

To: Board of Management

From: Susan Gunton
Director of Corporate Planning

Subject: **STRATEGIC PLAN UPDATE**

Date: 2014-03-18

Summary:

A refresh of the Toronto Zoo's five-year Strategic Plan is an important project for 2014. The consulting firm of Lord Cultural Resources together with Schultz & Williams is the successful proponent selected through a competitive process to undertake this work. Work will begin immediately and will involve the Board of Management at several key steps. The final Strategic Plan is expected to be completed in October.

Recommendations:

It is recommended that this report be received for information.

Financial Impact:

There are no financial implications to this report as the required funds are allocated within the approved 2014 Operating Budget.

Background:

The Zoo's current five-year Strategic Plan, approved by the Board of Management on 2009-07-16, will conclude in 2014. Recently, there have been some developments that will potentially influence the Zoo's future, such as the new Rouge National Urban Park, the move to create a separate charitable foundation to support the Zoo, the giant panda exhibit and conservation program, and potential for joint programs and partnerships with a number of different organizations. Therefore, now is an excellent time to refresh our strategic direction and clearly articulate the Toronto Zoo's priorities for the next five years.

In anticipation of this important project, funds were allocated in the 2014 Operating Budget for this purpose. A request for proposal (RFP) for Strategic Plan Management Services was issued on 2014-01-29. Fourteen (14) proposals were received and, following an evaluation of the submissions, four proponents were invited to provide presentations and to answer questions related to their proposals.

Comments/Discussion:

The proposal from Lord Cultural Resources received top ranking by the evaluation team. Lord is based out of Toronto and provides professional services in strategic planning particularly to the

museum and attractions sector. Lord Cultural Resources has worked with many major attractions including the Luminato, the Canadian Museum for Human Rights and the Guggenheim Museum, etc. Lord has extensive experience in business planning and problem solving.

The team is comprised of three members from Lord Cultural Resources and Rick Biddle of Schultz & Williams as the zoological expert. Schultz & Williams has prepared strategic plans for Columbus Zoo, Denver Zoo and Cleveland MetroParks Zoo, among others.

The Consultant has proposed the following Work Plan to meet the requirements of the RFP to complete the Toronto Zoo's five-year Strategic Plan:

Step 1	Research/Environmental Scan (mid March through April) <ul style="list-style-type: none"> • Review of Zoo's background documents • Review of recent governance reports • Review of tourism studies, industry association studies
Step 2	Internal/External Consultation (mid May through June) <ul style="list-style-type: none"> • Board of Management workshop • Senior staff workshop • Key partner workshop • Sessions with staff and volunteers • Interviews • On-line survey
Step 3	Key Issues and Strategic Directions Report (late May – mid June) <ul style="list-style-type: none"> • Strategic Themes emerging from the consultation
Step 4	Strategic Directions Workshop (late June) <ul style="list-style-type: none"> • Workshop to include Board members, senior staff and potentially other key stakeholders • Seek agreement of the vision and strategic goals as the precursor to the action plan
Step 5	Action Plan (July – August) <ul style="list-style-type: none"> • Development of objectives to achieve the agreed strategic goals over the five years • Development of performance measures

Step 6	Strategic Plan Documents (October) <ul style="list-style-type: none">• Internal document with significant detail for use by staff and the board• External document that is concise and suitable for a public audience
Step 7	Presentation to the Board (November) <ul style="list-style-type: none">• Presentation of final Strategic Plan

As noted above, the Board of Management will be invited to participate in a workshop in early May to discuss ideas and provide input on the future direction of the Zoo, to be facilitated by the Consultant. A second workshop with the Board will be held in late June to seek feedback on the draft vision and strategy which will lead into the Consultant's next major piece of work, the preparation of the Action Plan.

The final Strategic Plan will be presented for approval at the meeting of the Board on 2014-11-27. The Board does not meet in October due to the municipal election on 2014-10-27.

Susan Gunton
Director of Corporate Planning