and undergoing treatment, children and families in crisis, individuals in rehab hospitals, seniors living in memory care units, victims of substance abuse, veterans from senior living communities, and children with special needs. Benefits can include diversion from illness or trauma, stress reduction, increased well-being, increased social interaction, and increased self-esteem and self-worth. As part of this work, the Garden hosts a series of Family Nights each summer, welcoming diverse children with varying abilities from under-served communities to experience the Garden in a developmentally appropriate, sensory-rich, and playful way. Current partner organizations include Siteman Cancer Centers, St. Louis Crisis Nursery, Eastern Seals Midwest, Society for the Blind, BJC Cancer Support Community, Ranken Jordan Pediatric Bridge Hospital, Alternative Hospice, and senior living facilities throughout the St. Louis area. In 2018, the Garden’s Therapeutic Horticulture programs benefitted more than 6,200 people, including 2,800 seniors and 3,400 children, family members, and adults with special needs.

COMMUNITY PARTNERSHIPS
The Missouri Botanical Garden is committed to building meaningful relationships with community agencies. One example is the partnership that the Garden has with the St. Louis ARC, which empowers people with intellectual and developmental disabilities to lead better lives by providing a lifetime of services, support, and advocacy. It began when the ARC was looking for fulfilling volunteer opportunities for its clients at the same time the Garden was looking for a solution to an over-abundance of plastic pots generated from our greenhouse. The volunteer pot-washing program was born. This provides training and equipment to ARC volunteer teams to properly wash these pots so they can be reused or recycled. The team has dedicated more than 5,000 hours of service to the Garden and kept countless numbers of pots out of landfills.
The Missouri Historical Society (MHS) began 2018 with a rebrand, presenting itself as three visitor locations: the Missouri History Museum, the Library & Research Center, and Soldiers Memorial Military Museum. The MHS continues to be a national leader in diversity, equity, accessibility, and inclusion. The institution expanded this role further into the community in 2018, most visibly with the reopening of Soldiers Memorial in downtown St. Louis.

Last year, MHS institutions received 351,023 visitors, with 328,907 visiting the Missouri History Museum, 16,407 visiting the newly renovated Soldier Memorial Military Museum in the less than two months after it reopened, and 5,709 visiting the Library & Research Center. In 2018, 168 volunteers contributed 14,941 hours of service. A new website, mohistory.org, features a digital collections search that’s easier to navigate and makes more artifacts accessible to the public than in the past. The website received 460,126 visitors, and 196,468 research visitors navigated mission-driven history content, including digital storytelling on History Happens Here and the Digital Collections Search.

MHS also received numerous accolades, including being named a finalist for the National Medal for Museum and Library Service by the Institute of Museum and Library Services, as well as receiving a Sustainability Excellence Award from the American Alliance of Museums.

RECORD-BREAKING EXHIBITS The Missouri History Museum hosted an array of exhibitions, exploring such issues as civil rights and St. Louis gems. The fourth most visited exhibit in the Missouri Historical Society’s 153-year history, St. Louis: The African American Freedom Struggle in St. Louis, welcomed 296,677 people. The American Association of State and Local History honored the exhibit with an Award of Merit, and St. Louis Post-Dispatch readers voted it among their favorite exhibits of the year. Voted Best Recent Art Gallery Show by St. Louis Post-Dispatch readers, Panoramas of the City also won an International Achievement Award from the Industrial Fabrics Association International. Viewed by 264,670 visitors before closing in early 2019, it serves as a model for exhibits across the country. Marking a St. Louis institution’s centennial milestone, Many Memories was viewed by more than 170,509 visitors and became the eighth most visited exhibit in MHS history.

SOLDIERS MEMORIAL REOPENS After being closed for nearly three years during a $30 million renovation, Soldiers Memorial Military Museum reopened November 3, 2018. The state-of-the-art museum offers a comprehensive look at American military history through the lens of St. Louis, with nearly all aspects of the exhibits showcasing real individuals’ stories and service. Opening-day events saw approximately 1,500 people celebrate the reopening of this St. Louis treasure. Prior to renovation, the site hosted fewer than 10,000 guests annually; after reopening and not even two full months of operation, however, Soldiers Memorial had already exceeded previous average annual attendance, with 16,408 visitors.

A WORLD-RENOWNED COLLECTION The Missouri Historical Society Library and Research Center houses a world-renowned collection, including more than 175,000 artifacts in a variety of formats, more than 1 million images, more than 90,000 volumes, more than 7,800 linear feet of manuscript material, one of the largest regional moving images and sound collections in the country, and so much more. MHS cares for the largest collections of several significant national figures and events in the world, most notably, Charles Lindbergh, the Lewis & Clark Expedition, and the 1904 World’s Fair. Every year, thousands of researchers visit the non-circulating library to access primary sources on the St. Louis region. Last year, conservators assessed the condition of 511 artifacts. 159 of these artifacts were conserved for exhibits at the Missouri History Museum and Soldiers Memorial.
In its mission to “ignite and sustain life-long science and technology learning,” the Saint Louis Science Center strikes a balance between formal and informal learning experiences. Through special exhibitions, community partnerships, and innovative programming, the Science Center engages the community both on-site and beyond. In 2018, the Science Center served 1,046,559 people, in part with the help of its 335 volunteers, who contributed 19,500 hours.

CONNECTING THE COMMUNITY WITH SCIENCE

Responding to a call to action from community leaders, the Community Science Department was created to deliver underserved community members with greater access to science, technology, engineering, art, and mathematics (STEAM) education. By connecting with schools and other organizations, the department works to foster a continuing interest in science. At monthly meetings, partner organizations can receive curricula and activities for science education, learn about upcoming opportunities and events, and network. The department also works with community partners on such initiatives as the Science Savvy Series, Pop-Up Science events, STEM Enrichment Program Summer Camps, and the annual Community Science Showcase. The department also offers opportunities for the community to make use of its space as a hub for science education through opportunities such as Flight Simulation Training via the aerospace component, Teen Science Café educational sessions, and after-school programs. And since 2002, the Saint Louis Science Center has also been the major sponsor and educational partner for the FIRST Robotics Competition in St. Louis. The Science Center was instrumental in bringing the FIRST Robotics Championship to St. Louis for several years, drawing competitors from 50 states and more than 50 countries, as well as helping generate an estimated $25–$30 million to the local economy per year, with more than $200 million in total economic impact.

In spring 2019, the Science Center opened Pompeii: The Exhibition, showcasing more than 150 artifacts from the National Archaeological Museum of Naples to tell the story of the Ancient Roman city of Pompeii, destroyed in 79 A.D. by the eruption of Mount Vesuvius. Over one hundred thousand visitors have been able to visit the ancient city and archaeological site without leaving St. Louis.

REACHING OUT

The Science Center can now bring the McDonnell Planetarium experience to off-site groups with its new Unisphere, an inflatable mini planetarium with cutting-edge technology that brings the wonders of the night sky to life for groups up to 30. It enables the education team to bring star-studded programming to schools, scouts, and community events.

For 24 years, the Loeb Prize has honored outstanding middle and high school science and math teachers from across the St. Louis region. These tech-savvy educators exemplify the best in local STEM education. The award not only recognizes innovation in the classroom but also highlights a select few STEM educators. Finally, the Science Center hosted imaginative displays for CANstruction, an international hunger relief charity that collects millions of cans of food for local food banks. Nine teams of professional architects, engineers, contractors, and designers competed to build the best structural design out of a truly unusual architectural medium: canned food. This year’s design theme was Polinator Week, bringing awareness to the importance of pollinators. At the end of the competition, the thousands of cans of food were donated to Operation Food Search.

THE SCIENCE CENTER SERVED

1,046,559 PEOPLE, IN PART WITH THE HELP OF ITS 335 VOLUNTEERS, WHO CONTRIBUTED 19,500 HOURS IN 2018

The Science Center was honored to be one of four museums nationwide to host Destination Moon: The Apollo 11 Mission, a traveling special exhibition from the Smithsonian’s National Air and Space Museum in Washington, D.C. The exhibition featured the Apollo 11 command module Columbia, as well as 20 artifacts from the historic mission that first landed man on the moon—while coinciding with the 49th anniversary of the lunar landing. For many community members, it provided a once-in-a-lifetime chance to see these historic artifacts. The visitor experience was augmented with items from the Science Center’s collections, artifacts on loan, and new exhibits created for the Destination Moon exhibit. The exhibition exceeded projected attendance, with 87,371 tickets sold, including 5,650 free tickets over five free admission days. The community was also reminded about the important role that St. Louis played in the Space Race, including the engineers at McDonnell Aircraft Corporation who were integral to the Mercury, Gemini, and Apollo programs, as well as longtime Science Center volunteer Gene “Woody” Woodford, who reflected on what the Apollo program meant to those working on it. In July, NASA also hosted a live downlink at the Science Center that allowed more than 150 students to visit with Dr. Serena M. Aunon-Chancellor, a crew member aboard the International Space Station. And NASA specialist John Weis led 26 local educators through NASA’s Lunar and Meteorite Sample Disk Certification program.

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Home to more than 17,000 animals representing approximately 600 species, the Saint Louis Zoo is recognized worldwide for its innovative approaches to animal care and management, wildlife conservation, research, and education. In 2018, approximately 2.9 million visitors came to the Zoo from all over the world, making it one of the most visited zoos in the United States. In June 2018, the Zoo recorded 56,240 members, the highest number of Zoo members to date.

The Zoo also saw a number of milestones: The Emerson Zooline Railroad celebrated 55 years in 2018, and the Children’s Zoo celebrated its 50th anniversary in 2019. For the first time ever in 2018 and again in 2019, participants in St. Louis Children’s Hospital Make Tracks through Zoo got to run through the Zoo on the 5K route; these two years saw record attendance at this fundraiser that benefits the Zoo. Second-generation zoo-bred Ozark hellbenders hatched at the Charles H. Hoessle Herpetarium, a historic achievement in conservation for this endangered species. A critically endangered mongoose lemur was born at the Primate House, and the 200th Speke’s gazelle was born at the Antelope House.

NORTH CAMPUS
Using privately donated funds, the Saint Louis Zoo Association purchased 425 acres in north St. Louis County in September 2018. The North Campus represents an opportunity to further unify our community, including those living in the city and the county. The North Campus will allow the Zoo to have large groups of animals for conservation breeding. It will offer hands-on, educational experiences for the surrounding community that only nature can provide. And the new attraction will help bring tourism and economic activity to the St. Louis metro area and to north St. Louis County. The basic public experience will be free to those who live in St. Louis County; others will pay admission fees. Zoo staff is working to ascertain the timing and needs to develop such a large-scale operation.

PROPOSITION Z
On November 6, 2018, the St. Louis County community overwhelmingly approved a one-eighth of 1 percent sales tax increase for the Zoo. This tax helps secure the Zoo’s future and its mission to conserve and connect people to animals. Many of the changes at the Zoo’s 100-year-old Forest Park campus will happen behind the scenes, including replacing water pipes, updating animal habitats, and replacing backup water valves to ensure the quality of the water supply. Revenue from the sales tax also will help fund operating expenses for the new North Campus in north St. Louis County.

EDUCATION
The Zoo’s education programs help visitors feel more connected to nature and motivated to take action to preserve the natural world. In 2018, the Zoo reached approximately 1.7 million people through visitor experiences and through 4,405 formal education programs. On average, 100,000 visitors each year are school-age children and their teachers, which accounts for 1,500 school field trip visits. The Zoo is fortunate to have experienced staff and highly trained volunteers to offer many educational opportunities. More than 2,000 volunteers contributed more than 100,000 hours to the Zoo and educational programs in 2018.

The Zoo also recently introduced new programs to be more inclusive. For the second year, the Zoo offered Sensory Night at U.S. Bank Wild Lights for individuals on the autism spectrum and others who may benefit from a sensory-friendly experience. And through partnerships and grants with local agencies, the Zoo now is offering American Sign Language interpretation at Jungle Boogie Concerts and select sea lion shows, plus audio-described sea lion shows and special tours, and other offerings.
SUBDISTRICT BOARD OF COMMISSIONERS

Section 184.358 of the Missouri Statutes states that each Subdistrict established by voters will be governed by a 10-member Commission. Five Commissioners are appointed by the Mayor of the City of St. Louis, and five Commissioners are appointed by the St. Louis County Executive. Each Subdistrict Commission will also include four non-voting Advisory Members. Two Advisory Members are appointed by the City Mayor, and two Advisory Members are appointed by the St. Louis County Executive. Each ZMD-affiliated cultural institution has established supplemental nonprofit organizations that support and promote the cultural institution’s activities and mission. Members of the five Subdistrict Commissions include:

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