



FHPZ Strategic Plan 2022 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 Phase 2 – Capital repairs and rehabilitation of the High Park Recreational Trail (known as Deer Pen Road) to improve accessibility, ecology, drainage and functionality
2020 progress	The design and development work for Phase 2 was completed on the approximately \$3.5 million project.
2021 progress	On April 13, 2021 FHPZ, in partnership with the City of Toronto, was awarded \$2.6 million in grant funding under the Investing in Canada Infrastructure Program (ICIP). This funding, combined with a \$750,000 contribution from the City and \$200,000 of fundraising from FHPZ, will kick start Phase 2 of the Master Plan. Due to construction cost escalations, the Phase 2 scope is under review, and FHPZ is pursuing additional fundraising over its \$200,000 commitment. It is expected that construction will begin on Phase 2 in 2023.
2022 progress	FHPZ raised its required \$200,000 funding for Phase 2.
Objective #2	Master Plan Phase 3 – Capital improvements and refurbishments to 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.



2021 progress	Fundraising efforts began on the rebuild of the animal nursery with grant applications submitted. However, fundraising efforts will be focused on Phase 2 while underway.
2022 progress	FHPZ raised its required \$200,000 funding for Phase 2.
Objective #3	Create opportunities for community outreach and engagement.
2020 progress	No major initiatives completed during 2020. The zoo was closed for five months in 2020 due to COVID.
2021 progress	<p>During 2021 (April to November) we hosted 11 Virtual ZooViews which were recorded and posted on our YouTube channel. Experts gave presentations on various animals at the zoo and answered questions.</p> <p>During December 2021 we hosted 15 Holiday Trees at the Zoo and 2 Snowflake Walks. The Holiday Trees were sponsored by local businesses raising monies towards Phase 2. The Snowflakes Walks were held during 2 evenings permitting visitors a rarely available view of animal activities at night all while being able to enjoy the sparkling trees.</p>
2022 progress	During December 2022 we hosted 23 Holiday Trees at the Zoo and 3 Snowflake Walks. The Holiday Trees were sponsored by local businesses raising monies towards Phase 2.



Goal B: Update our governance structure.

Objective #1	Update charter and by-laws to compliance with new ONCA legislation.
Objective completed	By-laws updated August 2020 Charter/Letters Patent updated October 2020.
Objective #2	Review mission statement, vision and core values statements.
Objective completed	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.
2021 progress	A Privacy Policy was created and adopted by the Board. The Board initiated the creation of committees to formally undertake certain strategies; Governance, Audit, Master Plan, Fundraising and Social Media committees were established and charters written. These committees meet on a regular basis outside of the monthly Board meeting schedule, and work towards identifiable and measurable goals.
2022 progress	No major initiatives completed during 2022.

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 Ilama pen.
2021 progress	Volunteer contact information has been moved to a CRM platform which facilitates an easier method of communication and collection of volunteer hours.



2022 progress	No major initiatives completed during 2022.
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 2022 (subject to Covid-19 restrictions). Local high schools will be advised of volunteer hour opportunities for students (subject to Covid-19 restrictions).
2021 progress	No major initiatives completed during 2021 as activities were reduced due to COVID-19 restrictions.
2022 progress	No major initiatives completed during 2022 as activities were reduced due to COVID-19 restrictions.

Goal D: Maximize existing partnerships and identify new opportunities.

Objective #1	Develop relationships with other organizations within High Park and the surrounding area.
2020 progress	No major initiatives completed during 2020.
2021 progress	The framework for a B-Corp landing page on the website has been drafted and is expected to be live in early 2022.
2022 progress	FHPZ made the decision to remove the B-Corp landing page from its web site. FHPZ is working with only one B-Corp and the additional landing page did not enhance the relationship nor draw additional donations.



Objective #2	Establish compelling opportunities for sponsors and donors to support the Zoo.
2020 progress	<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>
2021 progress	<p>Refreshed website was launched in March 2021 and completed later the same year. The website includes financial statements, strategic plans and policies in order to provide more transparency to all stakeholders.</p> <p>An Education Plan has been drafted which outlines FHPZ interest in creating teacher resources suitable for local schools to use in elementary classes.</p> <p>FHPZ has obtained charitable status which will give it access to more grants; the first step of a "Case for Support" document has begun development.</p>
2022 progress	<p>Engaged with donors through the Holiday Tree Event sponsored by local businesses and organizations.</p> <p>Newsletters continued to be sent out throughout 2022.</p>
Objective #3	Evaluate future need for staff for FHPZ .
2020 progress	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.
2021 progress	No major initiatives completed during 2021. However, the Corporate By-Law was amended in 2021 to increase the maximum number of directors to 15, to bring on more Board members at the 2021 Annual General Meeting.



2022 progress	No major initiatives completed during 2022.
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Goal E: Build a financially stable organization.

Objective #1	Increase revenue through creation of new programming and grant applications.
2020 progress	During 2020, 8 grant applications were submitted and 12 sponsorship requests were made. FHPZ was successful in obtaining: <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)
2021 progress	During 2021, 10 grant applications were submitted and 1 sponsorship request (outside events) was made. FHPZ was successful in obtaining: <ul style="list-style-type: none"> • Meridian Credit Union \$1,000 • Sponsorship of the Holiday Trees raised \$6,800.
2022 progress	During 2022, FHPZ was successful in obtaining: <ul style="list-style-type: none"> • Meridian Credit Union \$1,000 • Sponsorship of the Holiday Trees raised \$12,500.
Objective #2	Obtain charitable status from Canada Revenue Agency.
Objective completed	External legal counsel was retained to assist with the CRA Application for charitable status. The Application was prepared and submitted February 2021. Charitable status was granted in May 2021, effective February 2021
Objective #3	Establish and support a fundraising committee to facilitate contributions to the Zoo.
2020 progress	The fundraising committee of the Board has been informally created.
2021 progress	No major initiatives in 2021.
2022 progress	



	A formal fundraising committee has been established which meets every other month.
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 donation to apply to specific High Park Zoo capital projects (2020 monies will be put towards Phase 2 of the Master Plan).</p>
2021 progress	<p>During 2021 we implemented Keela, a fundraising software that unifies fundraising and donor communication. Keela permits FHPZ to accept credit card and PayPal donations, issue charitable donations electronically, and send newsletters all from one platform.</p> <p>During 2021, we also implemented Buffer which is an online tool that allows us to simultaneously manage our social media platforms. Buffer helps us to streamline the online content.</p>
2022 progress	No major initiatives in 2022.