



FHPZ Strategic Plan 2020 Progress report





Purpose:

FHPZ has committed to monitoring progress towards its stated objectives as outlined in the 2020–2025 Strategic Plan, adopted in October 2020. FHPZ holds its Board accountable for its actions and wishes to increase transparency with its donors. Note that with the unprecedented COVID-19 pandemic, closure of the High Park Zoo and programming restrictions, some initiatives have experienced delays.

Goal A: Enhance visitor experience to appeal to a more diverse audience and expanded community.

Objective #1	Master Plan - CAPEX improve accessibility
2020 progress	The design and development work for phase 2 was completed on the approximately \$3.5 million project.
Objective #2	Master Plan - CAPEX refurbish animal enclosures
2020 progress	Construction: <ul style="list-style-type: none"> ● The City of Toronto rebuilt the aviary during 2020. ● The rebuild of the approximately \$800,000 llama and capybaras home began in October 2020 with estimated completion in spring 2021. Fundraising efforts have begun on the rebuild of the animal nursery.
Objective #3	Create opportunities for community outreach and engagement.
2020 progress	No major initiative completed during 2020.



Goal B: Update our governance structure.

Objective #1	Update charter and by-laws.
2020 progress	By-laws updated August 2020 Charter/Letters Patent updated October 2020.
Objective #2	Review mission statement, vision and core values statements.
2020 progress	Completed September 2020 and adopted by the Board in October 2020
Objective #3	Establish policies and procedures as required.
2020 progress	During 2020, the Delegation of Authority Policy was created and adopted by the Board. A draft Fundraising Policy was created and circulated for review. The Board will revisit this again once charitable status is obtained.

Goal C: Foster an organizational culture that attracts and retains passionate volunteers.

Objective #1	Enhance internal communication with volunteers and coordinators.
2020 progress	One Board member has taken responsibility for liaising with the volunteer coordinators at the llama pen.
Objective #2	Improve engagement and recognition programs to reinforce core values and motivate volunteers.
2020 progress	A draft volunteer on-boarding manual was created with further work required. Plans have begun for a formal volunteer orientation day at the llama pen during spring 2021 (subject to Covid-19 restrictions). Local high schools will be advised of volunteer hour opportunities for students (subject to Covid-19 restrictions).



Goal D: Maximize existing partnerships and identify new opportunities.

<p>Objective #1</p> <p>2020 progress</p>	<p>Develop relationships with other organizations within High Park and the surrounding area.</p> <p>No major initiative completed during 2020.</p>
<p>Objective #2</p> <p>2020 progress</p>	<p>Establish compelling opportunities for sponsors and donors to support the Zoo.</p> <p>As part of establishing a communications strategy, FHPZ's brand and website has been redeveloped with launch expected April 2021.</p> <p>In 2020, The Honey Family Foundation generously provided \$50,000 of matching funds towards phase 2 which was matched by other donors. The Griggs Family Foundation also gave generously in the amount of \$5,000.</p> <p>FHPZ has begun to develop plans for the gate contest which will solicit design submission globally for gates at the Zoo.</p>
<p>Objective #3</p> <p>2020 progress</p>	<p>Evaluate future need for staff for FHPZ .</p> <p>This is an ongoing discussion. In September 2020 the Board decided no paid staff was required to meet its objectives for the next 12-18 months.</p>



Goal E: Build a financially stable organization.

Objective #1	Increase revenue through creation of new programming and grant applications.
2020 progress	<p>During 2020 eight grants were submitted and 12 sponsorships requests were made. FHPZ was successful in obtaining:</p> <ul style="list-style-type: none"> ● Meridian Credit Union \$1,000 ● High Park Western Beaches Foundation \$8,897 (due to COVID-19 restrictions only \$4,354.45 was used)
Objective #2	Obtain charitable status from Canada Revenue Agency.
2020 progress	External counsel was retained to assist with the CRA Application for charitable status. The Application has been prepared and was submitted February 2021.
Objective #3	Establish and support a fundraising committee to facilitate contributions to the Zoo.
2020 progress	Fundraising subcommittee of the Board has been informally created.
Objective #4	Review internal processes for operational efficiencies.
2020 progress	<p>During 2020, a bookkeeper was retained to provide quarterly financial statements to the Board and auditors.</p> <p>As part of the ongoing relationship with the City, FHPZ became a partner on the DonateTO website permitting donations through the site. Donors receive charitable receipts from the City and the City retains the cash to apply to specific projects (2020 monies put towards phase 2 of the Master Plan).</p>