



Lake Superior Zoological Society – Lake Superior Zoo - Strategic Plan (July 2019 – July 2023)

VISION

Our vision includes a world where all people appreciate wildlife and work collectively toward conservation of animals.

MISSION

To provide close up animal experiences that inspire connections to wildlife and action toward conservation in our region and around the world.

VALUES

Diversity: The Lake Superior Zoo understands and respects diversity, and consciously commits to understanding and appreciating the interdependence of humanity, cultures, and the natural environment. We are dedicated to a world where learning is an all-encompassing and collaborative environment.

Inclusion: The Zoo is an organization that embraces the value of inclusion – and strives to maintain an institution that believes in providing opportunities for all to be a part of animal preservation, even though individual and personal differences may exist.

Quality: We commit to performing all of our work with the utmost care towards excellence – where animal health, safety, and welfare is not only primary, but coupled with our aspiration to educate, engage, and develop societies interest in our mission.

Engaging: We strongly believe that engaging with animals and learning about the environment leads to action on behalf of wildlife. Such personal engagement is critical to species survival and sustainable practices.

Stewardship: We act every day to preserve wildlife and the environment in which they exist. We strive to protect all resources entrusted to us.

Objectives:

I. Deliver positive Zoo experiences

- a. Complete revitalized “Bear Country” habitats in 2019 – to include both sides of Kingsbury Creek.
- b. Complete several minor habitat improvement projects throughout Zoo in 2019 and 2020.
- c. Prepare a new, multi-year capital plan to revitalize the Zoo’s current assets and habitats and provide new interactive animal territories and nature based programs.
- d. Secure State funds in 2020 to complete planning and design work for new Zoo Main building.
- e. Secure sufficient state and other funding to begin construction of new Zoo Main building in 2022.
- f. Strive to exceed AZA standards as we prepare for accreditation inspection in 2021.
- g. Plan and execute a 12 month celebration in 2023 of the Zoo’s 100th anniversary.
- h. Confirm extraordinary Zoo experiences by refining visitor surveys and establishing baseline quality impact metrics of existing educational programs.

II. Position the Zoo as a trusted conservation institute that strives to preserve wildlife and the environment

- a. Within the Zoo Main construction in 2022/2023, secure funding for and incorporate a comprehensive waste, water, and energy reduction model that includes publicly visible demonstrations of the Zoo commitment to environmental sustainability.
- b. Complete a formal wildlife conservation plan by 2021.
- c. Complete a Zoo-wide interactive, intuitive, and modern educational components for both current and future animal habitats by 2023.
- d. If feasible, develop a nature-based community pre-school pilot program, to include conservation learning outcomes by the fall of 2020. By summer of 2021, evaluate efficacy through baseline impact metrics and consider expansion.
- e. Develop metrics for evaluating guest impression of Zoo’s “action for wildlife” efforts. Establish baseline by end of 2020 – and establish benchmarks for improvements by spring 2021.
- f. Complete written evaluation of current animal enrichment program by end of 2020 to include any recommended adjustments/improvements.

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 strategy for engaging in nature based capital projects by end of 2022. Include strategic implementations and funding mechanisms.
- b. Conduct Zoo-wide employee evaluations by end of 2019 to include impressions of both internal and external factors impacting the Zoo's ability to provide these opportunities.
- c. Develop a comprehensive nature-based business plan that includes a site plan, program plan, development plan and timeline by end of 2020. Include employee evaluation results.
- d. Develop strategic plan for space created by demolition of existing Zoo main building – to include nature play area by end of 2022.

IV. Develop and implement a sustainable business model for a modern regional Zoo

- a. Maximize State and City and Donor investments to support the Zoo's mission
 - i. Work to ensure City financial support increases annually with rate of inflation – by end of 2019.
 - ii. Develop a long term asset preservation plan by the end of 2020 to include a funding mechanism.
 - iii. Apply for Minnesota Legacy grants to support special programs and animal habitats each year.
 - iv. Apply for Minnesota LCCMR grants to provide education which links their mission with the Zoo's educational programs.
 - v. Secure and launch a third significant community donor to provide Zoo educational opportunities to under privileged area children.
- b. Develop comprehensive marketing and communications plan by end of 2019 that supports Zoo vision and sustainable business model. Implement per plan.

April 2019 Lake Superior Zoological Society Board Approved