

# 臺北市立動物園政策白皮書 2015~2024 年

## White Paper on the Policy of the Taipei Zoo 2015~2024

2014 年 12 月修訂，2015~2024 年執行

All that was modified in Dec. 2014 is executed from 2015 to 2024

2007 年 12 月訂定，2008~2014 年執行

All that was modified in Dec. 2007 is executed from 2008 to 2014

### 壹、現況說明

#### 1. Overview

臺北市立動物園 1914 年於圓山建園，1986 年 10 月遷至文山區(木柵)現址，新園之設立兼具教育、研究、保育及遊憩四大功能。2014 年園區總面積 165 公頃，為全世界頗受肯定的優質都會型動物園之一；組織編制原有 4 組 6 室，近年因應業務發展，另以任務編組成立「保育研究中心」及研考、資訊、動物認養、工程、勞安督導小組等專案小組，機關員額數 327 人（不含臨時人員）。

Established in what was known as the Yuan-shan Zoo in 1914, the Taipei Zoo was relocated to the Wen-shan District (Muzha) in October, 1986. The newly established zoological park emphasizes four functions: Education, Research, Conservation, and Recreation. Extending over 165 hectares, it is now one of the most recognized metropolitan zoos in the world. In addition to its original administrative units—four divisions and six offices—task-based units have been established due to increasing demands in recent years. These new units include Conservation and Research Center, Research and Evaluation, System Administration, Animal Adoption, Engineering, and Occupational Health and Safety. They accommodate 327 employees, exclusive of contract employees.

本園已開發使用區域近百公頃，其餘仍保留為自然次生林地。2014 年開放公眾參觀展示範圍包括 6 館（教育中心、企鵝館、無尾熊館、兩棲爬蟲動物館、昆蟲館和大貓熊館【特展館】）、8 區（臺灣動物區、兒童動物區、亞洲熱帶雨林區、沙漠動物區、澳洲動物區、非洲動物區、溫帶動物區、鳥園）及保育補給站。2014 年 11 月統計當年(11 個月)累計遊客量 400 萬人次、動物數量 380 種約 2,475 隻(不含昆蟲、部分魚類及農委會收容計畫動物)。

With approximately 100 hectares already in use, the rest area within the zoo is reserved as natural secondary forest. Open to the public starting in 2014 are six exhibition houses, including an Education Center, Penguin House, Koala House, Amphibian and Reptile House, Insectarium, and Giant Panda House (Special Exhibition House). Additionally, there are eight exhibition areas, including the Formosan Animal Area, Children's Zoo, Asian Tropical Rainforest Area, Desert Animal Area, Australian Animal Area, African Animal Area, Temperate Zone Animal Area, and Bird World, as well as the Zoo Mall. Statistics show that in 2014 annual cumulative visits by

November reached four million, viewing 380 species and approximately 2,475 individual animals (insects, certain fish species and rescued animals are not included.)

本園於 1988 年將機構之定位確立為：一處欣賞自然的園地（遊憩）、一所展現生命的動物教學博物館（教育）、一座野生動物的研究基地（研究）、一個野生動物的保育據點（保育）。2000 年提出「和諧、創新、卓越」為經營理念。經多年的發展，已達成以「溫馨-尊重生命」、「和諧-關懷自然」為核心價值的共識，並以成為「世界級的動物園」為組織願景，於 2014 年邁入建園 100 年之際，以**向生命學習(Learning from Life)**的主軸，呼應本園「溫馨和諧」的核心價值，做為動物園邁向下一個百年的主軸。

In 1988, four positions that embody the functions of the zoo were determined: It is a park for the appreciation of nature (recreation), a museum for zoological education, a center for wildlife research, and a citadel for animal conservation. Accordingly, a conception was introduced in 2000, which was that the zoo would be “congenial, innovative and excellent.” After years of effort, a consensus has been reached, and it is our aspiration to be a world-class zoo, with core values of being “loving—respectful of all life,” and “caring—loving of all nature.” 2014 marked the 100<sup>th</sup> anniversary of the Taipei Zoo, and a new slogan, which corresponds to our core values was announced as the cornerstone of the Taipei Zoo for the next century— Learning from Life.

2006 年起業務內容分為六大區塊：1.動物飼養管理 2.園區遊客服務 3.動物保育研究 4.園區環境教育 5.行銷與公共關係 6.行政支援管理。2007 年並將業務服務對象（顧客）的主體重新定位為「遊客」、「環境」、「動物」與「同仁」四個新層面，顯示機關經營管理及理念逐步蛻變中。四者以動物園園區為分界線，各自又可分為內外兩類，分述如下：

Beginning in 2006, there were six major concentrations in the Taipei Zoo's work: 1) Animal husbandry; 2) Tourist services; 3) Conservation research; 4) Environmental education; 5) Publicity and relationship management; and 6) Administrative management. In 2007, the Taipei Zoo's services were redefined into four aspects to serve the public: the people, the environment, the animals, and the staff. This signals a metamorphosis of the zoo's organizational assumptions and ideology. These four aspects were each divided in two subcategories, which are elaborated in the following:

- 「遊客面」顧客：包括到園參觀者和未到園的潛力遊客，前者的服務在提供優質的休憩設施及兼容知性與感性的環境，後者包括學校師生、社會大眾等，應提供適時的資訊服務，包含媒體、網路、出版等。

For the people: We expect visitors and potential visitors. For the former, we aim to provide amenities *par excellence* and an environment both informative and sensuous; for the latter, including school teachers, students, and the public, we intend to keep them informed with media exposure, our website, and publications.

- 「環境面」顧客：包括動物園本身園內的環境和野外的動物棲地，兩者均應以尊重、珍惜資源的友善態度予以面對。

For the environment: This aspect is divided into habitats in the zoo and in the wild. They should both be cherished and their resources equally treasured.

- 「動物面」顧客：包括園內圈養的動物和野外的動物族群，前者應提供無止盡的動物福利追求，後者應提供物種永續存活的必要條件。

For the animals: This includes captive individuals and wild populations. The welfare of the former will be provided for with no bounds; the latter should be allowed to enjoy all conditions requisite for their subsistence and existence.

- 「同仁面」顧客：包括現職人員及其他外部的同業，前者的服務應提供歸屬感、成就感，後者應提供合作、觀摩乃至實習服務。

For the staff: This embraces both incumbent employees and all contract employees and partners working inside and outside the zoo. The incumbents are entitled to feel belonging, achievement, and fulfillment; other cooperating partners are provided with opportunities for cooperation, exchange, and internship.

本政策白皮書，即以前述四大服務對象：「動物」、「環境」、「遊客」及「同仁」為標的，將未來預定進行的重點工作目標架構出來。其目的在釐清我們的重點工作，使同仁更清楚如何以更精緻、更專業及更高品質服務這四大顧客。

With the above aspects as our objectives, this White Paper outlines the construct of the Taipei Zoo's future development, in an attempt to focus our efforts so that the services of the Zoo can be made more delicate, more professional, and of higher quality.

## 貳、目前面臨課題

### 2. Challenges

本園為臺北市所屬唯一之自然科學類活體博物館，近年展示物種由最初的哺乳類、鳥類及蝴蝶三大類，擴增至兩棲類、爬蟲類、魚類及昆蟲等，逐漸能夠呈現自然界生命多樣性的完整面貌，國內外各界對本園的期許也不再止於動物展示、解說導覽和休閒參觀，對實質保育方案的奧援及生態教育合作要求日益增加，因此，本園從事研究、參與野外保育的深度與廣度都須加強，並導入各層面的專業研究團隊，強化合作夥伴關係。

As the only natural science museum that displays live animals in Taipei, our exhibitions have grown from mammals, birds, and butterflies, into a full-scale park that displays a full range of amphibians, reptiles, fishes and insects, all epitomizing the diversity of life in nature. Consequently, the Taipei

Zoo is no longer expected to simply display the animals, present information, and provide recreation. There are increasing demands for practical conservation tasks and collaborative eco-education projects. Seeing the need to deepen and broaden our involvement in research and wildlife conservation, the Taipei Zoo partners with professionals from all disciplines.

另外，綜觀全球各地較先進的動物園所強調的保育與教育功能，近年來也受到外界更多的挑戰，其中最主要的就是對於圈養野生動物在保育意義上的質疑，其次則是對於圈養動物福利的關切與對動物園所能發揮的教育意涵之質疑。

Challenges also emerge from the fact that most top-of-the-line zoos around the globe affirm values of conservation and education. One major dispute is the question of whether keeping animals in captivity can be justified in terms of conservation. Many observers are keenly concerned about the welfare of captive animals, and cast doubt upon the educational values of zoos.

因此，動物園所飼養、展示的動物，其生活空間是否滿足的生物性需求及心理層面的福祉，以及動物異常行為等動物福利的指標；野生動物圈養與繁殖工作對解決該等物種在野外所面臨的危機的責任；物種與展示設計及解說教育是否能傳達保育教育訊息；生態保育與環境教育是否能在園區中落實，凡域內域外整合保育都是動物園現階段的重要課題。

Based on these ideas, the Taipei Zoo faces challenges concerning whether captive animals are content and satisfied in their enclosures and exhibits; whether animal welfare is being addressed sufficiently, including their biological and mental functions, and also the treatment of abnormal behaviors; whether husbandry and breeding efforts can address problems and difficulties in the wild; whether educational messages are conveyed properly with the display and information systems; whether eco-conservation and environmental education is practiced; and whether *in-situ* (on site) and *ex-situ* (off site) conservation are aptly integrated.

再者，近年來國民素養提升，要求更高品質之休閒遊憩，臺北市立動物園歷來為全國觀光遊憩重點，但是目前正面臨人事縮減、人員老化、預算緊縮及業務量範圍擴增的互相衝突與矛盾課題。在這種情境下，我們如何在既有基礎上精益求精、突破困境，提升管理人員素質、增加人力資源、並同時落實人性化經營管理理念，以滿足遊客需求，提高其重遊意願，將是目前本園亟需面對解決之課題。

As civic literacy improves, citizens demand higher-quality educational opportunities, enhanced cultural outlets, and superior recreational prospects. The Taipei Zoo, as one of the major tourist attractions in Taiwan, has faced rigors related to employee shortages, aging personnel, budget cuts, and increasing missions. We are therefore required to advance our proficiency, enhance our management, maximize our human resources, and corroborate our humanistic approach to management, all to cater to visitor needs and thus increase their willingness to re-visit the Taipei Zoo.

## 參、未來願景

### 3. Vision

#### **總目標：成為世界一流的生物多樣性教育與保育機構**

Our goal: To be a world-class organization for biodiversity education and conservation.

本白皮書撰寫目的即為描繪本園的遠景，作為邁向國際化動物園的指導方略。

It is the purpose of this White Paper to outline the vision of the Taipei Zoo and its prospects for the future, to serve as a guideline on the path to developing into a world-class zoo.

#### **目標一：成為野生動物保育研究重鎮**

#### **Objective 1: To be a stronghold of wildlife conservation research**

現代化動物園是野生動物保育及環境教育的重要據點，「動物園」的經營管理已是全世界野生動物多樣性保育重要策略之一，臺北市立動物園的業務發展，亦將物種保存及尊重生命為訴求，聯合國內外同業共同合作，並將在圈養動物福祉及保育研究品質的提升，做為未來努力的重點。透過圈養野生動物族群管理，維繫物種能再度重返自然的生機，發揮動物的學術研究價值，發展瀕危野生動物保育繁殖與生物學研究；同時，也將積極參與臺灣本土，乃至全球瀕危野生動物的棲地保育，強化野生動物的救援、醫療與收容，從根本消弭野生動物保育的困境。

It is common for modern zoos to be centers of wildlife conservation and environmental education. In this respect, management at zoos has been an integral part of biodiversity and conservation strategies all over the world. One of the important missions of the Taipei Zoo is respect all life, i.e., the conservation of species. We have teamed up with domestic and foreign experts in an effort to enhance the welfare of captive animals and the quality of conservation research. Through the management of captive populations, the reintroduction of species to their native habitats is made possible, and associated conservation and reproduction studies are carried out. As it has performed these functions, the Taipei Zoo has been an active developer of habitat conservation plans for native and globally endangered species, while fortifying wildlife rescue, medication and shelter activities. It is our hope to address the root causes of the challenges and difficulties confronting wildlife conservation.

- 策略一：維繫優質圈養野生動物族群，發展瀕危野生動物保育繁殖與生物學研究

Strategy 1: Maintain captive wildlife populations and develop reproduction and biological research methods and strategies for endangered wildlife.

策略 1-1：訂定保育繁殖物種典藏計畫，維繫瀕危物種永續族群

Strategy 1-1: Set up a Conservation and Breeding Collection Plan in order to ensure the survival and development of endangered species.

- 執行方案 1-1-1：訂定動物典藏展示計畫

Operational Plan 1-1-1: Complete an Animal Collection and Exhibition Plan.

- 執行方案 1-1-2：強化物種及性別鑑識

Operational Plan 1-1-2: Strengthen species and sex identification techniques.

- 執行方案 1-1-3：發展個體親緣分析與族群基因管理

Operational Plan 1-1-3: Develop genetic analysis and population genomics management methodologies.

- 執行方案 1-1-4：發展圈養野生動物行為學、生態學、生殖生理學與營養學等研究，應用於物種之保育繁殖

Operational Plan 1-1-4: Apply findings in ethology, ecology, reproductive physiology, and nutriology to the conservation and reproduction of captive wildlife.

- 執行方案 1-1-5：落實圈養動物日常照管相關圖文資料之數位化

Operational Plan 1-1-5: Digitize documentation and photographs concerning daily husbandry practices.

- 執行方案 1-1-6：擴大圈養場所，建立園外之衛星族群，以增加圈養族群量

Operational Plan 1-1-6: Expand enclosures and establish satellite populations to increase the number of captive wildlife.

- 執行方案 1-1-7：與國內外動物園暨保育機構合作，針對特定物種進行圈養個體聯合調度，以增加有效族群數量與遺傳多樣性

Operational Plan 1-1-7: Partner with zoos and conservation institutes locally and abroad. Itemize and arrange the number of specific species, in order to increase populations and expand genetic diversity.

策略 1-2：發展野生動物圈養管理技術

Strategy 1-2: Improve captive management techniques.

- 執行方案 1-2-1：建立蒐集圈養動物基礎生物學資料

Operational Plan 1-2-1: Establish a database of biological data for captive individuals.

- 執行方案 1-2-2：發展圈養動物營養與飼養管理

Operational Plan 1-2-2: Develop nutrition and husbandry management techniques.

- 執行方案 1-2-3：促進動物圈養環境品質

Operational Plan 1-2-3: Enhance the quality of enclosures.

- 執行方案 1-2-4：建立焦點物種之人工繁殖技術

Operational Plan 1-2-4: Establish artificial reproduction techniques.

- 執行方案 1-2-5：訂定過剩動物控制技術

Operational Plan 1-2-5: Stipulate the management protocol for surplus animals.

- 執行方案 1-2-6：動物衛生保健管理計畫

Operational Plan 1-2-6: Launch a Health Management Program for captive animals.

- 執行方案 1-2-7：提升動物臨床醫療診斷技術

Operational Plan 1-2-7: Elevate clinical diagnostic techniques for zoo and wild animals.

- 執行方案 1-2-8：強化動物預防醫學

Operational Plan 1-2-8: Strengthen preventive medicine.

策略 1-3：推動「冷凍方舟」計畫以建構野生動物遺傳物質典藏庫與強化族群管理

Strategy 1-3: Establish a “Frozen Ark” project; build up a genome pool for wildlife, in order to reinforce population management.

- 執行方案 1-3-1：結合保育夥伴，建立野生動物遺傳物質冷凍庫

Operational Plan 1-3-1: Build up a cryobank for wildlife genomes with zoo partners.

- 執行方案 1-3-2：開發動物遺傳基本資料應用於種緣鑑別與譜系判定技術

Operational Plan 1-3-2: Apply biological data to genetic identification and genealogical compatibility analysis.

- 執行方案 1-3-3：強化以遺傳資料為基礎之野生動物保育小族群管理模式

Operational Plan 1-3-3: Accentuate the genetic-based wildlife small-population paradigm.

- 執行方案 1-3-4：推動結合野外族群研究之野生動物保育遺傳技術研發

Operational Plan 1-3-4: Promote wildlife genetic conservation techniques that combine with wild population studies.

- 策略二：建構國際野生動物保育研究網

Strategy 2: Build up a network for international wildlife conservation research.

策略 2-1：深耕與國際知名野生動物保育研究機構之交流合作

Strategy 2-1: Team up with world-renowned wildlife conservation research institutes.

- 執行方案 2-1-1：開拓與國際知名野生動物保育研究機構之合作管道

Operational Plan 2-1-1: Build up a cooperation network with world-renowned zoos.

- 執行方案 2-1-2：參與國際野保專業組織，爭取扮演保育主軸計畫之關鍵角色

Operational Plan 2-1-2: Participate in international wildlife conservation organizations as a key role.

- 執行方案 2-1-3：與國際野生動物獸醫組織建立交流平臺



Operational Plan 2-1-3: Establish a strong network with international wildlife veterinarian societies.

- 執行方案 2-1-4：建立國際野生動物保育專家互動資料庫，以加強技術交流

Operational Plan 2-1-4: Document learning experience with experts to enhance our expertise and educational provision.

- 執行方案 2-1-5：爭取辦理國際野生動物保育研討會

Operational Plan 2-1-5: Host international wildlife conservation conferences.

- 執行方案 2-1-6：積極參與國際相關組織活動出席重要會議引進新資訊

Operational Plan 2-1-6: Introduce updated information from international conferences and related functions.

- 執行方案 2-1-7：獎勵員工參與各專業組織、發表論文促進互動，提升專業素養

Operational Plan 2-1-7: Encourage employees to participate in varied expert and professional communities, and to contribute to academic publications.

策略 2-2：深化與國內各研究機構間之合作網絡

Strategy 2-2 Deepen the network among domestic research institutes.

- 策略三：強化臺灣本土生物域內保育、教育與研究

Strategy 3: Intensify the *in-situ* conservation, education and research of Taiwan local species.

策略 3-1：發展本土瀕危物種之研究與棲地調查

Strategy 3-1: Develop research and habitat surveys for endangered species.

- 執行方案 3-1-1：參與生物多樣性調查研究

Operational Plan 3-1-1: Engage in biodiversity research.

- 執行方案 3-1-2：針對特定瀕危物種，與各相關研究機構及院校合作，進行野外生態研究與棲息地保育

Operational Plan 3-1-2: Carry out biological research and habitat conservation on specific endangered species, combined with cooperative research at institutes and universities.

- 執行方案 3-1-3：建立特定野生動物重要棲息地或生物多樣性熱點生態資料庫

Operational Plan 3-1-3: Establish a biological database detailing major wildlife habitats and biodiversity hotspots.

- 執行方案 3-1-4：發展本土特定瀕危物種之保育繁殖研究技術

Operational Plan 3-1-4: Develop conservation-reproductive technology for local endangered species.

### 策略 3-2：推動域內保育教育

Strategy 3-2: Promote *in-situ* conservation education.

- 執行方案 3-2-1：推動野生動物救傷保育教育工作

Operational Plan 3-2-1: Advocate works for wildlife rescue education.

- 執行方案 3-2-2：推動特定野生動物重要棲息地或生物多樣性熱點之社區環境教育，以維持域內之生物多樣性保育

Operational Plan 3-2-2: Promote community-based environmental education focused on specific wildlife or biodiversity hotspots, in order to ensure *in-situ* biodiversity.

- 執行方案 3-2-3：發展結合專業團隊、在地社區、主管機關之夥伴關係，以推動域內永續保育

Operational Plan 3-2-3: Promote sustainable *in situ* conservation by partnering with specialists, local communities, and authorities.

- 執行方案 3-2-4：協助或參與野生動物棲地改善與復原，以推動生態環境永續

Operational Plan 3-2-4: Assist in the enhancement or restoration of wildlife habitats, making environments sustainable.

### 策略 3-3：野外動物疾病保育醫學研究

Strategy 3-3: Engage in conservation medicine studies on wildlife diseases.

- 執行方案 3-3-1：與國內從事本土野外動物研究者協同採集各式樣本進行疾病調查

Operational Plan 3-3-1: Conduct enzootic studies by teaming up with researchers specializing in wildlife research in order to collect various samples.

- 執行方案 3-3-2：建構本土野生動物疾病調查資料庫

Operational Plan 3-3-2: Construct an enzootic database for endemic wildlife.

### 策略 3-4：加強物種標本應用(數位化典藏)

Strategy 3-4: Enhance implementation of specimen collection and management digitalization.

### 策略 3-5：保護園區自然環境成為野生動物庇護所

Strategy 3-5: Allow wild animals to be sheltered in protected areas.

- 執行方案 3-5-1：實施外來種監測及防除措施

Operational Plan 3-5-1: Execute alien species monitoring, precautionary and control measures.

- 策略四：強化野生動物的救援、醫療與收容

Strategy 4: Strengthen wild animal rescue, medication, and care.

### 策略 4-1：執行野生動物救傷工作

Strategy 4-1: Carry out wildlife rescue operations.

- 執行方案 4-1-1：強化北臺灣野生動物救傷架構

Operational Plan 4-1-1: Reinforce the wildlife rescue system in northern Taiwan.

策略 4-2：結合域內保育及保育教育推動動物野放事務

Strategy 4-2: Promote wildlife reintroduction with *in-situ* conservation and educational activities.

策略 4-3：執行野生動物收容工作

Strategy 4-3: Engage in wildlife care.

策略 4-4：擴大野生動物醫療服務

Strategy 4-4: Extend medical service to wildlife.

策略 4-5：成立臺北野生動物醫療中心

Strategy 4-5: Establish a Wildlife Medical Center in Taipei.

## 目標二：成為亞洲地區生物多樣性環境教育重鎮

### Objective 2: To be a stronghold of biodiversity education in Asia

為符合世界動物園暨水族館保育方略，生物多樣性保育及環境教育的目標，除了建構高水準的動物展示設施與解說系統，有必要加強園內主題植物展示規劃，美化景觀，以期發揮最大化的自然保育教育功能。此外，身為臺灣最大的動物園，我們也須特別重視本土野生動物保育和環境教育，除提升臺灣本土動、植物的展示與教育推廣，並將善用園區的自然資源，進行節水、節能、資源回收等措施，期待能成為環境教育園區的典範。

According to the World Zoo and Aquarium Conservation Strategy, biodiversity conservation and environmental education not only require state-of-the-art exhibition facilities and interpretation systems, but thematic exhibition of plants within the zoo, and landscape enhancement, in order to maximize educational functions. As the largest zoo in Taiwan, we must emphasize conservation and education about endemic wildlife species. In addition to promoting local wildlife conservation, the Taipei Zoo is obliged to exploit the resources in the zoo effectively, including water-saving and energy-saving measures, and recycling. In these ways we can set an example for environmental education.

上述目標涉及人力、物力、動物及環境等各種介面的整合，更須結合園內外各項資源共同發展，因此，教育內涵的提升、品質的精純和擴及社區的推廣亦為未來發展重點方向，藉以建立保育教育專業形象。有鑒於地球生命的共同體，以及區域合作的重要，亦將本於立足臺灣放眼世界的格局，加強國際環境教育行銷，成為亞洲具影響力的環境教育機構。

The above goals entail the integration of manpower, resources, animals and environment, which combine into a synergy of development both inside and outside the Zoo. Therefore, it is one of our priorities to elevate the quality of our educational content, and strengthen our connections to nearby communities, by which we can establish our image as a professional conservation organization. Seeing the earth as one entity, and understanding the importance of inter-regional cooperation around the world must not be overlooked. The Taipei Zoo is dedicated to promoting environmental education both at home and to the rest of the world, to shoulder ourselves to the influential environmental education institutes in Asia.

- 策略一：建構生物多樣性保育教育之展示環境

Strategy 1: Construct an environment that provides biodiversity education.

策略 1-1：建立全球生態地理區展示教育

Strategy 1-1: Establish a global eco-geographic display system.

- 執行方案 1-1-1：落實保育教育展示物種典藏計畫

Operational Plan 1-1-1: Execute a Species Collection Plan as part of our conservation education efforts.

- 執行方案 1-1-2：強化以植栽佈置各展示區之生態意象

Operational Plan 1-1-2: Enhance the zoo's environment and landscaping, portraying an eco-geographical image in the zoo's exhibition areas.

- 執行方案 1-1-3：建置生態主題展示解說專區

Operational Plan 1-1-3: Establish a thematic exhibition interpretation area dedicated to ecological highlights.

- 執行方案 1-1-4：建構教育中心以生物多樣性保育為核心的環境教育中心

Operational Plan 1-1-4: Establish an environmental education center focusing on biodiversity and conservation.

策略 1-2：建立野生動物生態區位與棲地教育展示

Strategy 1-2: Exhibit wildlife habitats demonstrating ecological niches of animals.

- 執行方案 1-2-1：加強園區棲地經營以營造生物多樣性之教育功能

Operational Plan 1-2-1: Reinforce zoo habitat management, enabling educational communication describing biodiversity.

- 執行方案 1-2-2：發展焦點物種園外棲地經營與教育連結

Operational Plan 1-2-2: Develop the habitat management of focal species outside the zoo and their connection with education.

### 策略 1-3：強化野生動物與文化多樣性結合之教育方案

Strategy 1-3: Enhance education programs highlighting the co-existence of wildlife and culture.

- 執行方案 1-3-1：定期推動野生動物與文化之特展

Operational Plan 1-3-1: Hold regular special exhibitions about wildlife and culture.

- 執行方案 1-3-2：結合展示物種與保育計畫，融入四季活動主題

Operational Plan 1-3-2: Integrate the species displayed and conservation plans about seasonal events.

- 執行方案 1-3-3：增加人類與野生動物關係之教育方案

Operational Plan 1-3-3: Incorporate education plans about human-wildlife relationships.

- 策略二：建構具自然生態與人文之展示解說系統

Strategy 2: Construct an interpretation system that combines nature with culture.

策略 2-1 建置整合展示物種與生物多樣性(含基因、物種、生態、文化)之保育解說資訊

Strategy 2-1: Build up an animal information system that incorporates the species displayed into conservation and biodiversity (genetics, species, ecology, and culture).

- 執行方案 2-1-1：彙整既有資訊，建立展示動植物物種解說資料庫系統

Operational Plan 2-1-1: Establish the information system presenting displayed plants and animals.

- 執行方案 2-1-2：檢討現有解說設施，規劃建置園區生物多樣性之主題解說系統

Operational Plan 2-1-2: Based on an evaluation of the existing interpretation system, organize this system more thematically that illustrates biodiversity.

- 執行方案 2-1-3：配合展示物種，建立園區研究及保育成果之主題解說系統

Operational Plan 2-1-3: Design an interpretation system that illustrates our conservation studies and outcomes.

- 執行方案 2-1-4：配合展示區地理特色，建立園區自然與文化之主題解說系統

Operational Plan 2-1-4: Device an interpretation system that displays geographic features and integrates nature with culture.

- 執行方案 2-1-5：利用休憩空間，設置具文化氛圍展示設施

Operational Plan 2-1-5: Decorate visitors' rest area with a hint of culture.

## 策略 2-2：建置教育多元化媒材之解說網絡系統

Strategy 2-2: Set up an interpretation system network employing diverse media.

- 執行方案 2-2-1：運用動物標本或模型，強化觀眾觸覺與視覺之體驗

Operational Plan 2-2-1: Enhance visitors' visual experience with animal specimens or figurines.

- 執行方案 2-2-2：運用多媒體設施，強化觀眾聽覺、視覺與設施互動之體驗

Operational Plan 2-2-2: Enhance audio, visual and interaction experience with multi-media applications.

- 執行方案 2-2-3：運用數位平臺，深化遠距教育服務

Operational Plan 2-2-3: Provide long-distance learning services on digital platforms.

### 策略 2-3：建構專業解說團隊

Strategy 2-3: Establish an interpretation team with expertise and passion.

- 執行方案 2-3-1：建置解說教育資料庫

Operational Plan 2-3-1: Construct a database in support of the interpretation system.

- 執行方案 2-3-2：儲備多元環境教育人才

Operational Plan 2-3-2: Develop talent for various education events.

- 執行方案 2-3-3：招募社會資源，培訓專業解說人才

Operational Plan 2-3-3: Recruit social resources and develop professional representatives.

- 策略三：強化本土生物多樣性探索功能，園區環境永續經營

Strategy 3: Enhance zoo area functions for exploration of native species, enabling the sustainability of the zoo environment.

### 策略 3-1：建立自然生態探索學習步道系統與帶狀體驗場域

Strategy 3-1: Create a nature-adventure trail for self-learning with areas for eco-exploration.

- 執行方案 3-1-1：定期更新園區動植物地理資訊系統

Operational Plan 3-1-1: Update the geographic information concerning the flora and fauna in the zoo.

- 執行方案 3-1-2：經營野生動植物生態緩衝區，發展探索活動

Operational Plan 3-1-2: Maintain ecological buffer zones for wild plants and animals.



- 執行方案 3-1-3：連結文山地區文史生態步道，設定解說主題及學習目標

Operational Plan 3-1-3: Design themes and learning objectives concerning the ecological hiking trail in the Wenshan District.

### 策略 3-2：建立友善環境的節水、節能及環保教育園區

Strategy 3-2: Maintain a water-recycling, power-saving and eco-friendly environment.

- 執行方案 3-2-1：以透水、通風與節能之綠建築為標的更新建物

Operational Plan 3-2-1: Construct green facilities with advanced drainage, ventilation and energy-saving systems.

- 執行方案 3-2-2：結合動物管理與遊客服務，強化水資源保育、節能及友善環境管理之教育展示設施

Operational Plan 3-2-2: Incorporate zoo management into visitor services focusing on water resource conservation, energy-saving, and eco-friendly education.

- 執行方案 3-2-3：轉化節水節能成果為環境教育素材

Operational Plan 3-2-3: Display the outcomes of water and energy saving for educational purposes.

- 執行方案 3-2-4：結合民間企業資源，以繼續推動綠色教育

Operational Plan 3-2-4: Continue our green policy with cooperating industries.

### 策略 3-3：落實園區資源回收與再利用

Strategy 3-3: Ensure the execution of resource recycling and reuse.

- 執行方案 3-3-1：強化垃圾分類及減量效益

Operational Plan 3-3-1: Advocate the effect of garbage sorting, reduction and recycling.

- 執行方案 3-3-2：動物廚餘與糞尿再利用

Operational Plan 3-3-2: Recycle and reuse animal feed leftovers and animal excrement.

- 執行方案 3-3-3：枯枝落葉再利用

Operational Plan 3-3-3: Reuse twigs, branches, and leaves falling from trees.

- 策略四：深耕環境教育活動，建立保育教育專業形象

Strategy 4: Deepen environmental education and become an embodiment of environmental protection and schooling.

策略 4-1：依據環境教育法，結合場域特色研擬行動教案

Strategy 4-1: Make interactive teaching plans featuring different exhibit enclosures according to the Environmental Education Act.

- 執行方案 4-1-1：運用本園環境教育場域特色及保育成果，開發教材教案

Operational Plan 4-1-1: Develop educational materials based on our landscape features and conservation achievements.

- 執行方案 4-1-2：整合園區場域特色，執行保育教育活動

Operational Plan 4-1-2: Carry out conservation education highlighting the characteristics of the exhibits.

- 執行方案 4-1-3：導入教育成效評量，回饋教案及設施改善，落實保育教育品質管理

Operational Plan 4-1-3: Introduce assessment and feedback methods for students and teachers, in order to ensure the efficacy and quality of education.

策略 4-2：依不同客層建置服務平臺與內容，強化行銷保育資訊

Strategy 4-2: Communicate the concept of conservation via customized services and platforms.

- 執行方案 4-2-1：以焦點物種保育成果為主軸，結合保育行事曆，策劃相關教育活動

Operational Plan 4-2-1: Strategize educational activities based on conservation results concerning focal species, and integrate this data into our conservation timeline.

- 執行方案 4-2-2：依不同客層規劃教育活動，發展及設計行銷動物園保育資訊

Operational Plan 4-2-2: Develop various activities for different audience segments, in order to deliver the conservation messages.

- 執行方案 4-2-3：健全行動學習環境，促進社群互動成長

Operational Plan 4-2-3: Corroborate a mobile learning approach and stimulate growth in varied communities.

- 執行方案 4-2-4：結合社會資源提升保育行銷效益

Operational Plan 4-2-4: Boost the efficiency of conservation marketing with resources from the public.

- 執行方案 4-2-5：多元出版型式以符合各客層需求

Operational Plan 4-2-5: Diversify our publications to cater to different needs.

策略 4-3：全方位形塑以保育為導向之機關意象

Strategy 4-3: Promote the Taipei Zoo as a conservation-oriented organization.

- 執行方案 4-3-1：以焦點物種為基礎，結合各類保育議題與時事，發展行銷素材

Operational Plan 4-3-1: Develop marketing materials based on our focal species and important environmental issues.

- 執行方案 4-3-2：運用各類資訊平臺，持續傳遞動物保育及生命教育理念

Operational Plan 4-3-2: Convey conservation ideas and messages via a variety of platforms.

- 執行方案 4-3-3：強化園區保育主題識別系統

Operational Plan 4-3-3: Sharpen the conservation images for each exhibit.

- 執行方案 4-3-4：結合保育主題，開發與生活搭接的教育宣導品

Operational Plan 4-3-4: Develop publications that endorse conservation messages and link to people's daily lives.

- 執行方案 4-3-5：結合社會專業資源開發有趣兼具教育意義之商品，所得利潤比例可做為回饋社會公益之用

Operational Plan 4-3-5: Design merchandises with a conservation focus, using expertise and specialists from various areas. Profits will be allocated to charities or for the public good.

- 策略五：加強國際環境教育行銷，成為具影響力的環境教育機構

Strategy 5: Reinforce local, inter-regional and international communication and maintain a posture of an important, influential international conservation organization .

策略 5-1：支持保育成果於國際研討會及刊物發表

Strategy 5-1: Introduce our conservation achievements in international conferences and publications.

策略 5-2：辦理動物園業務相關之國際研討會、工作營隊、人員交流計畫

Strategy 5-2: Host a number of international conferences, workshops, camps, and staff exchange projects pertaining to zoo work.

- 執行方案 5-2-1：持續編列預算辦理國際研討會

Operational Plan 5-2-1: Host international conferences with stipulated budget.

- 執行方案 5-2-2：爭取外部資源辦理環境教育或保育議題之專業工作坊及人員交流計畫

Operational Plan 5-2-2: Seek resources to organize workshops or co-learning projects concerning environmental education and conservation issues.

策略 5-3：主動與國際媒體合作，進行保育行銷

Strategy 5-3: Pitch the conservation concept via international media or agencies.

- 執行方案 5-3-1：結合大專院校資源，以多語轉化焦點議題報導

Operational Plan 5-3-1: Translate relevant issues and news coverage into multiple languages, with the joint effort of cooperating universities.

- 執行方案 5-3-2：透過網路傳播即時活動訊息及進行遊客意見調查統計

Operational Plan 5-3-2: Livestream zoo events and conduct surveys to obtain visitor feedback.

策略 5-4：成為英華語專業保育資訊轉換點

Strategy 5-4: Serve as an information hub dedicated to conservation, whether in English or Chinese.

- 執行方案 5-4-1：協助 WAZA、AAZV、IZE 專業保育資訊繁體中文翻譯

Operational Plan 5-4-1: Assist World Association of Zoos and Aquariums (WAZA), American Association of Zoo Veterinarians (AAZV), and International Zoo Educators (IZE) with translating critical information into Chinese.

- 執行方案 5-4-2：結合外部專業資源，推動多語化的解說資訊

Operational Plan 5-4-2: Promote multi-language interpretation modes with the help of specialists outside the zoo.

### 目標三：成為臺灣地區綠色休閒遊憩重鎮

#### Objective 3: To be a major green recreation center in Taiwan

動物園負有社會教育的責任，除了環境教育及動物保育功能外，民眾遊憩的品質亦不可忽視；須透過提升員工服務素養，及改善軟硬體設施之品質，期以營造人性化、安全與舒適的休閒場所，並進而提供遊客獨特的遊憩體驗。同時，落實顧客資料及意見蒐集與分析、加強與教育機構及旅遊相關產業策略聯盟以開拓團體客源，並深化與媒體的互助合作，藉以傳播溫馨的動物園訊息，亦為重點工作。

In addition to conservation and environmental education, the Taipei Zoo is also accountable for social education and the quality of citizen recreation. It is obligatory to cultivate the knowledge of zoo employees and improve facilities, be they software or hardware. We aim to create a humanistic, safe, and comfortable recreation venue that renders a unique visiting experience. As well, our priority tasks include collecting and analyzing visitor information, strengthening our strategic partnership with education and tourism organizations, and deepening our relationship with the media to disseminate our positive messages.

- 策略一：營造安全、人性化與友善環境的休閒場所

Strategy 1: Enable an environment that is safe and user-friendly.

#### 策略 1-1：建構合宜、無障礙的友善園區

Strategy 1-1: Construct an agreeable and accessible environment.

- 執行方案 1-1-1：維持園區綠美化及環境整潔

Operational Plan 1-1-1: Keep the zoo green and clean.

- 執行方案 1-1-2：建構完善的參觀動線與指標系統

Operational Plan 1-1-2: Build up well-designed visiting routes and clear signposting systems.

- 執行方案 1-1-3：設置充裕的休憩空間及設施

Operational Plan 1-1-3: Install ample facilities and space for rest.

- 執行方案 1-1-4：建置全對象的無障礙設施及服務

Operational Plan 1-1-4: Allow for an all-accessible environment.

- 執行方案 1-1-5：落實無菸措施

Operational Plan 1-1-5: Enforce a no-smoking policy.

## 策略 1-2：落實以客為尊的全方位服務

Strategy 1-2: Strengthen customer-centered services.

- 執行方案 1-2-1：建置便捷的售驗票服務系統

Operational Plan 1-2-1: Implement a convenient and effective ticket system.

- 執行方案 1-2-2：持續精進遊客中心服務

Operational Plan 1-2-2: Improve services provided by the Visitor Center.

- 執行方案 1-2-3：加強雲端遊園資訊即時揭露內容

Operational Plan 1-2-3: Update zoo information on the cloud instantaneously.

- 執行方案 1-2-4：持續進行遊客意見調查及服務品質評量

Operational Plan 1-2-4: Collect visitor feedback and conduct surveys continuously.

- 執行方案 1-2-5：推動全員主動親切服務的機關文化

Operational Plan 1-2-5: Promote a culture of respect and enthusiasm across all zoo personnel.

### 策略 1-3：建置園區安全維護系統

Strategy 1-3: Implement a sound and safe security system.

- 執行方案 1-3-1：落實設施(備)日常檢核、查報及維修

Operational Plan 1-3-1: Ensure daily checkups, reports, and maintenance.

- 執行方案 1-3-2：建置完備的門禁管理、園區監控與通訊系統

Operational Plan 1-3-2: Implement effective security, monitoring and telecommunication systems.

- 執行方案 1-3-3：定期演練並檢討遊客緊急救護標準作業流程

Operational Plan 1-3-3: Regularly rehearse Standard Operating Procedures (SOP) for visitor emergencies.

- 執行方案 1-3-4：定期演練並檢討動物脫逃相關危機處理機制

Operational Plan 1-3-4: Regularly maintain precautions in case of an animal escape.

- 執行方案 1-3-5：定期檢討天然災害防治及危機處理機制

Operational Plan 1-3-5: Review operational plans for natural disasters in a timely manner.

- 策略二：建構獨特體驗的遊憩園地

Strategy 2: Build a recreational landscape that renders a unique visitor experience.

#### 策略 2-1：建構結合藝術、人文及趣味的參觀空間營造

Strategy 2-1: Create an atmosphere that incorporates art, culture and fun.

- 執行方案 2-1-1：依機能需求規劃定義園區分區使用範圍

Operational Plan 2-1-1: Define and constitute the exhibition areas according to animal natures and needs.



- 執行方案 2-1-2：定期更新服務通路之特色布置

Operational Plan 2-1-2: Frequently renovate or revamp shops and vending stalls near exhibits.

- 執行方案 2-1-3：建立合議機制、導入跨域的專業意見

Operational Plan 2-1-3: Invite cross-disciplinary direction and information by promoting collegiate discussions.

### 策略 2-2：提供發現驚奇、生態探索的樂趣

Strategy 2-2: Enrich the zoo with natural wonders and exploration fun.

- 執行方案 2-2-1：建立遊客偏好及滿意度調查結果回饋機制

Operational Plan 2-2-1: Establish a system to survey visitors' preferences and satisfaction.

- 執行方案 2-2-2：主動引入多元外部資源

Operational Plan 2-2-2: Invite resources and assistance from outside the zoo.

### 策略 2-3：建構綠色的休閒情境

Strategy 2-3: Create a green ambience.

- 執行方案 2-3-1：建立園區減耗地球資源政策

Operational Plan 2-3-1: Establish low-consumption policies on zoo resources.

- 執行方案 2-3-2：落實及展示園區的環保措施

Operational Plan 2-3-2: Present and reinforce eco-friendly measures.

- 執行方案 2-3-3：推動園區餐飲及紀念品綠色消費行為與訊息傳遞

Operational Plan 2-3-3: Promote green consumption behaviors in the zoo restaurants and with souvenirs sold at zoo.

#### 目標四：成為持續學習與專業創新的永續經營團隊

### **Objective 4: To form an permanent team that craves learning and pushes for innovation.**

本園在溫馨和諧的共同願景指引下，運用組織診斷、建構知識交流平臺及強化業務認同，增進動物園專業技術與經驗，達成激勵組織活力與提升同仁競爭力，並藉著學習型組織觀念的導入與持續推展，使員工獲得自我價值得以體現的滿足，進而帶動組織的創新與進步，形成良好的氛圍與組織文化，讓組織績效得以提高且開創組織價值，達成本園順應變遷與永續發展的目的。

With the core values of “Warmth and Harmony”, the Taipei Zoo will employ organizational diagnosis and establish an information-exchange platform to fortify empathy and identification across different sections. To enhance expertise and experience, to invigorate working morale, to heighten employees’ competitive spirit, an idea of a learning organization will be introduced and implemented. This will make the zoo personnel feel self-actualized, and the organization itself will gravitate toward an innovative and progressive mindset, enabling a positive ambience and organizational culture. As the entire organization is working efficiently, our values shall escalate. Our goal will be to grow with time and to attain sustainable development.

此外，面對組織架構的限制，工作人力及經費預算，並未因新展示館區的開幕及遊客量的成長而增加的現實壓力，本園也須進行人力與財務資源規劃、善用社會資源以為因應。

In response to the limitations of the organization, manpower shortages and budget cuts, the Taipei Zoo will undertake human resource restructuring, financial planning, and the optimization of public resources employing the following strategies.

- 策略一：深化機關「尊重生命、關懷自然」核心價值

Strategy 1: Reiterate core values—“Loving—respectful of all life,” and “Caring—loving of all nature.”

策略 1-1：深化員工對機關核心價值的認知

Strategy 1-1: Consolidate employee awareness of core values.

- 執行方案 1-1-1：納入新進同仁教育

Operational Plan 1-1-1: Illustrate core values in a new staff orientation program.

- 執行方案 1-1-2：創造終身價值服務

Operational Plan 1-1-2: Create lifelong service value among zoo employees.

策略 1-2：落實機關核心價值於工作

Strategy 1-2: Actualize core values in daily work.

- 執行方案 1-2-1：推出融合核心價值的內部多元教育課程

Operational Plan 1-2-1: Launch diversified courses that comprise core values.

- 執行方案 1-2-2：推動員工體驗活動

Operational Plan 1-2-2: Promote experiential events for employees.

- 策略二：發展學習型的人力資源管理架構

Strategy 2: Develop personnel that are constantly learning and improving.

策略 2-1：推動雙贏的訓練制度

Strategy 2-1: Practice a win-win training system.

- 執行方案 2-1-1：建立新進人員專業訓練及評核制度

Operational Plan 2-1-1: Establish a professional training and evaluation system for newly recruited staff.

- 執行方案 2-1-2：推動組織學習，規劃中長期第二專長培訓計畫，搭接跨域職務調整的職前訓練

Operational Plan 2-1-2: Promote the idea of organizational learning. Equip seasoned employees with a second specialty, in conjunction with their pre-term training, along with cross-department job shifts.

- 執行方案 2-1-3：鼓勵員工終身學習

Operational Plan 2-1-3: Encourage lifelong learning.

- 執行方案 2-1-4：推動知識管理，導入資深或退休人員經驗承傳

Operational Plan 2-1-4: Promote knowledge management. Invite veteran or retired employees to pass down their experience.

## 策略 2-2：建構團隊合作的機制

Strategy 2-2: Build up cooperative and collaborative team mechanisms.

- 執行方案 2-2-1：暢通溝通管道建構協調平臺

Operational Plan 2-2-1: Build an effective communication and discussion platform.

- 執行方案 2-2-2：建立全員參與及提案制度

Operational Plan 2-2-2: Encourage all zoo employees to participate with a proposition system.

- 執行方案 2-2-3：推動跨域職務體驗學習

Operational Plan 2-2-3: Encourage cross-department experiential learning programs.

## 策略 2-3：推動全面品質管理

Strategy 2-3: Employ Total Quality Management (TQM).

- 執行方案 2-3-1：導入工作圈機制提升解決問題的能力

Operational Plan 2-3-1: Enhance problem-solving abilities by forming task forces.

- 執行方案 2-3-2：建立標準化的行政作業流程，以落實分層負責

Operational Plan 2-3-2: Establish SOPs designating accountability to specific units.

- 執行方案 2-3-3：推動創新提案制度

Operational Plan 2-3-3: Encourage all zoo employees to participate and propose innovative proposals.

策略 2-4：推動有效的激勵措施

Strategy 2-4: Launch workable incentive programs.

- 執行方案 2-4-1：搭接既有獎勵措施舉薦優秀員工

Operational Plan 2-4-1: Praise excellent employees with commendation and recommendations, based on the existing award system.

- 執行方案 2-4-2：建立培訓優秀員工機制

Operational Plan 2-4-2: Set up a training system for outstanding employees.

- 執行方案 2-4-3：辦理學習成長計畫或活動

Operational Plan 2-4-3: Organize learning activities and development plans.

- 策略三：積極開拓財務資源

Strategy 3: Optimize capital resources.

策略 3-1：實施財務開發方案

Strategy 3-1: Implement a Finance Optimization Program.

- 執行方案 3-1-1：調整合理入園及乘車票價

Operational Plan 3-1-1: Fine-tune the prices of entrance fees and bus fares.

- 執行方案 3-1-2：推動非核心庶務委外辦理

Operational Plan 3-1-2: Out-source non-pivotal tasks.

- 執行方案 3-1-3：推展動物認養計畫

Operational Plan 3-1-3: Promote an Animal Adoption Plan.

- 執行方案 3-1-4：推動多元時段特色服務計畫

Operational Plan 3-1-4: Initiate multiple service hours, featuring distinct hallmarks.

- 執行方案 3-1-5：開發特色紀念品計畫

Operational Plan 3-1-5: Develop characteristic souvenirs that adhere to core values.

- 執行方案 3-1-6：爭取公務預算改制為基金預算

Operational Plan 3-1-6: Propose to convert Government Agency Budget into Subordinate Agency Budget.

### 策略 3-2：實施財務擰節方案

Strategy 3-2: Avail spending cuts.

- 執行方案 3-2-1：訂定開口合約

Operational Plan 3-2-1: Utilize open-end contract.

- 執行方案 3-2-2：整合小額經費支出為公開招標採購

Operational Plan 3-2-2: Amalgamate small expenditures into public procurement tenders.

- 執行方案 3-2-3：積極運用價值工程之機制，覈實各項計畫之經費需求

Operational Plan 3-2-3: Apply the value engineering concept, in order to determine the financial demands for each project.

- 執行方案 3-2-4：加強資源回收再利用

Operational Plan 3-2-4: Reinforce the recycling and reuse of all resources.

- 策略四：強化內部控制管理機制

Strategy 4: Consolidate internal control mechanisms.

策略 4-1：周延內部控制標準作業流程

Strategy 1-1: Amend SOPs for internal control.

策略 4-2：全面落實內部稽核制度，促進管理效能

Strategy 4-2: Reinforce the internal audit and control system and moderate the efficacy of management.

## 肆、結語

### 4. Conclusion

做為一處開放參觀的公共場所，動物園是一個非常特殊的機構，在極其大眾化的表面下，有著極專業的幕後工作。動物園服務品質的提升不止在遊客層面，更重要的是在動物專業及教育品質的提升。因此，除了服務民眾，動物園自有其時代賦予的專業使命，而動物園的經營哲學，近年來隨著社會的快速變遷而不斷地調整，但積極參與保育與堅持教育者的良心，應該是所有動物園永恆的核心價值。臺北市立動物園將秉持此一信念，透過目標與策略的訂定與執行，竭盡全力達成外界對現代動物園的角色期待。

As a venue open to the public, a zoo requires a high degree of expertise behind its popular attractions. Improving zoo quality, therefore, entails more than enhancing services for visitors, but also the promotion of various professional facilities concerning wild and domestic animals. Aside from its visitors, the Taipei Zoo's approach and philosophy varies with a rapidly-changing world. But our commitment to conservation and education will remain firm. It is our conviction that, via strategic-planning and adamant execution, the Taipei Zoo can live up to what is expected of a modern zoo.

機關發展應與時俱進，本政策白皮書訂定之後，也期待能有更多、更好的意見與建議再持續加入，也能將執行方案陸續填入，讓白皮書能更完整與更完美，也讓所有的同仁每年有更清楚的工作目標可資參考，並期望讓廣大社會認同我們是一所真能「為野生動物開創未來」的動物園以外，也能認同我們在「環境教育」與地球「永續發展」上的作為。

Since organizational development is best maintained in accordance with time, it is hoped that, after this White Paper is published, comments and suggestions can be accepted from professionals and the public to refine our work. The Taipei Zoo can then specify its goals more concretely, and strive toward a future based on principles of ecology, nature, conservation, recreation, research and education. The Taipei Zoo hopes to gain recognition from the public, as it sees that the zoo is truly

dedicated to improving and developing the future of wildlife, and our effort can be seen as contributing to environmental education and the sustainability of the earth.