

2025-2027 Toronto Zoo Strategic Plan

Date: September 16, 2024

To: Board of Management of the Toronto Zoo

From: Chief Executive Officer

Wards: All

SUMMARY

The Toronto Zoo has developed a new comprehensive 3-year Strategic Plan, crafted through consultation with our internal team, and external community, stakeholders, and partners.

RECOMMENDATIONS

The Chief Executive Officer recommends that:

1. The Board of Management approve the new 2025-2027 Toronto Zoo Strategic Plan.

FINANCIAL IMPACT

There is no financial impact resulting from the adoption of the recommendations in this report.

DECISION HISTORY

In February 2020, the Board of Management of the Toronto Zoo approved the 2020-2025 Strategic Plan. With the former plan coming to an end, the Toronto Zoo has developed the new 2025-2027 strategic plan to help guide the strategic decision-making of the Zoo for the next three years.

<https://secure.toronto.ca/council/agenda-item.do?item=2020.ZB8.3>

COMMENTS

The Toronto Zoo's 2020-2025 Strategic Plan provided a robust framework that guided our decision-making through a period marked by significant challenges including the COVID-19 pandemic, avian influenza, and a ransomware attack. This plan has served our organization well, concluding with our 50th anniversary. In composing the new plan, our objective was to retain the successful elements, while updating those that required adaptation for a post-pandemic world.

This process was overseen by a sub-committee of the Toronto Zoo Board of Management and informed by critical feedback from our Indigenous Advisory Circle, which provided valuable insights through the development.

The new plan was shaped through extensive internal and external consultation, including:

- Retrospective sessions with the Senior Leadership Team
- Feedback at town hall meetings for staff and volunteers
- A stakeholder and community session with 45 participants from diverse backgrounds
- Monthly meetings of the Strategic Planning Committee with Board of Management members
- A consultation session with the Indigenous Advisory Circle
- A full-day off-site session with Toronto Zoo Directors

With this bold new plan, the Toronto Zoo is committed to achieving the following by 2034:

- Becoming a recognized and celebrated leader in conservation, innovation, and sustainability, leading to increased support and visitation
- Gaining credibility as a conservation science organization through publications, original storytelling and the leadership of 20 PhD-level staff members in world class programs.
- Establishing a personal connection with every member of our community, resulting in welcoming 2 million guests annually to the Zoo.
- Ensuring that 175 species in our care lead purposeful lives that support their wild counterparts and habitats.
- Making a measurable positive impact on five Canadian species, improving their conservation status and establishing viable insurance populations.
- Achieving a net-zero status and actively combating climate change.
- Developing the most technologically advanced zoo in the world.

To help achieve these ambitious goals, annual action/operating plans will be developed to support the Strategic Initiatives. Each department within Toronto Zoo will develop tactics within their areas to implement and measure these initiatives effectively.

CONTACT

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SIGNATURE

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ATTACHMENTS

Attachment 1 - 2025-2027 Strategic Plan (simplified version)