



# STRATEGIC PLAN

## 2020-2025



Friends of High Park  
**ZOO**<sup>TM</sup>  
Since 1893

# FHPZ STRATEGIC PLAN 2020-2025



## Mission:

To support High Park Zoo for the benefit of all visitors by leading activities that engage the community, while advancing education and awareness of the Zoo.

## Our Vision:

To ensure there is always a free community zoo in High Park for generations to enjoy.

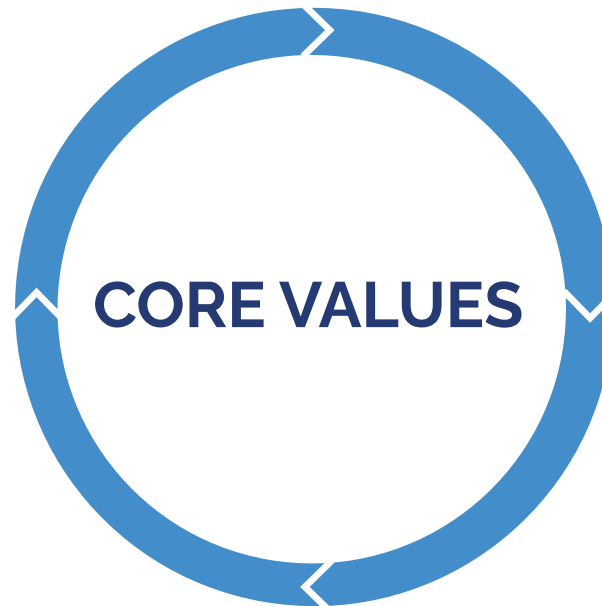
## Our Core Values:

### ACCOUNTABLE

We will be responsible, transparent and accountable to all of our stakeholders.

### COLLABORATIVE

We collaborate with each other and other groups in order to achieve our goals.



### PROFESSIONAL

We will at all times conduct ourselves in a manner that is both professional and respectful.

### COMMUNITY ORIENTED

We will engage in initiatives and activities that support High Park Zoo and the community.



**“Building on our history for future generations”**



# THE HISTORY OF HIGH PARK ZOO

Established in 1893 for deer, the Zoo's animal paddocks have always been a popular attraction. Today, over 125 years later, the Zoo's ten paddocks are home to a variety of animal species from around the world including bison, capybaras, llamas, peacocks, reindeer, highland cattle, emus, Mouflon and Barbary sheep.

**1893**

John and Jemina Howard donate land to the City of Toronto to establish High Park. Deer pen and aviary opens to public.

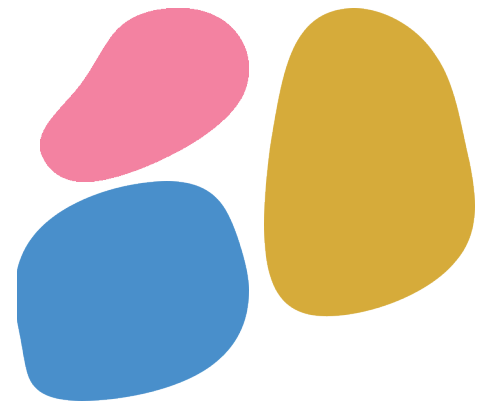
**2020**

First major capital improvement in 50 years begins with rebuild of llama and capybara home.

**2012**

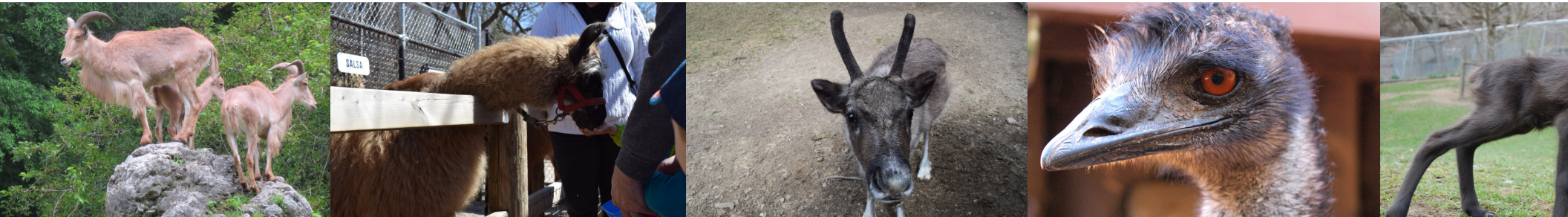
FHPZ is established to raise funds to save HPZ from closing.

Friends of High Park Zoo ("FHPZ") was formed in 2012 to raise the necessary funds to ensure that the Zoo remained open in the wake of City of Toronto (the "City") budget cuts for the 2012 and 2013 operating years. With the City restoring operating funding in 2014, FHPZ now looks to raise sustainable funding from individuals, corporations and local businesses to enhance and sustain the Zoo.



# OUR STRATEGIC DIRECTION

Our strategy is to build on the Zoo's iconic status within the City and High Park, its history as the longest continuously operating Zoo in Canada and FHPZ's successes to date with a strategic plan that identifies our goals for the Zoo for 2020-2025. In addition, we have identified objectives designed to help us achieve the goals set. The following summarizes the direction and guidance for all actions and decisions taken by FHPZ on behalf of the Zoo.



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

FHPZ understands that visitors are the key to meeting our mission. With 10 paddocks and 30 plus animals fitted on approximately 2.5 hectares, we attract over 622,000 visitors a year - visitors who are creating wonderful memories and lasting impressions on the benefits of having a local FREE Zoo. FHPZ continues to expand programming with animal encounters, educational exhibits and thematic events. The result will be visitors who become engaged supporters of the Zoo and will volunteer and encourage others to visit.

Objective A1	Master Plan - CAPEX improve accessibility
Objective A2	Master Plan - CAPEX refurbish animal enclosures
Objective A3	Create opportunity for community outreach and engagement





## Goal B: Update our governance structure.

As of the writing of this plan, FHPZ is an incorporated non-for-profit corporation managed by an elected volunteer Board of Directors. High Park Zoo is owned and the operational budget provided by the City. FHPZ and the City have a licensing agreement whereby FHPZ is permitted to provide programming and fundraise within the Zoo for items not covered in the City operational budget. The City, through its partnership department has direct input into the Board and maintains an ex-officio Board seat. We believe FHPZ requires a framework to complement its core values and must develop Board approved policies to support its activities and decisions.

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| Objective B1 | Update charter and by-laws.                                  |
| Objective B2 | Review mission statement, vision and core values statements. |
| Objective B3 | Establish policies and procedures as required.               |

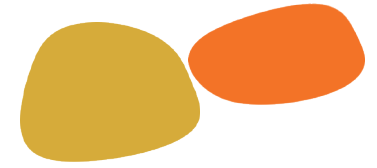
## Goal C: Foster an organizational culture that attracts and retains passionate volunteers.

FHPZ is a volunteer driven organization: Board directors, llama pen coordinators, event managers and all in between. FHPZ strives for better communication with all our volunteers from onboarding, training to recognition programs so that all may embrace the core values of FHPZ.

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| Objective C1 | Enhance internal communication with volunteers and coordinators.                              |
| Objective C2 | Improve engagement and recognition programs to reinforce core values and motivate volunteers. |



## Goal D: Maximize existing partnerships and identify new opportunities.



To achieve the goals set out in this plan, FHPZ must collaborate with existing partners and establish new connections. There are enormous benefits to be derived from partnering with various government, educational and corporate organizations by accessing a greater resource base.

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| Objective D1 | Develop relationships with other organizations within High Park and the surrounding area. |
| Objective D2 | Establish compelling opportunities for sponsors and donors to support the Zoo.            |
| Objective D3 | Evaluate future need for staff for FHPZ .   |

## Goal E: Build a financially stable organization.

To achieve FHPZ's short-term and long-term goals, and to create financial and organizational resilience, FHPZ must explore new avenues for fundraising, donation and sponsorship creation, and manage its existing funds strategically and professionally.

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| Objective E1 | Increase revenue through creation of new programming and grant applications.          |
| Objective E2 | Obtain charitable status from Canada Revenue Agency.                                  |
| Objective E3 | Establish and support a fundraising committee to facilitate contributions to the Zoo. |
| Objective E4 | Review internal processes for operational efficiencies.                               |



- DONATE
- VOLUNTEER
- VISIT

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