



MINNESOTA ZOO & MINNESOTA ZOO FOUNDATION STRATEGIC PLAN

(June 2017-June 2020)

VISION

Our vision is a future where wildlife thrives in Minnesota and beyond.

MISSION

The Minnesota Zoo connects people, animals, and the natural world to save wildlife.

VALUES

Stewardship: We act to save wildlife, and we are responsible stewards of all resources entrusted to us.

Excellence with Integrity: We conduct all our work at the highest level of quality.

Smart Fun: We deliver *smart* fun: exploration, excitement, discovery and surprise.

Engage to Inspire: We believe that engagement with animals and learning about the environment leads to action on behalf of wildlife.

Diversity and Inclusion: We embrace diversity and promote inclusion in all we do.



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I. Deliver extraordinary on- and off-site Zoo experiences.

- A. **Finalize a multi-year plan in FY18** that includes 28 projects to be completed by 2028 (“28 x ’28”), the Zoo’s 50th anniversary, which will revitalize the Zoo’s assets and exhibits and provide new immersive exhibits and nature-based programs that capitalize on the Zoo’s site.
- B. Secure sufficient State and private funds to open Monkeys, Meerkats, and More in FY19.
- C. Confirm Zoo experiences are extraordinary by consistently achieving 80% excellent overall satisfaction ratings based on the Morey Group Survey (increasing from 71% in 2016).
- D. Strive to exceed safety and security standards established by the government and industry leaders, ensuring that guest and staff well-being is core to all we do.
- E. **Establish baseline quality impact metrics of existing outreach programs by the end of FY17** and define and achieve impact targets by FY20.

II. Position the Zoo as a trusted conservation organization that saves wildlife.

- A. Complete a formal wildlife conservation plan, including new programs, partnerships, a sustainable funding strategy, and a communications plan, and begin **implementation by the end of FY17**.
- B. Secure funding for and develop a comprehensive waste, water, and energy reduction plan for the Zoo’s campus by FY20 that includes a publicly visible demonstration of the Zoo’s commitment to environmental sustainability.
- C. Develop and begin implementing a plan by FY20 to add 10 cooperatively managed species to the Zoo that are in need of ex situ conservation.
- D. **Integrate conservation-learning outcomes into education programs and establish baseline impact metrics by the end of FY17; expand to all Zoo-wide learning opportunities by the end of FY18;** and achieve defined impact targets by FY20.
- E. Achieve a guest “action for wildlife” rating of 67% (from a baseline of 57% in FY15, per the annual guest intercept survey) by FY20, demonstrating that a Minnesota Zoo visit inspires guests to care more and do more to save wildlife.
- F. Expand the Zoo’s current animal enrichment program into a more holistic animal wellness program by the end of FY20.



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III. Develop a comprehensive approach for activating the Zoo's unique resources for all people to play and explore in the natural world.

- A. Develop the case for engaging in nature-based capital projects ("28 x '28") and programs in FY17.
- B. Conduct a deep SWOT analysis in FY17 to identify both internal and external factors, including market research, benchmarking, partnerships, and more.
- C. Develop a comprehensive nature-based business plan that includes a site plan, program plan and timeline in FY18 based on the results of the SWOT analysis.
- D. Build and open a second prototype of a nature-based project in FY18, based on the success of Hanifl Family Wild Woods.
- E. Begin implementation of nature-based programs in FY19.

IV. Develop and implement a sustainable business model for a 21st century zoo.

- A. Maximize the State's investments to support the Zoo's mission.
 1. Maintain the State's investment at a minimum of 33% of the Zoo's general operating budget.
 2. Develop a long-term asset preservation plan by the end of FY17. Implement plan by working with the State to secure bonding support.
 3. Utilize Legacy funding to support special programs and exhibits each year.
 4. Include the ZooUnlimited at the center of a broader plan to increase diversity and inclusion efforts by the end of FY17.
- B. Grow and diversify the Zoo's earned income and charitable contributions.
 1. Grow total earned income on current operations to \$17 million by year-end FY20.
 2. Pilot three new breakthrough programs aimed at driving relationships and securing \$100,000 by year-end FY18.
 3. Plan and launch a comprehensive campaign in FY18 and raise dollars to support the Zoo (annual) Fund, conservation, select "28 x '28" projects, and the Wildlife Reserve Fund.
 4. Raise \$1 million by FY18 and additional \$2 million by FY20 for the Wildlife Reserve Fund.
- C. Develop a comprehensive marketing and communications plan by FY18 that supports our vision and a sustainable business model. Implement per plan.