



## 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 21<sup>st</sup> 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.