

To: Board of Management

From: John Tracogna
Chief Executive Officer

Subject: **2016 TORONTO ZOO MASTER PLAN**

Date: 2016-11-19

Summary:

The 2016 Toronto Zoo Master Plan Draft is a transformational document. The Draft Plan was developed after extensive research, consultation and input and is submitted for approval. By adopting this Plan, the Zoo Board and staff will have a definitive roadmap to guide the future development of the Zoo for the next 15-20 years. The Master Plan will ensure that Toronto Zoo remains in the forefront as one of the top zoos in the world and that we are well positioned to become a Centre of Excellence in Canada for the preservation and protection of endangered species.

Recommendations:

It is recommended that the 2016 Toronto Zoo Master Plan Draft be approved by the Board of Management.

Financial Impact:

There are no financial implications for the current Operating Budget arising from the report recommendation. Going forward, the Master Plan will be a foundational document for the implementation of the Strategic Plan and will inform the annual Operating Budget, the Capital Works Program, and various project and program initiatives.

Background:

Following approval of the 2015-2020 Strategic Plan, the Toronto Zoo began the development of a master planning process to further define the Zoo's future direction.

In May, 2015, a contract was awarded to a consortium, led by MMM Group, which included Studio Hanson / Roberts as the zoo design experts, in consultation with Lord Cultural Resources, Shultz & Williams, Balind Architects and Openheim Lewis (cost consultants).

The consultants began the planning process by conducting a market analysis and reviewing the background materials and data concerning past studies and plans developed for the Zoo during its 40+ year history. In the fall and winter the consulting team conducted a series of workshops with staff and the Board of Management, and held meetings with key stakeholders to develop various conceptual design approaches and alternatives to refine the Zoo vision. During the summer and fall these plans were expanded and elaborated and a financial costing was

performed to determine an appropriate expenditure plan and phasing. Finally, the consultants documented the final approaches to the development of the Zoo in the Master Plan report.

Comments/Discussion:

The completed 2016 Master Plan report is built upon the 2015-2020 Strategic Plan and Vision for the Zoo. The Master Plan provides a conceptual framework to guide the capital and program development of the Zoo and assist in maintaining our reputation as a leading zoological institution by guiding focused and cohesive capital investment.

The Master plan reflects the need for a contemporary and innovative wildlife conservation park that is environmentally and fiscally sustainable for the long term. It is intended that the Toronto Zoo will become a world class leader in wildlife conservation and a catalyst for wildlife habitat preservation, while delivering enhanced and engaging guest experiences that inspire present and future generations.

The Plan will assist the Board and staff in completing short range plans and will provide guidance in setting program strategies and making key business decisions. Two such impending reports that will be introduced to the Board in the near future include the Triparte Agreement with Toronto Region Conservation Authority and the City of Toronto which will confirm the land holdings occupied by the Zoo for the future, and the Toronto Zoo/Rouge National Urban Park Shared Facilities Study currently being finalized with Parks Canada.

The Master Plan will be transformational in that it will assist us to achieve the Zoo Vision as elucidated in the Strategic Plan adopted by the Board, by providing an action plan and a series of principles that will help the Toronto Zoo to Conserve, Protect, Restore, Enhance and Connect.

John Tracogna
Chief Executive Officer

Robin D. Hale
Chief Operating Officer

List of Attachments:

Toronto Zoo 2016 Master Plan - Draft