4.0

MASTER PLAN

Chapter 4 develops the final master plan built upon the preferred concept and the feedback from the public meeting #3, Stakeholder Advisory Group meeting and Indigenous Group meeting.

4.1 GUIDING PRINCIPLES & PRIORITY ACTIONS

GUIDING PRINCIPLES

1. Celebrate a unique sense of place
2. Contribute to a resilient ecosystem to enhance ecological services
3. Improve accessibility
4. Establish a culture of stewardship to reconnect with the land, exchange earth knowledge and demonstrate green infrastructure
5. Improve operation functionality
6. Improve amenities
7. Improve facilities to expand programming, education, activities and ceremonies
8. Enhance visitor experience

Following the consultation activities with the Project Group, Stakeholder Advisory Group and the Indigenous community, the guiding principles were used as the basis to develop and finalize the master plan design.

4.1.1 CELEBRATE A UNIQUE SENSE OF PLACE

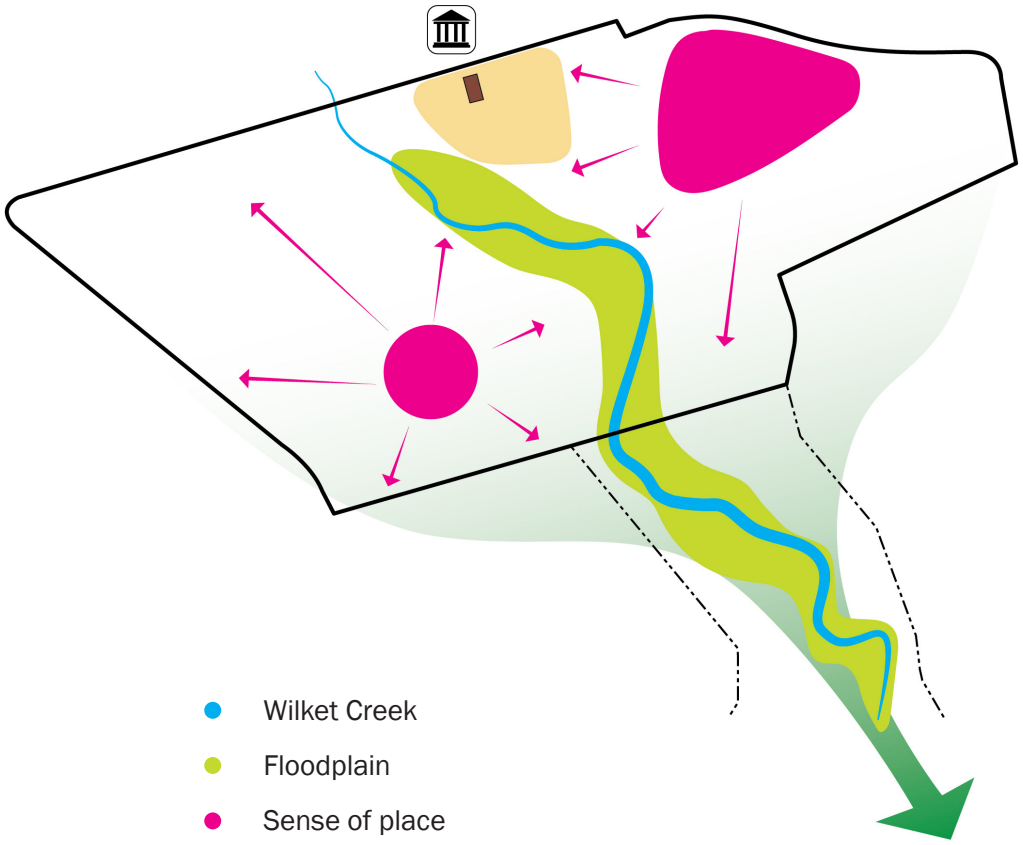
While the site is currently divided into Edwards Gardens and Toronto Botanic Garden, it is intended to become one destination, where visitors can experience nature and horticulture together. Edwards Gardens is a beloved destination that brings visitors from all over the City. Maintaining the original intention of a place where people can escape the City, the combined Botanic Garden will elevate the experience and act as a gateway to the Don Valley system.

KEY INITIATIVES:

- Take advantage of the unique natural setting of the ravine and emphasize its importance
- Incorporate plants and programs that reflect Toronto's cultural and ecological diversity
- Protect and celebrate natural and cultural heritage of the Gardens
- Revive indigenous languages through traditional place names and plant names

PRIORITY ACTIONS:

- Revitalize the Edwards Gardens historic core
- Restore Moriyama Pavilion



4.1.2 CONTRIBUTE TO A RESILIENT ECOSYSTEM TO ENHANCE ECOLOGICAL SERVICES

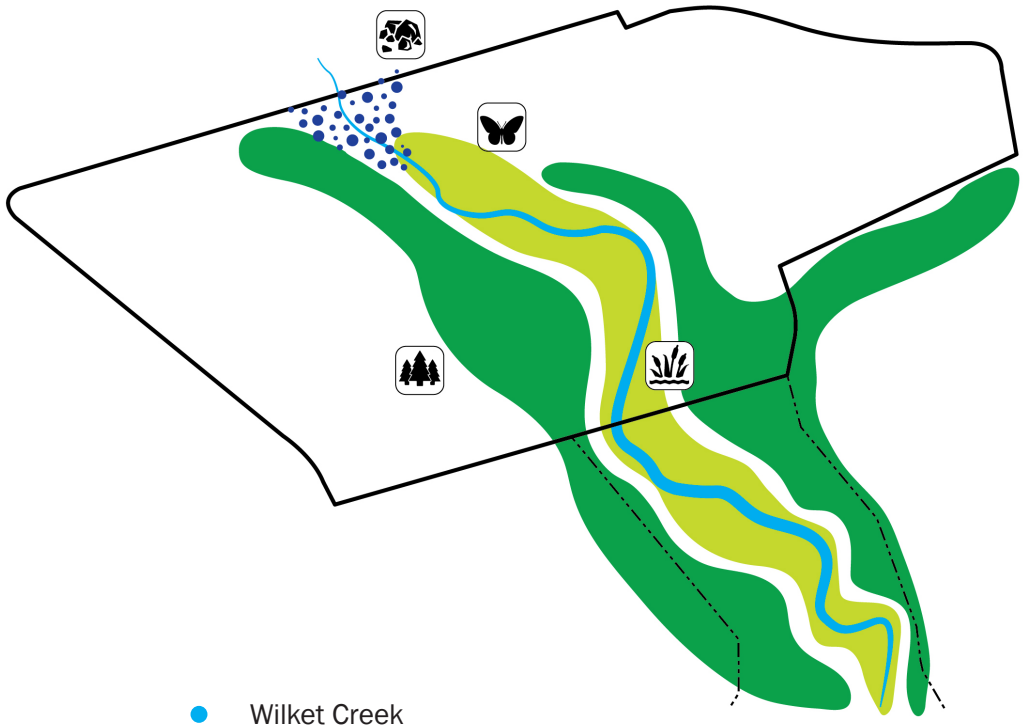
The existing ravine offers a connection to the Don Valley ecosystem and creates opportunities for unique experiences in the urban environment. Restoring the ravine will not only protect numerous species and improve their ecological health, but connect visitors with nature and educate about natural process. The ravine system is a signature feature that gives the City of Toronto a unique character.

KEY INITIATIVES:

- Refurbish native woodlands, natural habitat for native plants and wildlife
- Address erosion and flooding issues to increase resiliency
- Foster respect and environmental stewardship
- Demonstrate horticultural and ecological best practices
- Heal the land by protecting the water as an essential life-giver

PRIORITY ACTIONS:

- Reduce compaction and increase organic matter and fertility
- Design a flood baffle to absorb/dissipate energy from floodwaters
- Identify and preserve significant quality specimen trees on western lands



- Wilket Creek
- Floodplain
- Ravine

4.1.3 IMPROVE ACCESSIBILITY

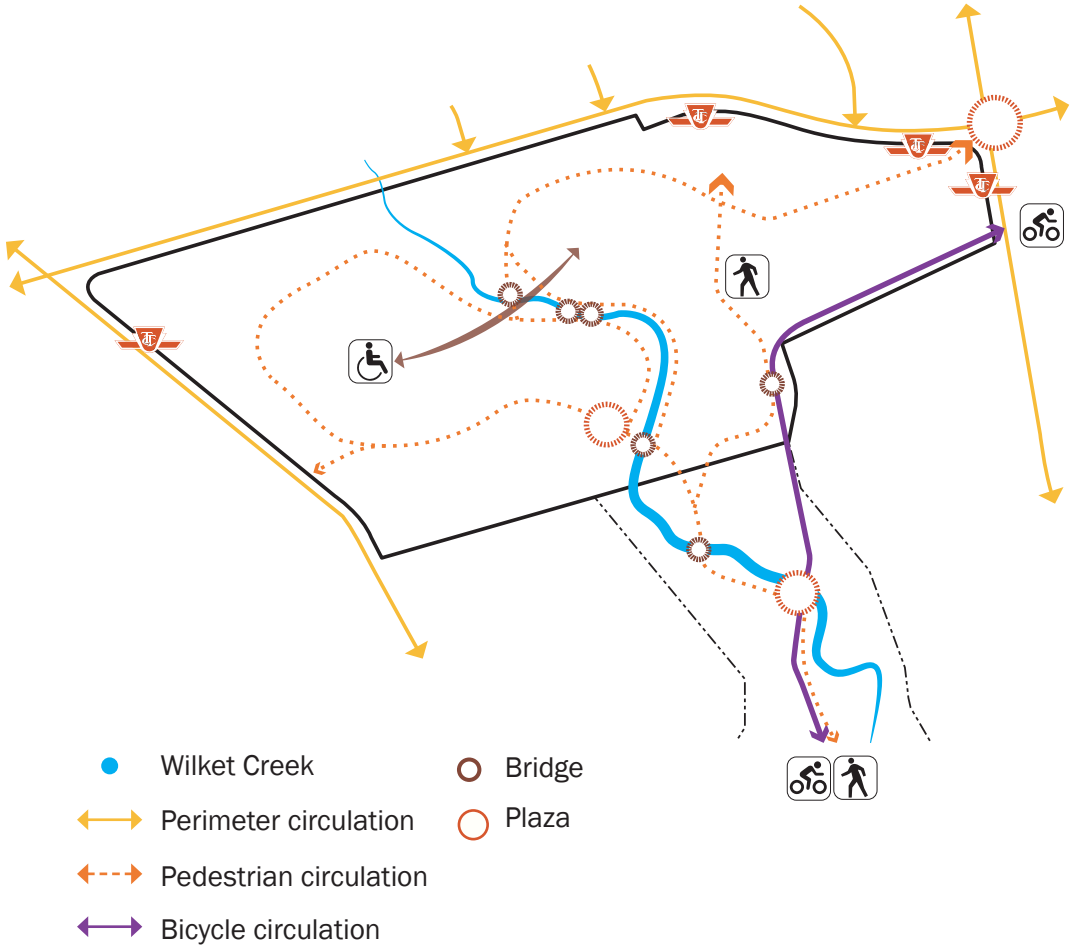
Safe and functional circulation is a key component in a successful botanic garden. Accessible trails, pathways and roads will connect all visitors to gardens, buildings and amenities, and enhance the overall experience. In addition, accessible spaces that accommodate people of all ages and abilities will enrich the experience for everyone .

KEY INITIATIVES:

- Provide an accessible connection between the western and eastern tablelands
- Provide a clear delineation between pedestrians and cyclists for a safe and pleasant experience for both
- Design all routes to meet AODA requirements

PRIORITY ACTIONS:

- Create a clear connection between TTC stops and the main garden entrance
- Where possible propose paths with slopes no more than 5%
- Provide cycling calming measures at pedestrian and cycling intersections



4.1.4 ESTABLISH A CULTURE OF STEWARDSHIP TO RECONNECT WITH THE LAND, EXCHANGE EARTH KNOWLEDGE AND DEMONSTRATE GREEN INFRASTRUCTURE

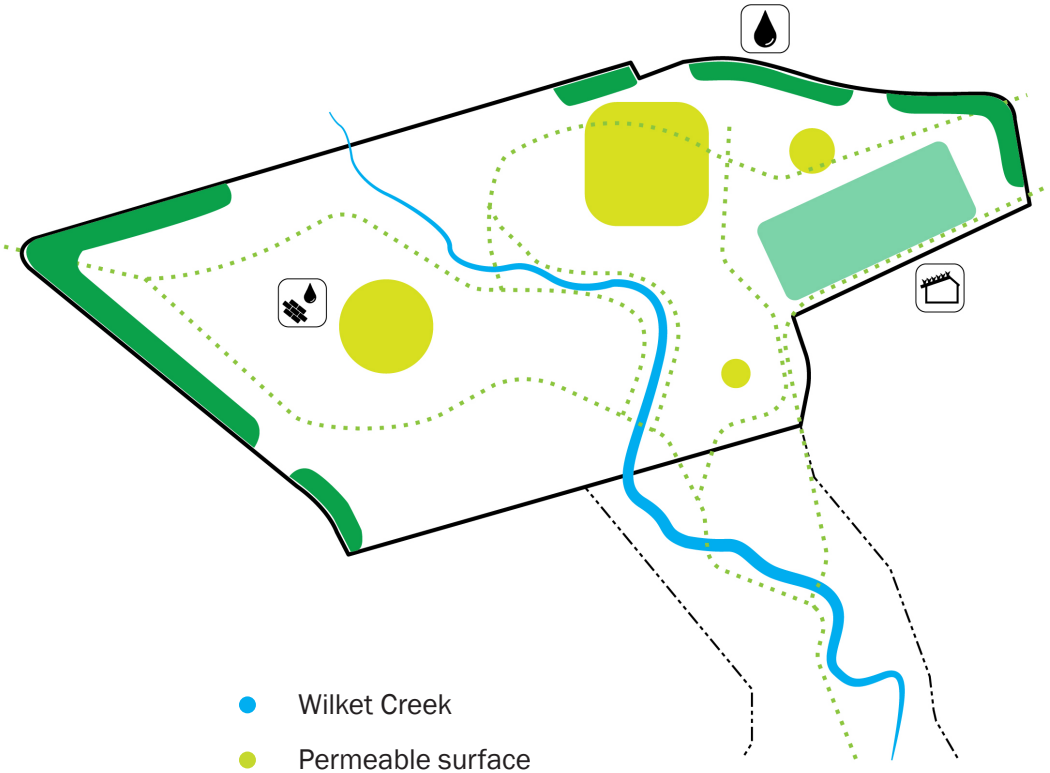
Integrating green infrastructure into the design can help create a connected system that enhances the overall sustainable performance of the site. Creative storm water management solutions will help to minimize runoff and educate visitors about natural processes. Sustainable practices, such as composting, energy efficiency, reduction in irrigation and water usage, minimizing lawn and mowing, will be incorporated to reduce waste and promote awareness.

KEY INITIATIVES:

- Create an indigenous framework that prioritizes balance with respect for nature
- Plan for long -term or for 7 generations
- Provide opportunities for Elders to share their wisdom and teachings regarding the use of plants, sustainable management practices, harvesting, etc.

PRIORITY ACTIONS:

- Design sustainable parking lots
- Incorporate low impact development initiatives for outdoor spaces and buildings
- Consider photo-voltaic panels and geothermal to reduce heating and cooling costs
- Reduce heat island effect by incorporating shade structures, trees and high albedo paving materials
- Incorporate green roofs where possible



4.1.5 IMPROVE OPERATION FUNCTIONALITY

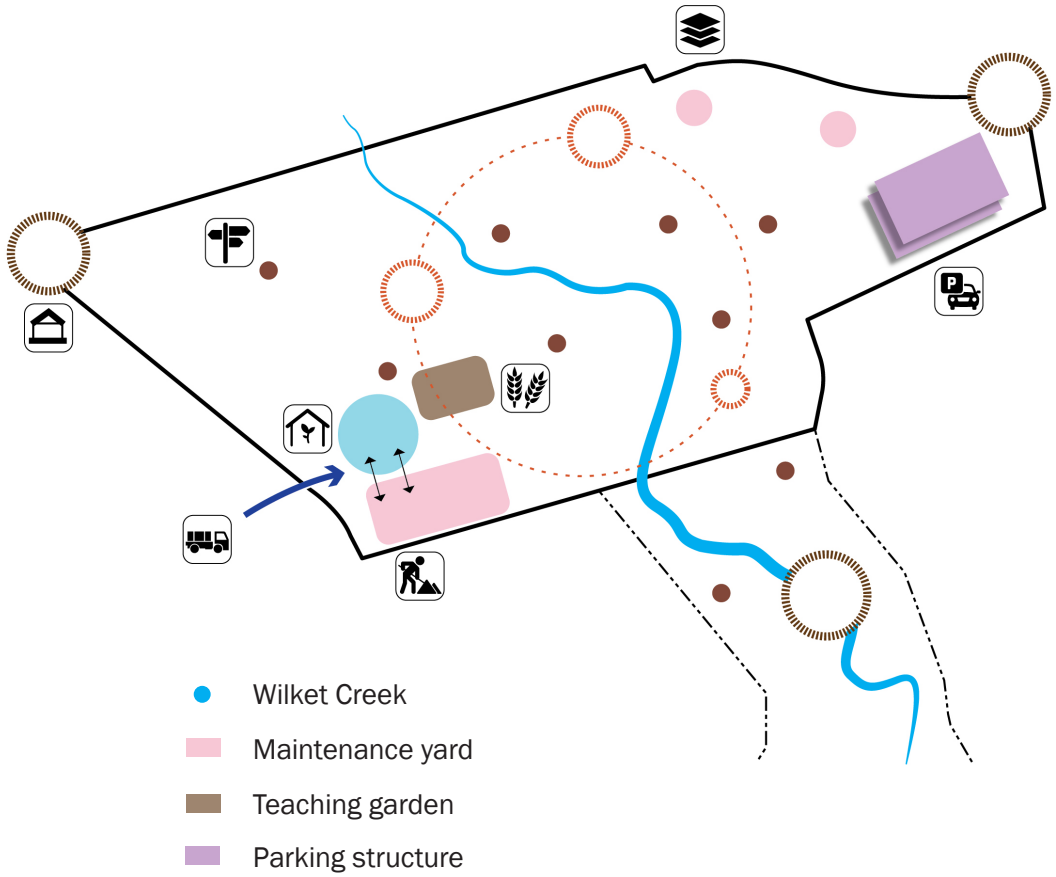
Safe and efficient site operations require site circulation systems that minimize conflicts between maintenance activities and visitor experiences. A new maintenance centre will include garages, outdoor storage, personal space for maintenance staff, and a production greenhouse. Visitor circulation routes should be safe, accessible, and easy to navigate.

KEY INITIATIVES:

- Provide parking facilities to accommodate everyday activities as well as large events
- Relocate maintenance areas and greenhouse facility away from the main circulation areas.
- Create a wayfinding system identifying gateways, connections and key destinations
- Ensure proximity of support amenities to related activity areas

PRIORITY ACTIONS:

- Create separate entrance for maintenance vehicles
- Locate the greenhouse to be near the maintenance area and the agricultural area.
- Provide staging areas for the set up of special events.



4.1.6 IMPROVE AMENITIES

By enhancing existing facilities and expanding amenities, the combined gardens will attract more tourists, first time visitors, neighbours and loyal members. From a central gateway to easily accessible parking, washrooms, food and beverage facilities, a visitor to the botanic gardens will feel comfortable and welcome.

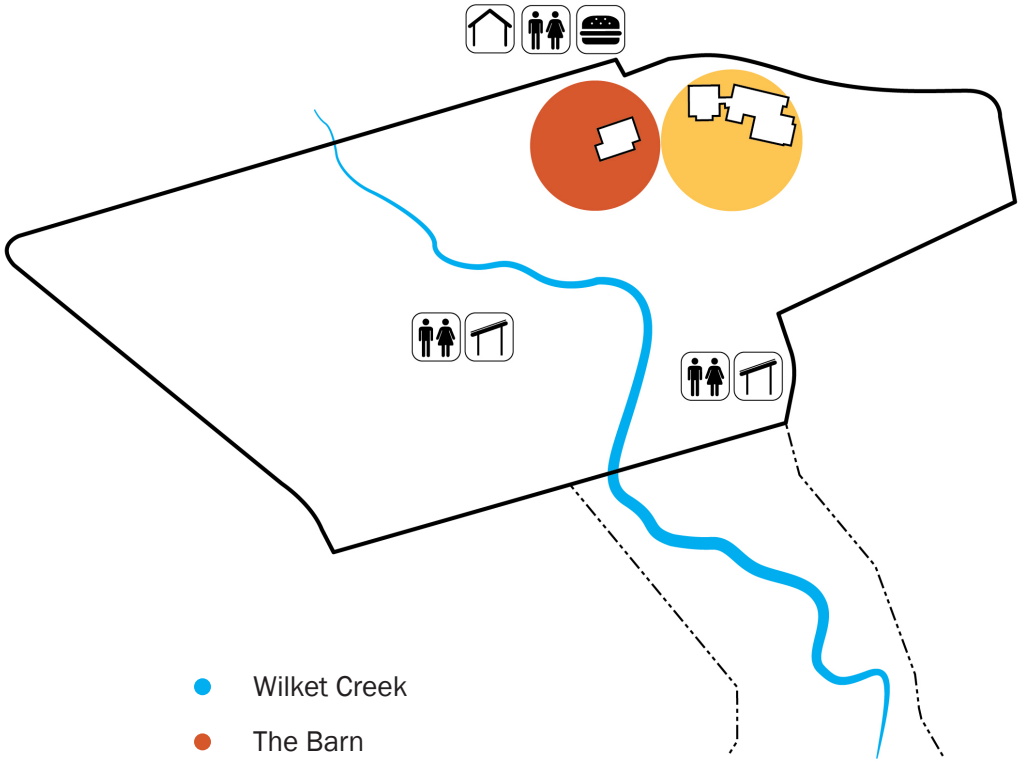
Well organized amenity spaces, together with a logical circulation system, will encourage visitors to discover new aspects of the gardens every time they visit.

KEY INITIATIVES:

- Improve the provision and quality of food services
- Provide shade structures throughout the site, especially around the Teaching Garden.
- Enhance and add to existing washroom facilities for year-round use

PRIORITY ACTIONS:

- Repurpose the existing Barn for multiple functions including cafe, indoor events and washrooms
- Propose new washrooms to accommodate larger number of participants for the Teaching Garden and Agricultural Demonstration Area. The new washrooms will serve the whole of the western tablelands
- Retain and improve existing washroom facility on the southeast side of the project area



4.1.7 IMPROVE FACILITIES TO EXPAND PROGRAMMING, EDUCATION, ACTIVITIES AND CEREMONIES

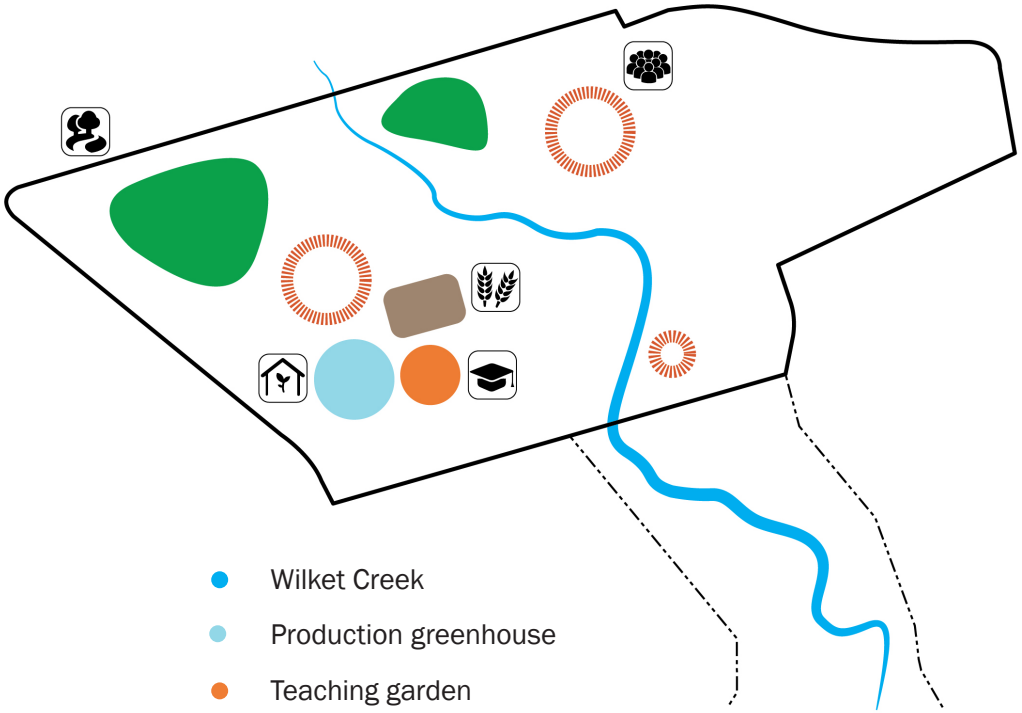
There are many reasons for visiting botanic gardens, including learning, relaxation, interaction, continuing education and celebration. Accommodating such a variety of uses requires significant indoor and outdoor space, curated gardens, carefully selected courses, seasonal programmed activities, knowledgeable and approachable staff and volunteers.

KEY INITIATIVES:

- Provide a range of spaces for large public gatherings to more intimate gatherings
- Provide more indoor attractions and amenities for formal and informal education and research, befitting a world class botanical garden

PRIORITY ACTIONS:

- Expand Teaching Garden with focus remaining on educational programs for school groups, families and other visitors.
- Provide an agricultural demonstration area to encourag urban farming
- Provide a Production Greenhouse to propagate unique species for use throughout the gardens and plants not easily found in the nursery trade
- Provide private and secluded places for ceremony, council and consultation
- Provide paid internships for Indigenous and other youth



- Build knowledge of medicinal plants, create opportunities for seed sharing, and dedicate space for self-directed programs

4.1.8 ENHANCE VISITOR EXPERIENCE

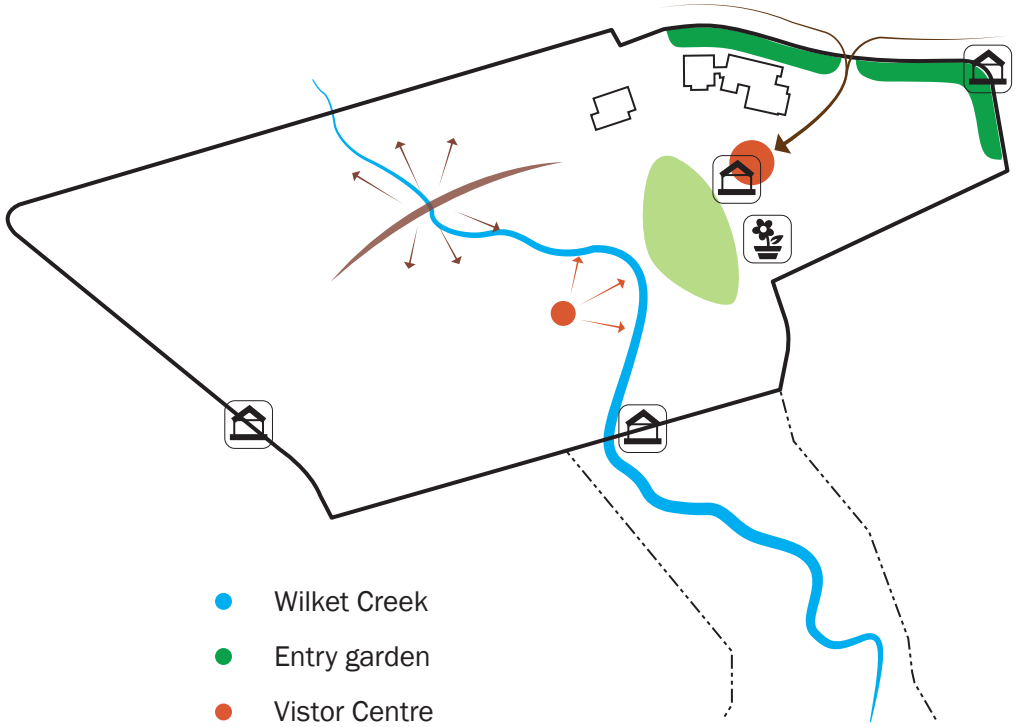
Successfully coordinating multiple layers of destinations and attractions -- while accommodating basic human needs -- will ensure a rich and memorable visitor experience. Gardens, natural areas, and indoor as well as outdoor gathering spaces should accommodate multiple uses and activities, with efficient services and amenities such as washrooms, seating, and ease of access.

KEY INITIATIVES:

- Provide opportunities to explore views of the gardens by including a bridge and an overlook
- Redesign and expand existing gardens, provide spaces for intimate gatherings
- Ensure appropriate visitor welcome and orientation at major gateways
- Propose a consistent language for paving, benches, trash/recycling receptacles, lights and signage throughout the site.

PRIORITY ACTIONS:

- Propose a gateway with an entrance plaza, arbor and visitor welcome and orientation
- Evaluate existing visitor Centre facilities for possible renovation and expansion, including a restaurant



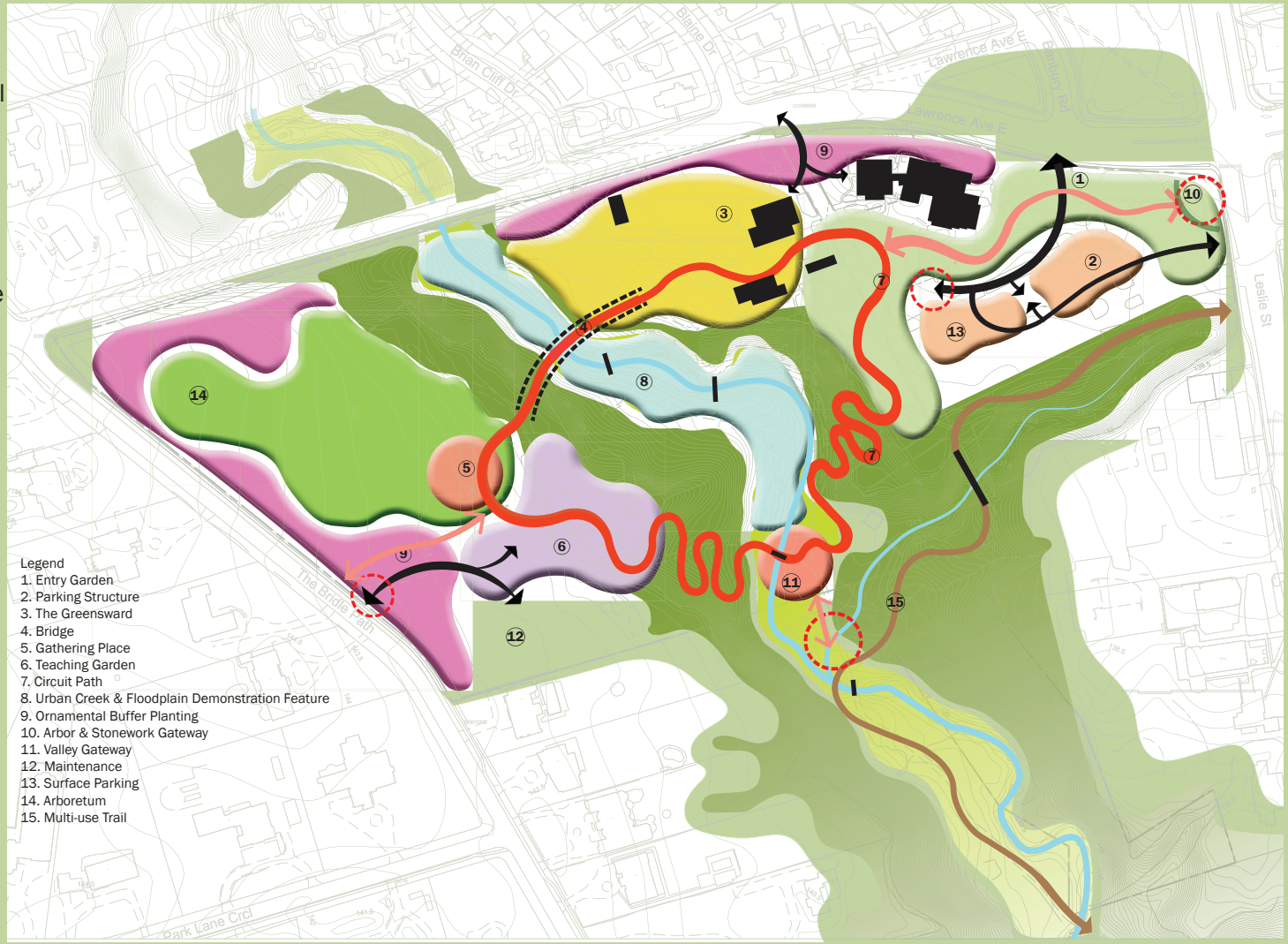
4.2 MASTER PLAN CONCEPT DIAGRAM

4.2.1 PRELIMINARY CONCEPT DIAGRAM

The master plan builds upon the hybrid approach which mixes both native habitat focus and ornamental plantings focus. The gardens along the street frontage and entrance focus on the ornamental planting to attract visitors. The gardens within focus on native planting to advocate education, conservation, research and display.

A proposed circuit path that connects the western and eastern tablelands ensures inclusivity and accessibility for all. Pedestrian, vehicular, maintenance and bike routes are clearly delineated and separated.

The visitor experience and associated visitor amenities will be expanded and improved to achieve the high level of quality that local visitors and tourists expect from botanical garden attractions.

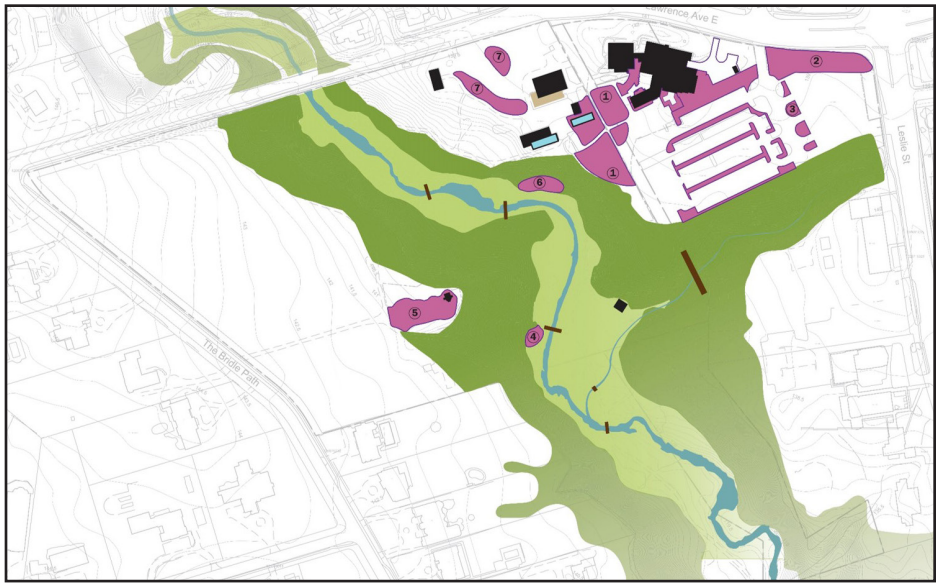


4.2.2 FINAL CONCEPT AND PROGRAMMING DIAGRAM

The Preliminary Concept Diagram was refined into a Final Concept Design plan with the programmatic elements of the Gardens further refined and developed.

4.2.3 GARDEN DESIGN

EXISTING



PROPOSED

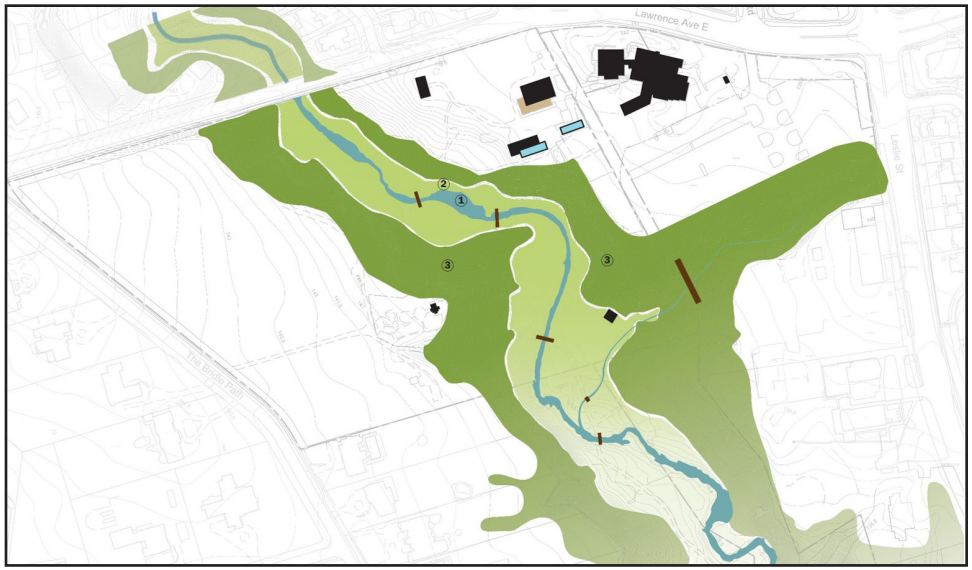
Edwards Gardens and Toronto Botanical Garden (EG/TBG) are envisioned as one continuous botanical garden of world class status, to be recognized as a unique example of how ecological restoration and management can be brought together with fine garden design and education.

The new EG/TBG will be comprised of three major areas: the Gardens east of the Wilket Creek, the Western Tablelands, and the Ravine. The new overall Botanical Garden will preserve the existing sense of design in Edwards Gardens, while connecting it seamlessly with the existing gardens and facilities in the present Toronto Botanical Gardens. The overall place will reflect new curatorial focus and policies, reorganized and planted to develop a fully accessioned collection, entering species into the existing database. Plants will demonstrate adaptation to local factors such as climate, soil conditions, and requirements for shade and sun. The Gardens will also demonstrate the overall value of plants and why they are collected for beauty and display. Visitors will move through the site on a continuous loop path that is accessible to all.

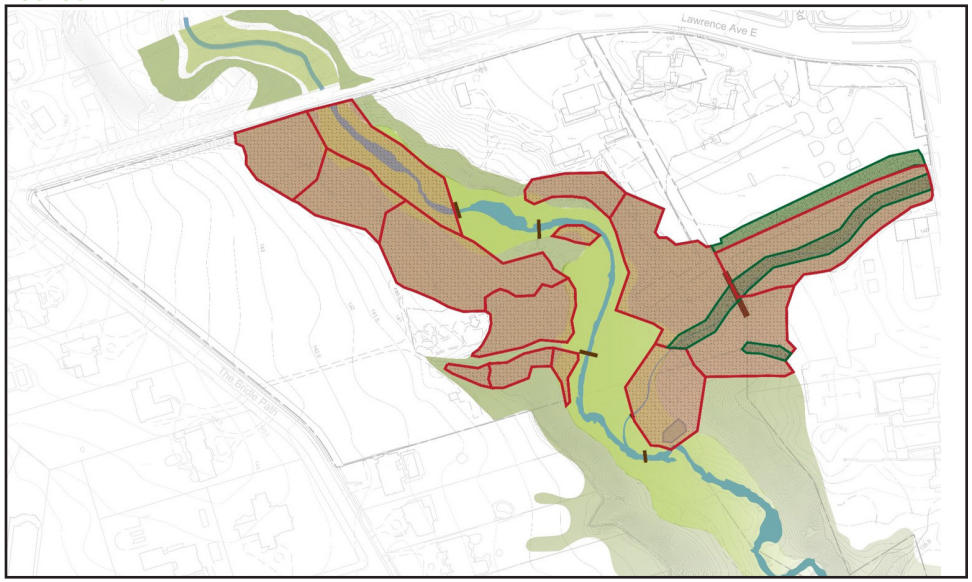
4.2.4 SITE RESTORATION

The south end of Edwards Gardens and Toronto Botanical Garden (EG/TBG) are part of the Wilket Creek Forest Environmentally Significant Area (ESA), a City-owned ravine (RNFP)- and Toronto and Region Conservation Authority (TRCA)-regulated area south of Lawrence Avenue and west of Leslie Street. Wilket Creek flows through the central part of the property, with forested areas on the valley wall along the east side of the creek dominated by FOD5 Dry-Fresh Sugar Maple Deciduous Forest, and smaller groves of both FOM2-2 Dry-Fresh Sugar Maple – White Pine Mixed Forest and FOD6-5 Fresh-Moist Sugar Maple – Hardwood Forest. Along the valley wall on the west side of the creek, FOM 4 Dry-Fresh White Cedar Mixed Forest dominates the forested areas, with FOM6-1 Fresh-Moist Hemlock – Sugar Maple Mixed Forest south of the main paved pathway. On both sides of the creek, forested areas are surrounded by CUP2-h Horticultural Mixed Plantations. The forest restoration will focus on the ecological net gain areas identified.

CREEK + FLOODPLAIN + VALLEY

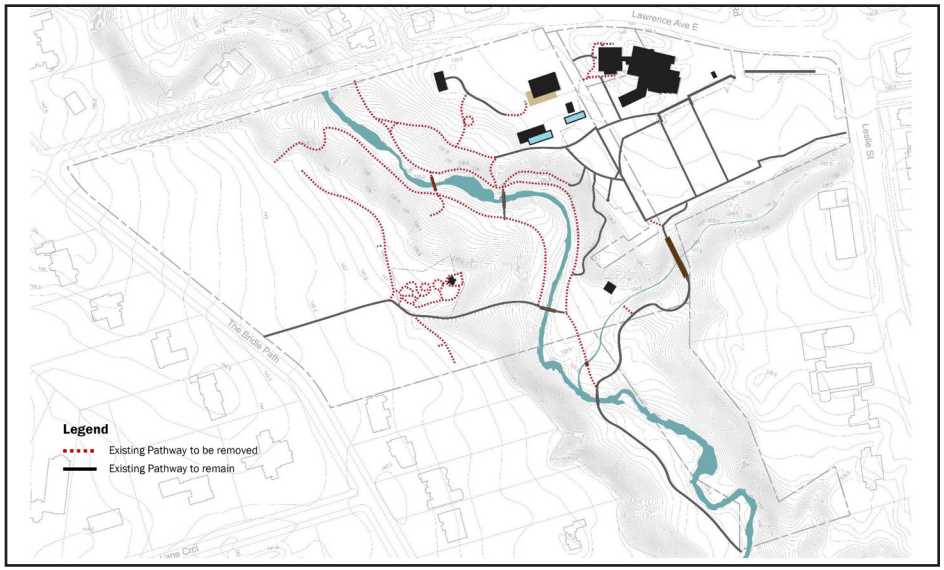


ECOLOGY NET GAIN AREA

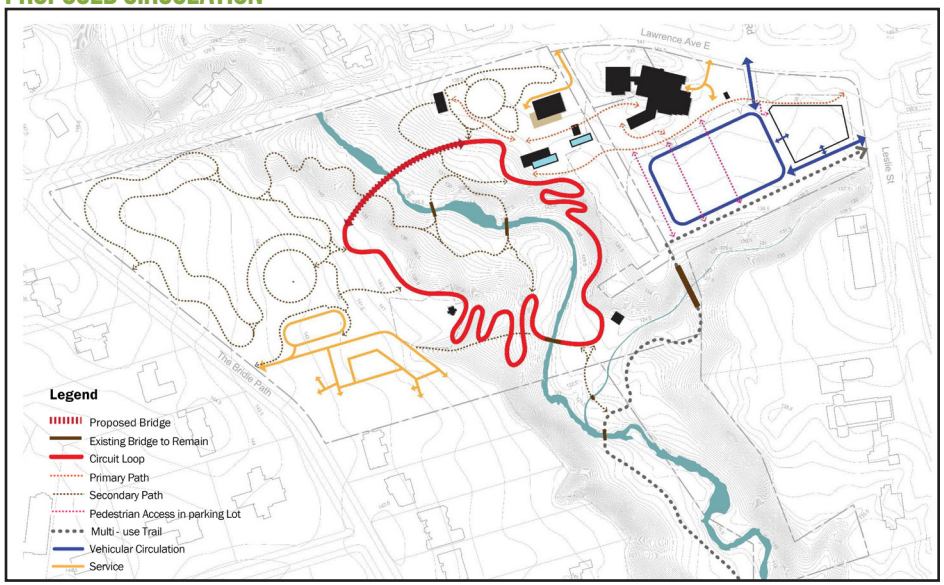


4.2.5 SITE CIRCULATION

EXISTING PATHS TO BE REMOVED AND RETAINED



PROPOSED CIRCULATION



The existing pathways do not have distinct lanes for pedestrians and cyclists. Most pathways are seen as multi-use, and pedestrian and cyclist travel often overlaps, presenting potential safety hazards. Although cycling is not allowed within EG/TBG, it currently occurs on the valley floor. Design requirements for pedestrian paths within a botanic garden differ from multi-use recreational trails requirements. The site currently has poor continuity in path width, quality of pavement, signage and lack of clear demarcation which make moving through the site feel unsafe and unpleasant for visitors with cyclists using the same paths.

The master plan simplifies and clarifies the pedestrian circulation system throughout the Gardens. A clear hierarchy of pedestrian pathways are proposed: Primary, Secondary and the Circuit Path. The Primary Paths are unit pavers (which match the existing path material) and a minimum of 2100mm wide. Secondary Paths are compacted crushed granular and are a minimum of 1670-2100mm wide. The Circuit Path is constructed of permeable red clay brick pavers and is 3000-3500mm wide.

4.3 MASTER PLAN

4.3.1 MASTER PLAN KEY COMPONENTS - THE GREENSWARD

The Greensward, which is the historic core of the Edwards Gardens, will be reconditioned and improved with new lawn and trees. It will form the “front yard” of the historic Moriyama pavilion. Also, it will provide a landing point for the new bridge over the ravine. The Greensward will include the following:

- Sloping lawn for sunning and relaxing
- Open vistas down to the Wilket Creek
- A setting for the refurbished Moriyama Pavilion
- A landing point for the new ravine bridge

4.3.2 MASTER PLAN KEY COMPONENTS - EAST MAIN GARDENS AND WELCOME PLAZA

1. Welcome Plaza

Pedestrians and visitors arriving by public transit will enter from the corner of Lawrence Ave East and Leslie Street.

2. “Sophisticated Natives” Walk

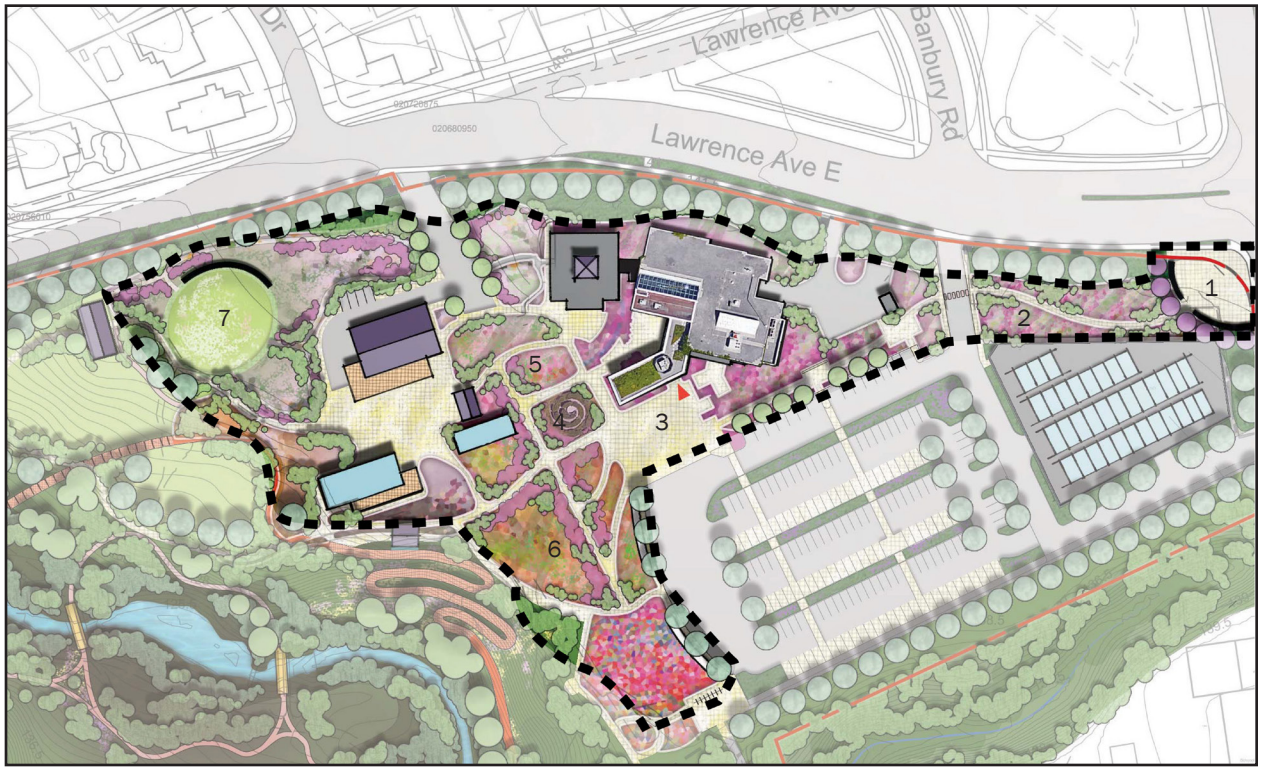
In the style of world-renown garden designer Piet Oudolf, visitors will walk through a progression of native plants and others, displayed in a sophisticated abstract design fashion, moving in a gradation from stylized woodland to meadow. This will introduce the visitor to the overall theme of the new Central Gardens: a strong emphasis on native plants for aesthetic effect, but also non-natives displayed in a natural aesthetic.

3. Central Gardens Entrance

Visitors will pause and be introduced to the overall garden experience, with maps and interpretive signage.

4. Central Gardens

This is the garden core of the EG/TBG, bringing together the existing gardens of the Toronto Botanical Garden with the best garden areas of the Edwards Gardens, creating an entirely new visitor experience. These will include: Perennials Garden, Herb Garden, Water Garden, Xeric Garden, Scented Garden, Existing Gardens, and the Barn Courtyard.



5. Enabling Garden

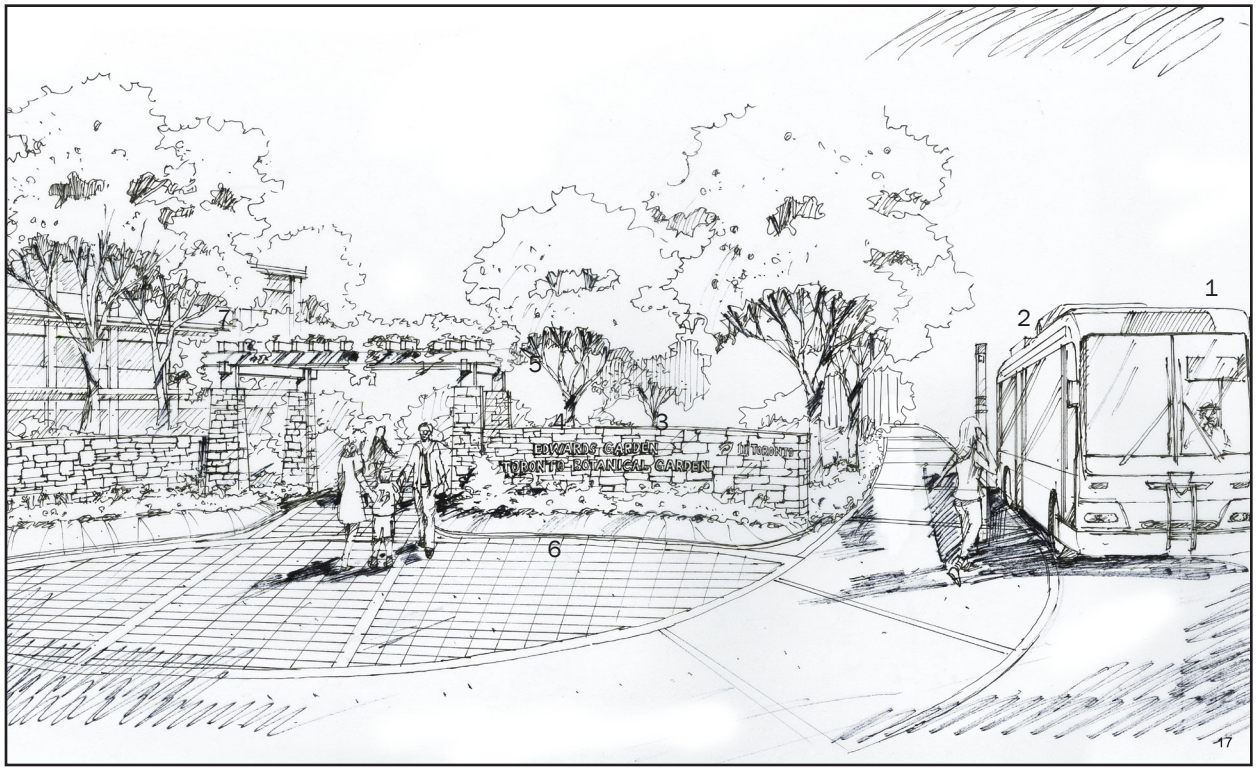
One special destination will be the Enabling Garden, which will be adjacent to the repurposed conservatory. This is designed for therapeutic programs including active gardening for those with mobility and other difficulties, as well as for the interest and inspiration of all visitors.

6. Native Plant Garden

This area will show how native plants can be used at the home garden scale, teaching visitors how to establish native plant habitat gardens in their own homes – with an ultimate goal of transforming entire neighborhoods in and around Toronto.

7. Small Permitted Events Space

Adjacent to the refurbished Moriyama Pavilion, a small space will be available for permitted special activities such as weddings and other family events. Surrounded by a White Garden, a central lawn will provide a gathering space.



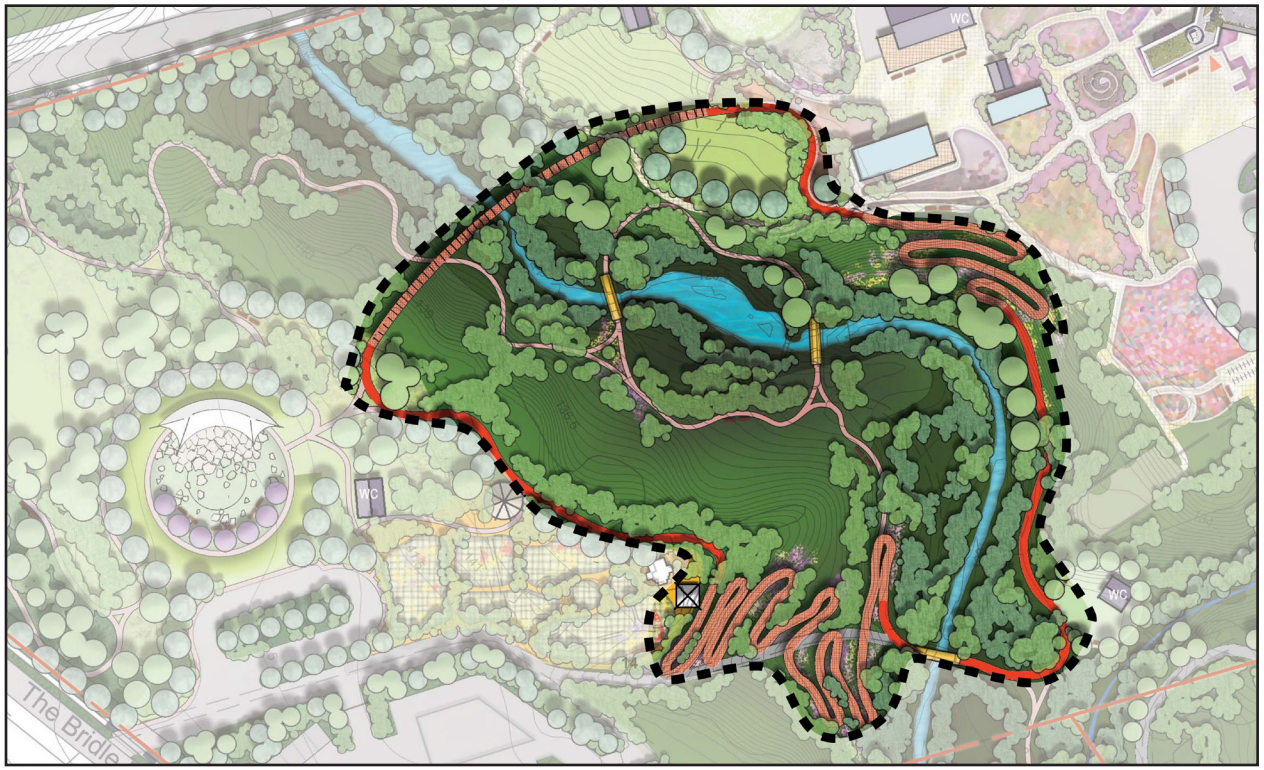
At the intersection of Lawrence Avenue East and Leslie Street, the East Garden Gateway will provide a welcoming entry for visitors arriving on foot or via public transit.

4.3.3 MASTER PLAN KEY COMPONENTS - CIRCUIT PATH

The Circuit Path is the main organizing feature within the Gardens that connects all features and stitches the entire site together. It will directly connect the east and west tablelands over a new Pedestrian Bridge, provide accessible sloped walks down into the valley, and cross Wilket Creek via the existing bridge.

The Circuit Path will run outside the floodplain and be positioned at a higher elevation than other pathways. This would increase the area for woodland restoration and allow the creek to fluctuate naturally within the floodplain. The entire Circuit Path would be paved with red brick, making a significant contribution to the Gardens' new identity.

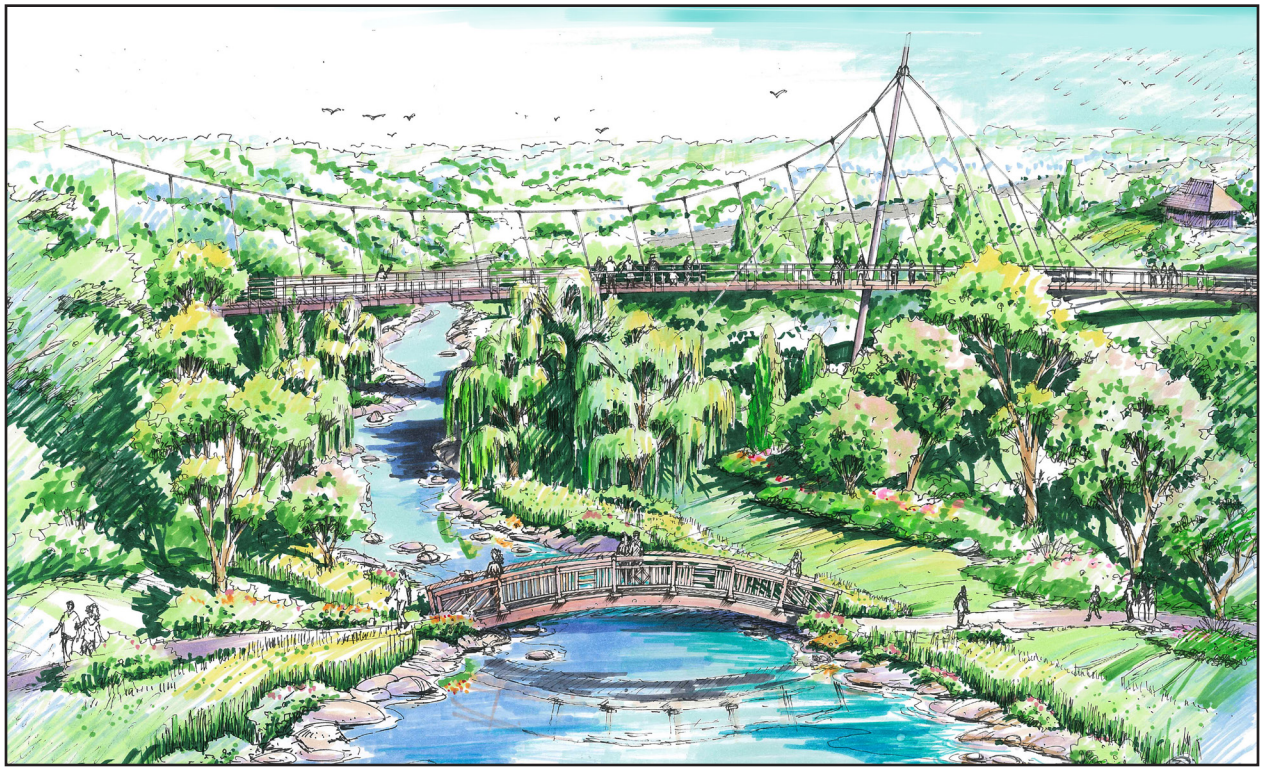
Switchback paths on both the east and west slopes, meeting AODA requirements, will provide access to the southern floodplain area for all visitors. These pathways will be densely planted with native woodland species, as part of the overall reforestation program.



4.3.4 MASTER PLAN KEY COMPONENTS - PEDESTRIAN BRIDGE

A major new pedestrian bridge is proposed to carry the Circuit Path across Wilket Creek, spanning approximately 115 metres and linking every aspect of the Gardens. It would become widely known as an iconic work of design and engineering, creating a spectacular centerpiece for the entire site.

It is envisioned as a cable-stayed suspension bridge with a curved walking platform, supported on a single cable system that is suspended between two inclined steel towers. The walking surface would be made of a durable wood such as ipe or Accoya®. It would be accessible to people with all levels of mobility, and provide dramatic views down to the gardens, the wooded slopes, and the Wilket Creek floodplain."



4.3.5 MASTER PLAN KEY COMPONENTS - THE CELEBRATION PLACE

The Celebration Place will answer a public need for a gathering space for special activities and exhibitions. As a major destination on the western tablelands, it will enliven the entire section west of Wilket Creek. It will feature:

- Enclosure by a ceremonial circle of shade and flowering trees
- A shade pavilion and stage area
- A central gathering lawn
- A primary destination for the Pedestrian Bridge

4.3.6 MASTER PLAN KEY COMPONENTS - WEST MAIN GARDENS

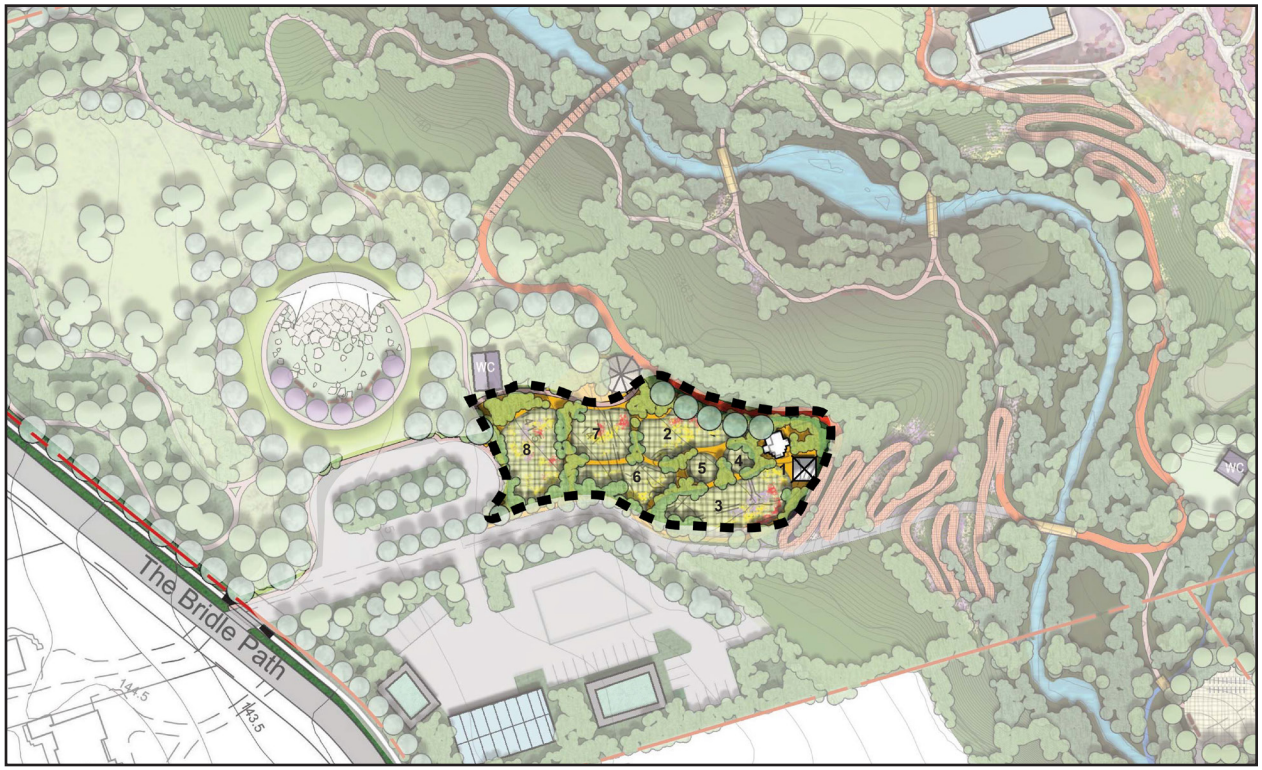
Improvements to the western tablelands will include refurbishing the existing Arboretum and establishing new Woodland Gardens around its perimeter. The existing plants in the Arboretum will be evaluated for their potential contribution to an accessioned collection of woody plants. Groves of shade trees will frame a sequence of open and sunny lawns. Surrounding the Arboretum on three sides will be a sequence of woodland gardens. These will include plants relocated to a more ideal setting from other locations in Edwards Gardens, such as the existing rhododendrons currently growing in the Wilket Creek floodplain. The West Main Gardens will include:

- An accessioned collection of canopy and flowering trees
- Open lawns for informal gathering
- A fully accessible looping path
- Rhododendron Garden
- Native Woodland Edge Garden
- Planted edge along Lawrence Avenue East and The Bridle Path

4.3.7 MASTER PLAN KEY COMPONENTS - TEACHING GARDEN

The Teaching Garden will be the central destination for children's programming and educational activities, as well as for families to enjoy unstructured activities on their own. A variety of features and garden areas will be designed for educational programming in the Teaching Garden, including:

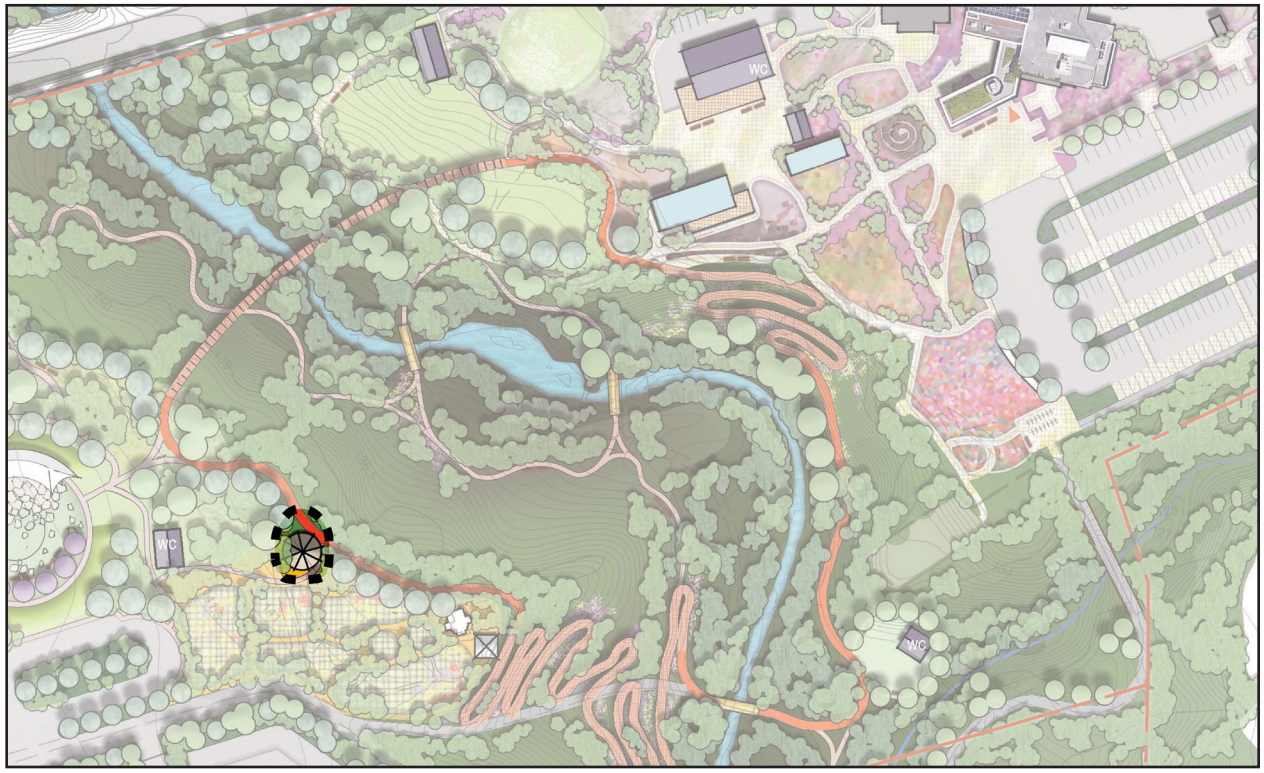
- "Where My Food Comes From"
- "Vegetables of the World"
- Vegetable Garden for teaching
- Vegetable Garden for display
- Medicinal Garden
- Plant Testing Beds
- Edible Garden
- Pergola/Classroom
- Washrooms



4.3.8 MASTER PLAN KEY COMPONENTS - TREE HOUSE

In addition to providing a dramatic architectural element, the Treehouse will offer beautiful vistas through the woods and down into the ravine. It will also be a setting for educational activities adjacent to the Teaching Garden. It will include:

- A “room” in the canopy of the woods
- Views into the floodplain
- Full accessibility



4.3.9 MASTER PLAN KEY COMPONENTS - MAINTENANCE YARD

A new Maintenance Yard will be constructed on the west side of the EG/TBG site. The facility will be screened by a dense, mixed planting screen. An earthwork berm will provide further screening and noise attenuation. Public access will not be allowed. The yard will contain the following:

- Two card-controlled, gated access points: one for trucks and one for staff parking
- Greenhouse for plant propagation
- Garage with storage room and parking for at least three vehicles
- Staff building with storage, lunch room and washrooms
- Staff parking (vehicles and bicycles)
- Central open storage area for nursery stock, deliveries, etc.
- Storage bins for soils, granular and mulches

4.3.10 MASTER PLAN KEY COMPONENTS - PARKING

The surface parking lot will be improved and expanded to include a drop-off area and a tour bus parking zone, located at the northwest corner. The existing LID drainage system on the west parking lot,will be retained.

The proposed parking structure will accommodate 277 vehicles. The roof will accommodate photo-voltaic cells for sustainable power generation. The total surface parking will increase by 138 spaces for a total of 454 spots. Access to the parking structure will from within the EG/TBG site, at two locations (west and south sides). Subject to detailed architectural design, it is intended that the north side would incorporate planting to create a vegetated façade, while the east façade would incorporate a super graphic that would announce EG/TBG to Leslie Street.

<u>Existing Parking</u>
East Parking Lot - 85
West Parking Lot – 231

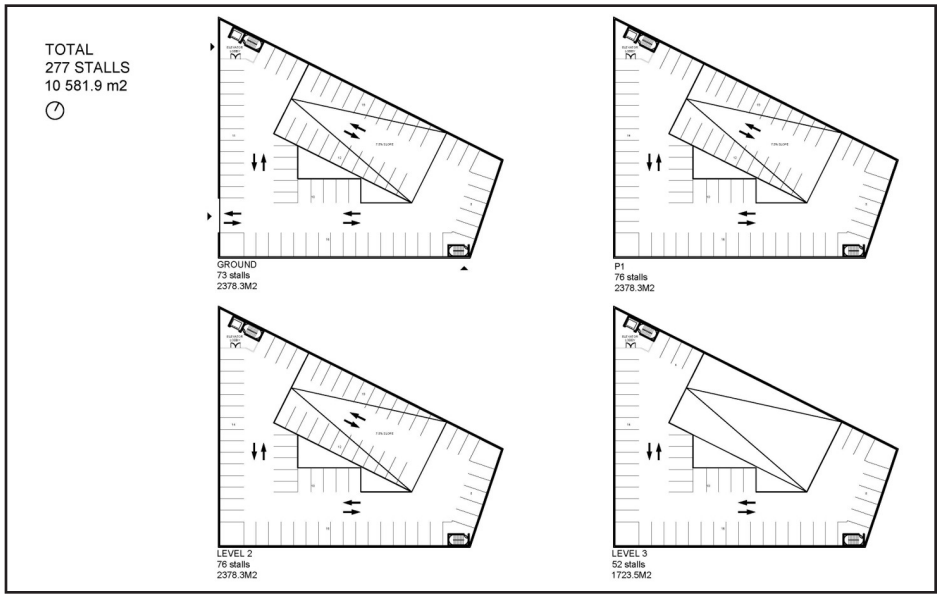
Total No. of Existing Parking – 316

<u>Proposed Parking</u>
East Parking Lot (Parking Structure) – 277
West Parking Lot (Surface Parking) – 177

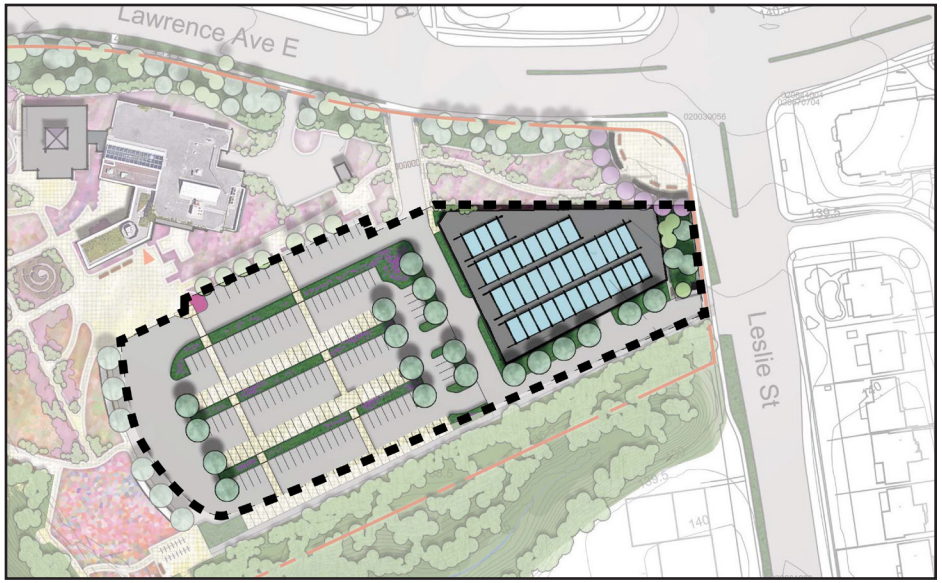
Total No. of Proposed Parking – 454

Total Increase in Parking - 138

NEW PARKING STRUCTURE

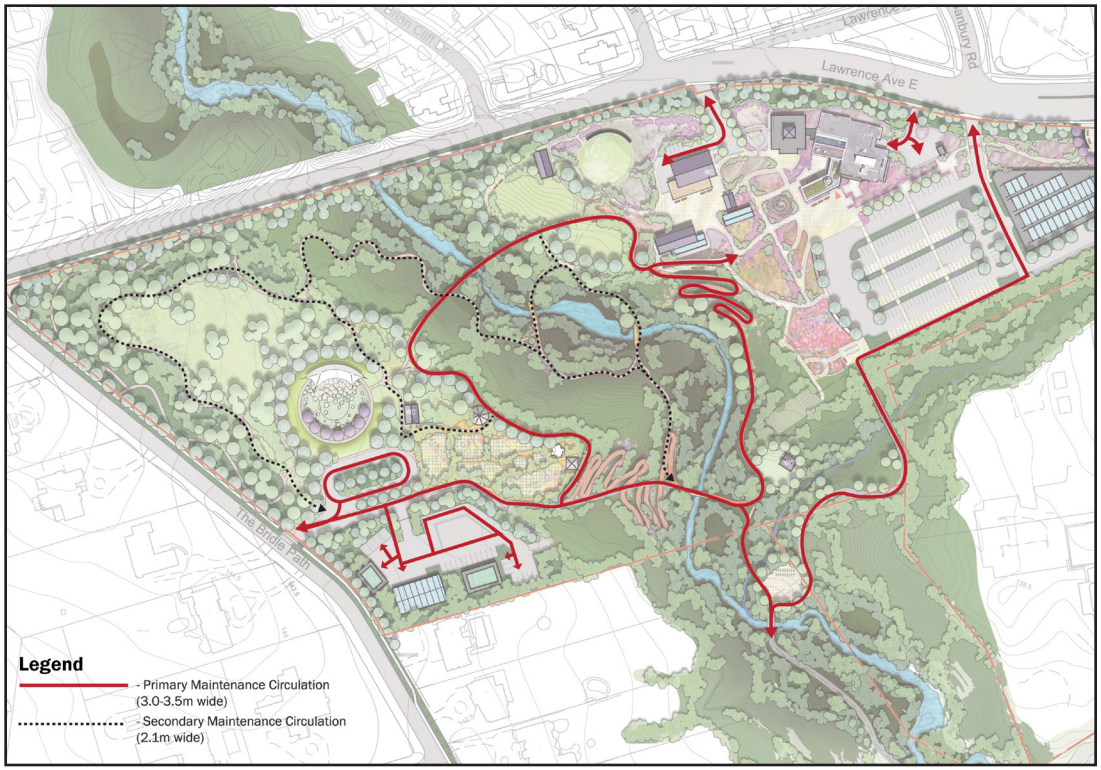


NEW PARKING ARRANGEMENT



4.3.11 MAINTENANCE CIRCULATION

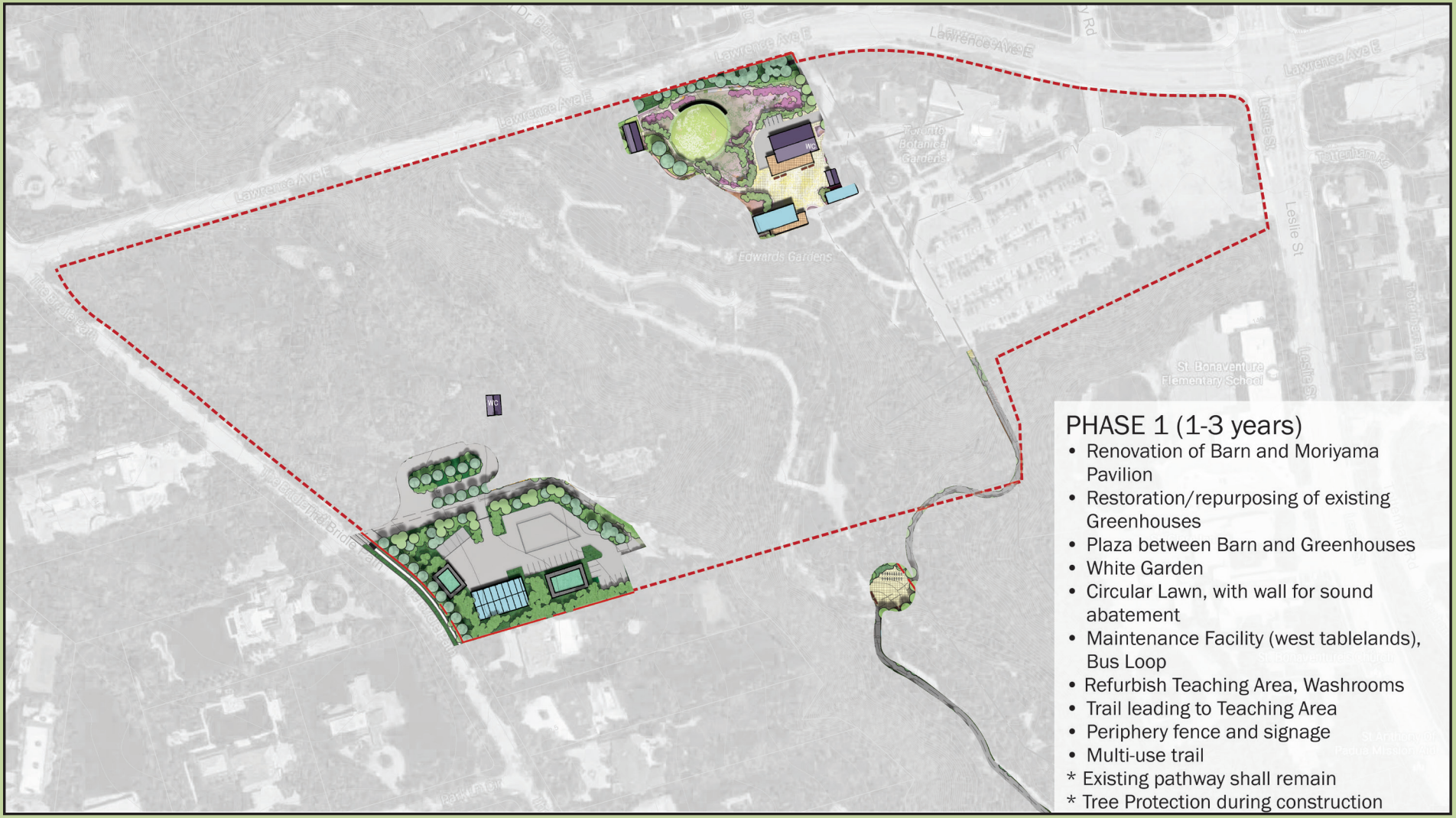
The Bridal Path access road will be the primary entry for maintenance vehicles. This primary entry will be controlled by automatic gate with key-in entry to prohibit any bicycle entry from this entrance. In the southwest corner, a new surface parking lot for staff and a maintenance yard will support the relocated maintenance building and a new greenhouse. The circuit path will be designed to accommodate the small maintenance vehicles such as side by sides. The existing maintenance access lane from Lawrence Avenue East to dredge the creek will remain. The path along the creek on the west side is used by Toronto Water for access to, inspection and maintenance of the sanitary trunk sewer located parallel to the creek. It will be reconfigured to connect to the Secondary Maintenance Circulation path.



4.4 PHASING

The following plans provide a high-level overview of the tasks that need to be completed in order for the Master Plan to become a reality. This schedule indicates a 10-year time period but it should be noted that this time frame can contract or expand depending on many variables such as funding availability, environmental and political factors, construction delays and others. While the length of the implementation period can vary, the order of tasks will still reflect the sequence in which these tasks should be done.

4.4.1 PHASING 1 (1-3 YEARS)



4.4.1 PHASE 1 - IMPLEMENTATION PLAN

	Activity	Responsible Entity	Timing	Potential Collaborators	Budget Estimate
	PHASE 1 (1-3 YEARS)				
1.0	**Operations & Staffing**				
	Renegotiate Management Agreement	City & TBG	Immediate		
	Develop and approve new business plan	TBG	Immediate	City	
	Gain City approval to begin fundraising	City & TBG	Immediate		
	Develop fundraising strategy for Phase 1, 2 & 3	TBG	Immediate	City	
	Develop new procedures for permits, rentals and bookings	TBG	Year 1	City	
	Develop new events and programs	TBG	Ongoing	As required	
	Hire new staff as necessary	TBG	Ongoing		
	Retrain staff on new visitor offer, programs and procedures	TBG	Ongoing	City	
	Develop a joint transit strategy	TBG	Year 1	City, TTC, Shops at Don Mills, Aga Khan, Ontario Science Centre	
2.0	**Branding, Marketing & Promotion**				
	Approve new name	TBG	Immediate		
	Develop new branding strategy	TBG	Immediate		
	Prepare marketing and communications strategy	TBG	Year 1-2		
	Identify partnership opportunities	TBG	Year 1-2		
	Production of new marketing materials and update websites & social media	TBG and City	Year 1		
	Strategic promotion of events and programs	TBG	Ongoing	City, Toronto Tourism, Shops at Don Mills, Aga Khan, Ontario Science Centre	
	Prepare individual soft and grand opening plans	TBG	Year 1-2	City	
3.0	**Maintenance Facility and Bus Loop**				
	Secure capital budget allocations	City	Immediate		
	Develop tender documents and select architectural team	City	Year 1-2		
	Produce detailed architectural designs	City	Year 1-2	TBG	
	Develop tender documents and select building contractors	City	Year 1-2		
	Planning permissions and approvals	City	Year 1-2		
	Demolition, site preparation and construction	City	Year 1-2		
	Fit out (if necessary)	City	Year 1-2		
	Transfer of City maintenance staff and equipment to new facility	City	Year 1-2		

4.0	**Renovation of Barn, Pavilion, Orangery, Visitor's Centre**				
	Develop tender documents and select architectural team with necessary heritage conservation experience	TBG	Year 1-2	City	
	Develop tender documents and select interpretive and exhibit design team for the entire Edwards Gardens and Toronto Botanical Garden experience, Wayfinding and Nature Exchange	TBG	Year 1-2		
	Produce detailed architectural designs for all which include reaccommodation of new Nature Exchange exhibit, retail, food service, rental spaces and education spaces between the Barn and Visitor Centre	TBG	Year 1-2	City	
	Develop tender documents and select building contractors	TBG	Year 2	City	
	Planning permissions and approvals	TBG	Year 2		
	Conservation and building alterations to Barn, Pavilion and Orangery	TBG	Year 2-3		
	Produce interpretive plan for Edwards Gardens and Toronto Botanical Garden and Nature Exchange, with Wayfinding Strategy	TBG	Year 1-2	City	
	Nature Exchange content development and exhibit design	TBG	Year 1-2		
	Nature Exchange exhibit fabrication and installation	TBG	Year 2-3		
	Facility Opening	TBG	Year 3		
	Conservation and building alterations to Visitor Centre	TBG	Year 2-3		
	Facility Re-Opening	TBG	Year 3		
5.0	**White Garden, Wall**				
	Develop detailed designs	TBG	Year 2-3		
	Develop tender documents and select contractors if necessary	TBG	Year 2-3		
	Planning permissions and approvals	TBG	Year 2-3		
	Demolition, site preparation and construction	TBG	Year 2-3		
	Open	TBG	Year 2-3		
6.0	**Multi-Use Trail, Fence, Washroom**				
	Secure capital budget allocations	City	Immediate		
	Develop detailed designs	City	Year 2-3	TBG, TRCA	
	Develop tender documents and select building contractors if necessary	City	Year 2-3		
	Planning permissions and approvals	City	Year 2-3		
	Demolition, site preparation and construction	City	Year 2-3	TBG, TRCA	
	Open	City	Year 2-3		
7.0	**Circuit Path, Bridge & Switchback Path**				
	Develop tender documents and select architectural team	TBG	Year 2-3		
	Produce detailed architectural designs	TBG	Year 2-3	City, TRCA, Toronto Water	
8.0	**Greensward, Native Woodland Restoration & Riparian Planting**				
	Develop research strategy and investigation team	TBG	Year 1	TRCA, Toronto Water, Universities and colleges	

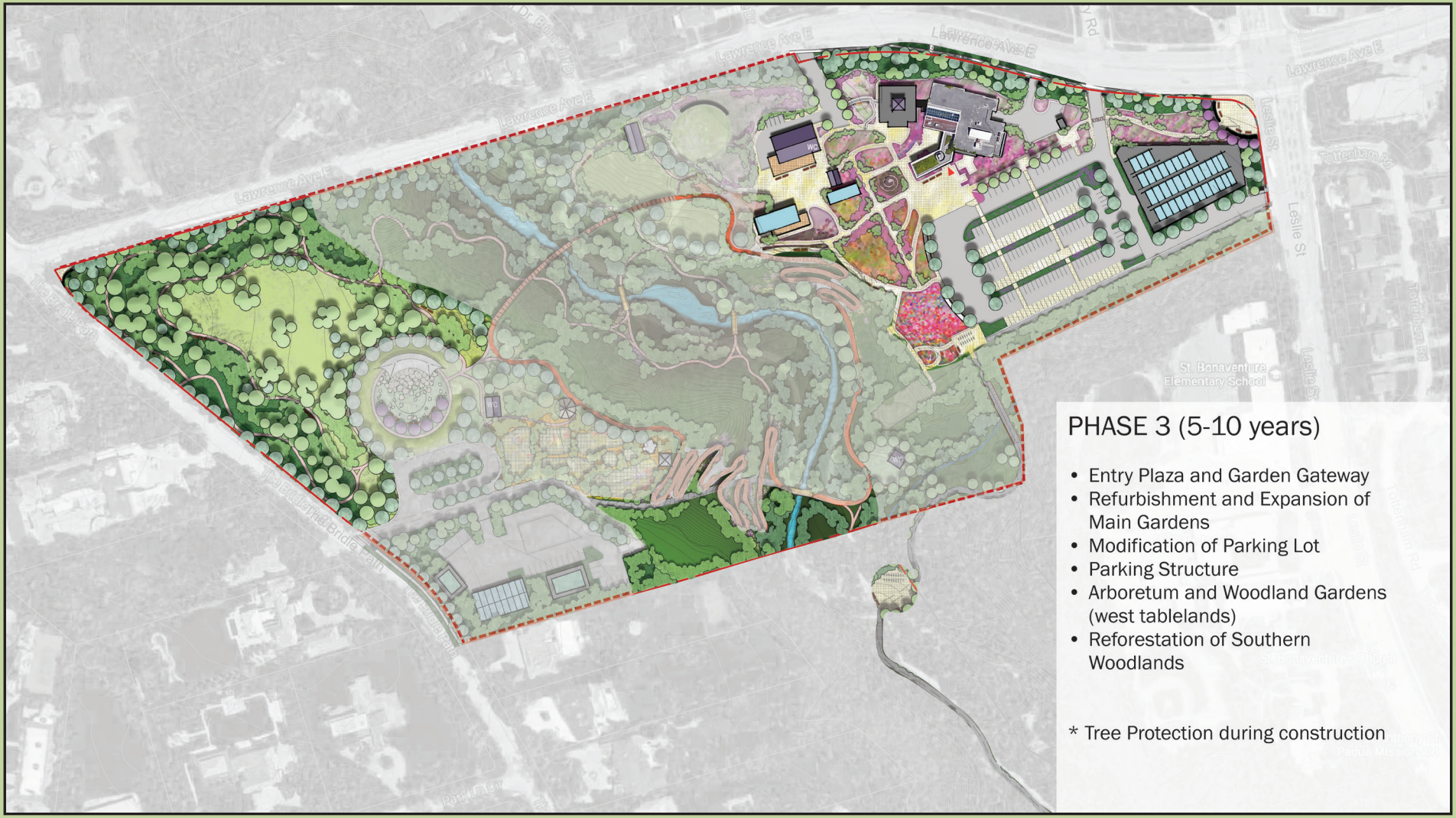
4.4.2 PHASE 2 (3-5 YEARS)

4.4.2 PHASE 2 - IMPLEMENTATION PLAN

	Activity	Responsible Entity	Timing	Potential Collaborators	Budget Estimate
	PHASE 2 (3-5 YEARS)				
1.0	**Operations & Staffing**				
	Update business plan	TBG	Year 3	City	
	Develop new procedures for permits, rentals and bookings	TBG	Ongoing	City	
	Develop new events and programs	TBG	Ongoing	As required	
	Hire new staff as necessary	TBG	Ongoing		
	Retrain staff on new visitor offer, programs and procedures	TBG	Ongoing	City	
	Update joint transit strategy	TBG	Year 4-5	City, TTC, Shops at Don Mills, Aga Khan, Ontario Science Centre	
2.0	**Branding, Marketing & Promotion**				
	Update marketing and communications strategy	TBG	Year 3		
	Identify new partnership opportuniites	TBG	Ongoing		
	Production of new marketing materials and update websites & social media	TBG and City	Ongoing		
	Strategic promotion of events and programs	TBG	Ongoing	City, Toronto Tourism, Shops at Don Mills, Aga Khan, Ontario Science Centre	
	Prepare individual soft and grand opening plans	TBG	Year 4-5	City	
3.0	**Circuit Path, Bridge & Switchback Path**				
	Develop tender documents and select architectural team	TBG	Year 2-3		
	Produce detailed architectural designs	TBG	Year 2-3	City, TRCA, Toronto Water	
	Develop tender documents and select building contractors	TBG	Year 3		
	Planning permissions and approvals	TBG	Year 3		
	Demolition, site preparation and construction	TBG	Year 3-4		
	Openning	TBG	Year 4		
4.0	**Treehouse Overlook**				
	Develop tender documents and select architectural team	TBG	Year 3		
	Produce detailed architectural designs	TBG	Year 3	City	
	Develop tender documents and select building contractors	TBG	Year 3		
	Planning permissions and approvals	TBG	Year 3		
	Demolition, site preparation and construction	TBG	Year 3-4		
	Facility Opening	TBG	Year 4		

5.0	**Teaching Garden Expansion**				
	Develop detailed landscape designs	TBG	Year 3-4	TDSB, TCSB	
	Develop tender documents and select contractors if necessary	TBG	Year 3-4		
	Planning permissions and approvals	TBG	Year 3-4		
	Demolition, site preparation and construction	TBG	Year 4-5		
	Opening	TBG	Year 5		
6.0	**Celebration Place**				
	Develop tender documents and select architectural and landscape team	TBG	Year 3		
	Develop detailed architectural and landscape designs	TBG	Year 3	City, Indigenous Community, Cultural Sector	
	Develop tender documents and select building contractors	TBG	Year 3-4		
	Planning permissions and approvals	TBG	Year 3-4		
	Demolition, site preparation and construction	TBG	Year 4-5		
	Opening	TBG	Year 5		
7.0	**Greensward, Native Woodland Restoration & Riparian Planting**				
	Develop research strategy and investigation team	TBG	Year 1	TRCA, Toronto Water, Universities and colleges	
	Develop tender documents and select landscape team	TBG and City	Year 3		
	Develop detailed landscape designs	TBG and City	Year 3-4	TRCA, Toronto Water	
	Develop tender documents and select contractors if necessary	TBG and City	Year 3-4		
	Planning permissions and approvals	TBG and City	Year 3-4		
	Demolition, site preparation and construction	TBG and City	Year 4-5	TRCA, Toronto Water	
	Openning	TBG and City	Year 5		

4.4.3 PHASING 3 (5-10 YEARS)



4.4.3 PHASE 3 - IMPLEMENTATION PLAN

	Activity	Responsible Entity	Timing	Potential Collaborators	Budget Estimate
	PHASE 3 (5-10 YEARS)				
1.0	**Operations & Staffing**				
	Update business plan	TBG	Year 5	City	
	Develop fundraising strategy for Phase 3	TBG	Ongoing	City	
	Develop new procedures for permits, rentals and bookings	TBG	Ongoing	City	
	Develop new events and programs	TBG	Ongoing	As required	
	Relocate City staff, and transition operation of Maintenance Yard to TBG	City	Year 5-6	TBG	
	Hire new staff as necessary	TBG	Ongoing		
	Retrain staff on new visitor offer, programs and procedures	TBG	Ongoing	City	
2.0	**Branding, Marketing & Promotion**				
	Update marketing and communications strategy	TBG	Year 5		
	Identify new partnership opportuniites	TBG	Ongoing		
	Production of new marketing materials and update websites & social media	TBG and City	Ongoing		
	Strategic promotion of events and programs	TBG	Ongoing	City, Toronto Tourism, Shops at Don Mills, Aga Khan, Ontario Science Centre	
	Prepare soft and grand opening plans	TBG	Ongoing	City	
3.0	**East Main Garden & Themed Garden Expansion**				
	Update Interpretive Plan	TBG	Year 5		
	Develop detailed landscape designs	TBG	Year 5	Universities and Colleges	
	Develop tender documents and select contractors if necessary	TBG	Year 5-6	City	
	Planning permissions and approvals	TBG	Year 5-6		
	Demolition, site preparation and construction/landscaping	TBG	Year 5-6		
	Openning	TBG	Year 6		
4.0	**Modification of Parking Lot**				
	Develop tender documents and select architectural team	TBG	Year 5		
	Develop detailed designs	TBG	Year 5-6	City	
	Develop interim parking plan and transit strategy while parking lot undergoes reconstruction	TBG	Year 5-7	City	
	Develop tender documents and select building contractors	TBG	Year 5-6	City	
	Planning permissions and approvals	TBG	Year 5-6		
	Demolition, site preparation and construction	TBG	Year 5-6		
	Opening	TBG	Year 6		

5.0	**Arboretum and Woodland Gardens**				
	Develop detailed landscape designs	TBG	Year 7	Humber Arboretum, Universities and Colleges	
	Develop tender documents and select contractors if necessary	TBG	Year 7-8	City	
	Planning permissions and approvals	TBG	Year 7-8		
	Demolition, site preparation and construction/landscaping	TBG	Year 7-8		
	Openning	TBG	Year 8		
6.0	**Parking Structure, Entry Plaza & Garden Gateway**				
	Develop tender documents and select architectural team	TBG	Year 7		
	Produce detailed architectural and landscape designs	TBG	Year 7-8	City, Universities and Colleges	
	Develop tender documents and select building contractors	TBG	Year 7-8	City	
	Planning permissions and approvals	TBG	Year 7-8		
	Demolition, site preparation and construction/landscaping	TBG	Year 8-9		
	Openning	TBG	Year 9		

4.5 REGULATORY IMPLEMENTATION CONSIDERATIONS

1. Please ensure that the Regulatory Floodplain layer used when design commences is the most recent floodplain layer from TRCA.
2. A detailed geotechnical study, submitted to TRCA, is required in support of the proposed undertaking to assess the ground condition and to provide the geotechnical design recommendations for the various components (e.g: parking structure, pedestrian bridge, ect.) of the proposed undertaking.
3. Where the valley slopes exist, the slope stability and erosion hazard assessment is required to ensure that the proposed work is not undermined by erosion hazard in long-term or does not destabilize the valleys. The position of the Long-Term Stable Top of Slope needs to be delineated with a minimum safety factor of 1.50 to define the setback required from the existing top of bank/slope. The current slope stability investigation addresses only the eastern portion of the south side slope. Since the current study identified slope instability and erosion hazard potential within the study area, a similar slope stability analysis and erosion hazard assessment should be carried out for the remaining portion of the south side slope and the slope associated with both side of the wilket creek on the west side. The position of the Long-Term Stable Top of Slope (LTSTOS) needs to be delineated in both side of the creek and all the developments have to be beyond the LTSTOS. Further, the recommendations regarding repairing the locally failed section of the slope should be implemented immediately in order to prevent further slope failure or toe erosion.
4. Where the stabilization is required due to the active erosion in the valleys, the stabilization should be designed by geotechnical engineer to ensure that a minimum safety factor of 1.50 is met after stabilization. Please coordinate and submit to TRCA for review.
5. The retaining walls, abutments and wing walls should be designed by a qualified engineer using geotechnical information. The global stability should be also checked for the walls to confirm that a minimum safety factor of 1.50 is met against global instability.
6. The bridges should be designed by qualified engineer using the geotechnical information. Suitable foundation is required for the culverts as per the ground condition.
7. All engineering drawings for the retaining walls, abutments and wing walls and bridges should be prepared showing all necessary details and specifications and submitted as signed and sealed by Licensed Professional Engineer. TRCA will be coordinated closely with throughout the detailed design phases for all structures proposed such as retaining walls, or any in proximity to slopes such as parking structure, treehouse or others.

8. Where the work is in proximity of the steep slope and valleys, the construction methodology and sequencing should be presented to ensure that the surrounding ground/slope is not adversely impacted during the construction.

9. Where the work requires the construction access into the steep slopes and valleys, the cross-sections and profile should be presented for the access. The slope stability assessment is required to study the cross-sections (cuts and fills) and to confirm that the slope stability is met. The slope stability analyses should also account for the heavy machinery/equipment loads and vibrations.

10. If the construction results in alterations and disturbance into the slopes and valleys, the stabilization is required to be reviewed by the geotechnical engineer. Given the slope geometry and the extent of the alterations, the stabilization may require to be engineered (e.g. engineering structures) to ensure that the stabilization remains stable in long-term with a minimum safety factor of 1.50. Further, all necessary engineering details, cross-sections should be prepared by geotechnical engineer and submitted as signed and sealed by Licensed Professional Engineer.

4.6 PARTNERSHIPS AND FUNDRAISING STRATEGIES

Partnership Opportunities

Over many years the City and the Toronto Botanical Garden have engaged a wide range of stakeholders, partners, volunteers, and collaborators in the development, management and operation of the Gardens. Partnerships will become more important than ever, as EG/TBG moves forward with the implementation of the Master Plan and realizes a revitalized and expanded Gardens.

Partnering is essential for helping to connect with new audiences, tap into new skills, knowledge and expertise, assist with the delivery of programs, access new funding opportunities, and strengthen the volunteer base. However, partnerships are both challenging and resource intensive.

A partnership strategy should be developed to help guide EG/TBG to make prudent decisions for collaboration. The partnership strategy will first assess existing partnerships with both the City of Toronto and Toronto Botanical Gardens to ensure these are still viable and align with the needs of the amalgamated gardens. Further it is important to examine the costs and benefits of existing partnerships and ensure that any partnerships are equitable and reciprocal.

To assess new partnership the strategy would focus on the identification, development and management of external entities with whom EG/TBG will seek formal partnerships with in order to help fund, produce and deliver the Master Plan initiatives, as well as assist with ongoing operations and the programs, events and activities.

Potential Areas for Collaboration and Partnerships

Key areas for partnership development and collaboration include:

- Delivery of various Master Plan initiatives and elements including:
    1. Design development
    2. Fundraising
    3. Construction
    4. Landscaping and Gardening
- Research on topics such as:
    1. Horticulture and Plant Science
    2. Native and Invasive Species Management,
    3. Ravine Restoration and Riparian Planting,
    4. Resilience and Green Engineering
    5. Urban Ecology, Biodiversity and Habitat Conservation,
    6. Urban Water Conservation and Flood Management,
- Formal education programs and certifications at all levels:
    1. Primary,
    2. Secondary,
    3. College,
    4. University
- Program development and delivery such as:
    1. Horticultural Programs
    2. Interpretation and Guided Tours
    3. Indigenous Teachings, Festivals and Celebrations
    4. Multi-cultural Festivals and Celebrations
    5. Music and Performance
    6. Visual Art and Photography
    7. Heritage
    8. Food and Drink
    9. Health, Wellbeing and Horticultural Therapy
    10. Volunteer Training
    11. Low Impact Recreation and Leisure
- Regular maintenance, management and conservation of the Gardens
- Promotion of the Gardens and the wider area as a botanic and cultural destination and ensuring visitor access and good transport connections
- Ensuring horticultural excellence, best practice in botanic garden management and promoting institutional reputation

Type of Partners

Partnerships will include pre-determined formal partners with whom EG/TBG will work with at varying scale and frequency. Level and type of contribution from EG/TBG will need to be negotiated on a case by case basis.

These relationships can be categorized as:

- Site Partners – This will include those stakeholder institutions, groups and companies that own or abut portions of Edwards Botanical Gardens and with whom a higher level of collaboration and coordination for the operation, management and programming of the Gardens will need to happen. This will include:

    1. Parks, Forestry and Recreation, City of Toronto
    2. Economic Development and Culture, City of Toronto
    3. Toronto Regional Conservation Authority
    4. Toronto Water
    5. Recognized User Groups – This will include groups such as the Garden Club of Toronto, the Toronto Region Rhododendron and Horticultural Society
    6. Other Site Partners – This will include Saint Bonaventure Elementary School and potentially other neighbourhood associations and property owners.

- Program Partners – These partners include community groups, organizations and institutions with whom EG/TBG could partner with to develop content, deliver programs and fund activities. These partners should be culturally diverse and should deliver programs to a wide range of audiences, interest areas and capacity levels – from community based organizations to national institutions. The quality and appropriateness of programming delivered at the Gardens is directly linked to whom EG/TBG accepts as Program Partners.

- Indigenous Artists, Groups and Communities – The City of Toronto and EG/TBG is committed to including meaningful Indigenous programming content on-site throughout the year. This should be accomplished through direct partnerships with Indigenous artists, cultural groups and communities in planning, development and delivery.

- Research, Education and Professional Development Partners – These partners include the Toronto District School Board, the Toronto Catholic School Board, and educational professionals with whom EG/TBG can partner to develop and promote a curriculum-linked education programs. Further partnerships with colleges and universities, particularly those that are Toronto-based and that offer programs in horticulture, landscape

architecture, environmental conservation and sustainability, heritage resource management, and arts and culture management, etc. should be developed to promote use of the Gardens and its resources to drive new research, best practice and innovation models, as well as provide practical, training and professional development opportunities. Additional professional certification and development associations such as the Ontario Association of Landscape Architects and Landscape Ontario Horticultural Trades Association should also be engaged.

- Third Party Users - Third Party users include any outside organization, institution or individual that requests to deliver independent programming (not including private functions or weddings, etc.) at Edwards Botanical Gardens, but that is not directly supported in development, delivery or funding by EG/TBG. These programs are revenue generating or expense neutral, and are consistent with the curatorial vision and values for the Gardens. Like Program Partnerships, the approval of Third Party users for external use of the site also has an impact on the quality and appropriateness of programming delivered.

- Social Service Organizations – Gardens are not only cultural attractions and learning environments but also serve a larger social purpose. Gardens are engaging with new audiences, including faith groups, ethnic minority communities, physically and mentally challenged people, vulnerable and at risk young adults, people with substance dependence, and those living in disadvantaged communities. Partnerships with the myriad social service organizations in the city will be key to engage with these residents and help to create greater access to those that are marginalized.

- Destination and Promotional Partners – These partners include organizations, institutions and agencies that can help to promote the Gardens as an important botanic and horticultural destination within the City, provincially and nationally to locals and tourists. Partnerships with the Toronto Transit Commission, Toronto Tourism, the Shops at Don Mills, Aga Khan Museum, and the Ontario Science Centre should be prioritized.

- Ravine, Parks and Botanical Gardens Network – These partners help to further promote Edwards Botanical Gardens and ensure horticultural excellence, best practice in botanic garden management and promoting wider institutional reputation. Specific partners include Evergreen Brick Works, Friends of Allen Gardens, Parks for People, etc. as well as other public and botanic gardens in Toronto, Ontario, Canada and internationally and related associations such the Ontario Urban Forest Council, Canada Blooms, Canadian Gardens Council, American Public Gardens Association and the Botanic Gardens Conservation International.

Funding Strategies

The Master Plan is comprised of a number of development initiatives which will allow EG/TBG to improve Edwards Botanical Gardens in terms of its environmental sustainability, physical access, visitor amenities, botanical and horticultural experience, as well as to develop and offer new opportunities for education, research, interpretation, and programming. The diversity of the EG/TBG mandate and the Master Plan proposals has the potential to make a broad impact that will appeal to a wide range of interests – horticulture, parks and green spaces, environmental conservation, education and stewardship, cultural programs – and funders.

Based on the findings of the Fundraising Feasibility Study undertaken recently by TBG, a Fundraising Strategy should be developed that will leverage the Toronto Botanical Garden's extensive experience and strength in generating funds for both capital improvements and ongoing operational programs. The following provides an overview of potential funding opportunities for both:

Capital Improvements

Funds for capital improvements will need to be raised from a mixed financing model of donations, sponsorships, grants, loans, tax rebates, city planning mechanisms and incentives. This could include but not limited to the following and is dependent on the nature of the project, budgets, eligibility requirements, deadlines, and competition from other applicants:

- A major capital fundraising and/or crowd sourcing campaign seeking donors and sponsors at varying levels
- Support from the City of Toronto for infrastructure development of a City owned property and other City financial grants and programs from such as:
    1. Charity Property Tax Rebate
    2. Capital Loan Program (Economic Development and Culture)
    3. Culture Build Investment Program
    4. Better Buildings Partnership
- Support from the Government of Ontario and other provincial grants and programs such as:
    1. Ontario Cultural Attractions Fund
    2. Arts Build Ontario
    3. Infrastructure Ontario Fund

- Support from the Government of Canada and other federal grants and programs such as:
    1. Imagine Canada
    2. Canada Council for the Arts
- Other Public Sector and Private Foundation Grants who support horticulture, parks and green spaces, environmental conservation, education and stewardship, cultural facility improvements

Operations and Program

The revitalized and expanded visitor experience at Edwards Botanical Garden will also require ongoing operational funding to support increased staffing, materials and delivery costs not only for increased management and maintenance of new facilities and a larger geographic area, but also to support a new and expanded program of education, informal learning, events and activities.

Funds for ongoing operations and program costs could include:

Annual contribution from the City of Toronto towards the operation, management and maintenance of Edwards Botanical Gardens, as set out in the new Management Agreement

- The establishment of an endowment through a major fundraising and/or crowd sourcing campaign seeking donors at varying levels. This should be established at the same time as the capital campaign. The endowment can be further supported through other incentive programs such as the Canada Cultural Investment Program.
- Seeking donations and partnerships that would sponsor various staff positions and research opportunities, as well as support paid internships, scholarships and fellowships.
- Applying for relevant and available project and program grants at all levels of government and from private foundations.
- Partnering with various organizations and institutions to leverage funding opportunities from other sectors.