





toronto
ZOO
MASTER PLAN

APPENDIX 3.
REVENUE GENERATION

FEBRUARY, 2022



APPENDIX 2. REVENUE GENERATION: FUNDING STRATEGY SPECIFICS

FUNDING STRATEGY SPECIFICS

Category of Action	Action	Description	Project idea examples	Potential partners
 <p>Immediate</p>	Actively support fundraising initiatives	Your Zoo could dedicate a percentage of all non City funding to the Wildlife Conservancy. Your Zoo can promote a "leave your change for the conservation" type of program across its points of sale.	<ul style="list-style-type: none"> Integrate income related considerations between the Wildlife Conservancy and the Zoo. Promote long term vision of steady growth in fundraising support for conservation projects. At ticket purchase ask "Would you give \$1 extra to support conservation initiatives at Your Zoo?" which would be earmarked to the Wildlife Conservancy. Actively study the experience of past online campaigns and determine how to best maximize yield by choosing the right subjects and the right timing. Give a physical and playful interface to ongoing fundraising campaign(s) at Your Zoo. 	<ul style="list-style-type: none"> Toronto Zoo Wildlife Conservancy
	Revamp online fundraising approach	Online fundraising should be managed in order to maximize yield and follow a study of past results.		
 <p>Onsite</p>	Welcome complementary destination-based programs	Your Zoo could become the creator of multiple win-win situations, and offer new high end specialized services, with the right partners.	<ul style="list-style-type: none"> Integrate a fine dining (white tablecloth) experience attached with the Nutrition Centre/Restaurant with reservation, and pre-purchase based. Implement a multi-species clinic attached to the Wildlife Health Centre. Create a coworking rental space, managed by a partner, and winter rental space in greenhouse. Create an Outdoor Education Centre providing Zoo-related programs, and diversify outdoor activities. Find partners for an on site daycare/kindergarten. Host winter events in pavilions and the greenhouse and establish a plant-related winter-program. Offer Winter Bush Camp near charismatic species. Create large-scale browsing/grazing gardens. Identify the largest, recurring and most predictable expenses and study the supply chain. Partner with local community organizations to train youth/young adults to serve as guides. There is a wealthier customer for whom time is very valuable and who will want a greater level of service. They will want to be pampered. Someone can meet them, walk them in, have an itinerary ready based on interests and time, and likewise have made sure they won't have to be concerned about food arrangements. 	<ul style="list-style-type: none"> Look to partner with specialists in their domains. Make sure the activity will be financially rewarding for them first and look to the gain of a more attractive Zoo platform for partnerships, donations and to attract a diversified audience to Your Zoo. Find small-scale producers who could benefit from a closer relationship with Your Zoo. Develop a partnership with local schools or social organizations. Tie this back to fundraising efforts and fund the program via foundation dollars for employment in at-risk populations.
	Become more self-sufficient	Your Zoo could gradually acquire some of the production facilities for the services and goods it uses regularly.		
	Implement onsite tour guides (different from edu-tours currently offered)	Your Zoo could target higher income customers with an upgraded service intended to minimize "lost" time onsite.		

APPENDIX 2. REVENUE GENERATION: FUNDING STRATEGY SPECIFICS

FUNDING STRATEGY SPECIFICS

Category of Action	Action	Description	Project ideas example	Potential partners
 <p>Beyond the Gate</p>	<p>Establish a worldwide animal and habitat conservation consultancy</p>	<p>Your Zoo could become a consultant and sell expertise globally to groups looking to preserve vulnerable species.</p>	<ul style="list-style-type: none"> Establish a venue for hosting clinics and conferences relating to this expertise. Gather data on past projects and success stories and identify areas where this expertise might be valued. Tie this back to TZWC fundraising efforts. 	<ul style="list-style-type: none"> Look to partner with large landowners in Canada and abroad, as well as large scale polluters (oil companies, for example) who dedicate funding to conservation. Your Zoo could also look to get funding from some of the bigger banks (TD Bank, for example) who are actively engaging in supporting sustainability and conservation or climate-based activities. Partners vary by the type of project, with an emphasis on identifying local talent, and building bridges to make Your Zoo and its mission relevant in the culture of Toronto's creative world. Look for interesting new artists, particularly among First Nations and POC populations.
	<p>Create and develop mission-based Zoo-related content in partnership with Toronto creators</p>	<p>Your Zoo can partner with Toronto visual, digital, and sound artists to build relationships with the community and enhance zoo visibility. Some of this work can tie back to philanthropic donations via the TWF.</p>	<ul style="list-style-type: none"> For example, find talented graphic novel artists to create a graphic novel about Your Zoo or make heroes of its animals. License Zoo content to video game makers, such as Animal Crossing, Roblox, and other studios where animals play a big part in the storytelling of the games. Look to content development studios to create a TV show or miniseries related to Your Zoo. Invite muralists to draw inspiration from Toronto Zoo scenes to paint over onto Toronto facades. 	
 <p>Membership</p>	<p>Introduce corporate memberships</p>	<p>Your Zoo could host and multiply corporate team-building activities in space provided by Your Zoo, on the Zoo site, supported by Zoo staff.</p>	<ul style="list-style-type: none"> Create/dedicate space and useful seasonal themed work for team building activities to take place: cleaning, horticulture, maybe food prep as well as onsite visit and education. Host larger mission-based events such as a Conservation Gala, or an evening out with nocturnal species. 	<ul style="list-style-type: none"> Partner with local cultural institutions to create combined membership events/experiences (going beyond just reduced prices for visiting multiple cultural venues)
	<p>Welcome high-end experiences</p>	<p>Your Zoo can entice wealthy donors by offering greater access and experiences to supporters at higher contribution levels.</p>	<ul style="list-style-type: none"> Invite artists for residencies at Your Zoo. This should be both a physical experience, but also lend itself to social media content and events onsite (a model would be Chihuly at NY Botanical Garden, for example). 	
	<p>Stratify Membership</p>	<p>Your Zoo should develop a membership program that will be both income and experience based. This would follow the classic "pyramid" model with fewer higher paying members at the top level, and greater numbers below, with a corresponding level of care, individual attention and access.</p>	<ul style="list-style-type: none"> Find the right level of interaction with donors at different age levels and income levels. There could be a series of "singles" events, behind the scenes tours, advisory donors council, for example, created in partnership with TZWF. Your Zoo could make membership experience-based narratives, rather than age-based, for example "Young Explorers" and "Wildlife Warriors" memberships. 	