



STAFF REPORT

To: Board of Management

From: Robin D. Hale
Chief Operating Officer

Subject: **MASTER PLAN - CONSULTING SERVICES**

Date: 2015-05-20

Summary:

This report recommends the award of a contract for professional consulting services for completion of the new Master Plan (10–15 year) for the Toronto Zoo.

Recommendations:

It is recommended that the contract for consulting services for the Toronto Zoo Master Plan be awarded to MMM Group Limited in the amount of \$380,686.00 including fees, disbursements and applicable taxes.

Financial Impact:

There are no financial implications to this report, as the required funds are allocated within the approved 2015-2024 Capital Works Program.

Background:

The Zoo's most recent Master Plan was prepared in 1990 and concluded in 2014. In October 2013, Toronto City Council considered a report regarding the future governance structure of the Toronto Zoo. Council recommended that the Toronto Zoo remain as a City board and made several recommendations to strengthen the governance structure. The need for a Strategic Plan and a Capital Master Plan was emphasized in the report and Council endorsed these recommendations recognizing the importance of having a "roadmap" for moving forward. The Strategic Plan was adopted by the Board in November, 2014.

The original Toronto Zoo Master Plan was prepared in 1969 and formed the basis of the blueprint for the Toronto Zoo. In 1986 there was updated Master Plan prepared for the Zoo by Marshall Macklin Monaghan Limited. The 1990 Capital Master Plan revised the project listing and estimates in the 1986 Plan, and was used for the next 25 years along with the Revenue and Visitor Enhancement Study (1998) as a blueprint for development. The two latter plans have been almost completely implemented. Since the creation of the Toronto Zoo the way zoos are designed and operated has changed considerably and continues to evolve as we move forward. Today, there is more emphasis on earned revenues, wildlife conservation and scientific research; and the public programs and offerings have changed to satisfy the higher expectations of the visiting public, including interactive exhibits,

face to face encounters, better educational content through graphics and interactives, and facility designs that improve animal enrichment, reproduction capability, sustainability and support external conservation activities.

In 2011, the Federal government announced the creation of the Rouge National Urban Park (RNUP) as part of the national parks system. The Toronto Zoo is located in the heart of the RNUP and although the Zoo lands will be adjacent to the Park, there is tremendous potential for synergies between the Zoo and the new park. A RNUP concept and management plan is being developed and over the last year the Toronto Zoo has been meeting with Parks Canada to explore areas of collaboration.

Over the years, many Operating and Capital projects have been undertaken to improve the Zoo's facilities, exhibits and infrastructure however, continuous upgrades and modifications are required. Some exhibits are old and outdated and others have limited educational value. Holding facilities, equipment and infrastructure are deteriorating as well or have reached end-of-life and require replacement. A complete review of the site, facilities, exhibits, equipment and infrastructure is required to assist with preparation of the new master plan. As well, the direction of the Zoo and its mission and vision, goals and objectives as set out in the 2015-2020 Strategic Plan have to be considered in prioritizing work of the master plan and allocating resources for such work.

Comments/Discussion:

A Request for Proposal – RFP 02 (2015-03) for Master Plan - Consulting Services was issued on 2015-03-20.

Five (5) proposals were received on 2015-04-14 as per Schedule I (attached). As outlined in the RFP, a 2-step process was followed in evaluating the submissions. The first step involved reviewing each proposal for compliance with the instructions and conditions applicable to the RFP. All proposals were found to be compliant. The five (5) submissions were all considered valid and were evaluated based on a set of pre-determined criteria by a team of Zoo staff. A short-list of three (3) proponents was then established and they were invited to provide presentations and to answer questions related to their proposal. Following the presentations references were obtained to confirm the results.

The proposal from MMM Group Limited received top ranking by all members of the evaluation team. MMM Group is based out of Thornhill, Ontario and provides professional services in landscape architecture, civil engineering and engineering specializing in sustainable building and site approaches, including LEED. In developing the new Master Plan for the Toronto Zoo, the team from MMM Group will coordinate the efforts of a multi-faceted team with recognized expertise in zoo master planning, including experienced professionals from, Balind Architects, Lord Cultural Resources and Schultz & Williams, Studio Hanson Roberts, and Oppenheimer Lewis Cost Consultants.

MMM Group Limited has worked previously with the Toronto Zoo, but has also worked with Parks Canada and is involved in the on-going development of the Beare Road Park Master Plan, the design of Downsview Park, and completed the African Savanna Project (1998) and the Toronto Zoo Site Accessibility Study (2012). The other firms from the team include experience in completing master plans for the Calgary Zoo, Edmonton Valley Zoo, New York Aquarium, Auckland Zoo, Tennessee

State Museum, and the Citadel National Historic Site (Halifax, NS). Lord Cultural Resources and Schultz & Williams were also involved in the development of the Toronto Zoo Strategic Plan (2015-2020).

Funding for this project was included in the Council approved 2015 Capital Works Program with a portion of the expenditure flowing into 2016. At this time we are requesting approval to engage MMM Group Limited for development and completion of the Master Plan.

R. D. Hale
Chief Operating Officer

List of Attachments:

Schedule I – Schedule of Proposals Received

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**TORONTO ZOO
MASTER PLAN – CONSULTING SERVICES
RFP 02 (2015-03)**

SCHEDULE OF PROPOSALS RECEIVED

PROPONENT	BULK PROPOSAL PRICE (includes disbursements and applicable taxes)	COMMENTS
MMM Group Limited	380,686.00	Recommended
Elm Inc.	478,830.00	Meets Specifications
FORREC Inc.	390,867.00	Meets Specifications
PJA Architects	385,119.00	Meets Specifications
Reich & Petch	346,272.00	Meets Specifications