

Toronto Zoo 2020 Master Plan

Date: January 31, 2022

To: Toronto Zoo Board of Management

From: Chief Executive Officer

Wards: All

SUMMARY

The Toronto Zoo 2020 Master Plan was developed through extensive research and consultation from staff, volunteers, members, guests, donors, stakeholders, and community partners. This Master Plan will provide a roadmap for The Board of Management and the Toronto Zoo for future growth and development over the next 20 years. The Master Plan aligns with the Zoo's mission and vision, ensures that we continue to live our 4 cares, and brings us to the forefront as one of the top zoos in the world.

RECOMMENDATIONS

The Chief Executive Officer recommends that:

1. The Toronto Zoo Board of Management approves the Toronto Zoo 2020 Master Plan.

FINANCIAL IMPACT

There are no financial implications to the current operating budget arising from the report recommendation. Moving 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 other initiatives.

DECISION HISTORY

The new Strategic Plan (approved in 2020), development of the Animal Lives with Purpose Plan and COVID-19 pandemic resulted in a review of the Zoo's previous 2016 Master Plan. This review revealed that the previous plan did not align with the new Strategic direction, address items raised in the Animal Lives with Purpose Plan or effectively serve guests in a post-pandemic Zoo. The new Master Plan emphasizes our

role as a conservation tourism organization and encourages others to become engaged as we review the animals in our care, how guests use our site and how we inspire change to affect conservation to protect biodiversity and fight climate change.

In September 2020, a contract was awarded to a design consortium, led by Mandaworks, which included Ralph Appelbaum Associates, Re:Public, Town Square and Momentum. In April 2021, Fennessy Consulting Services was added to the Consulting team to provide cost consulting services.

The consultants began the planning process by reviewing all relevant Toronto Zoo documents, preparing a consultation strategy to engage stakeholders, reviewing existing MOU's with existing partners as well as a review of the current Capital budget, and funding plan.

Several consultation meetings were held with various stakeholders to review early concepts and provide a thorough overview of the Master Plan, which provided opportunities for questions and comments. The feedback received was extremely valuable in furthering the discussions and design options for the project and moving forward with the Conceptual Master Planning phase. With the information gathered, the plans were further developed and a cost analysis was prepared to determine costing for the majority of projects included within the Master Plan.

Master Plan Presentation consultation meetings, led by Mandaworks were held as follows:

Dec 22, 2020 - 2 workshops (Human Resources, Animal Welfare)
Jan 19, 2021 - 2 workshops (Guest Experience, Zoo of the Future)
Jan 27, 2021 - 1 workshop
Feb 02, 2021 - 2 workshops (Operations + Logistics, Community Spirit)
Feb 16, 2021 - Midterm presentation to Steering Committee
Mar 02, 2021 - 2-hr process call with Steering Committee
Mar 24, 2021 - Volunteer webinar
Mar 25, 2021 - Public Webinar
Apr 27, 2021 - Presentation to Steering Committee
May 18, 2021 - Process call with Steering Committee
Dec 02, 2021 - Presentation to Board Steering Committee

In addition to the presentations led by Mandaworks, the Toronto Zoo CEO established an Advisory Panel of 55 conservation and community leaders for consultation. Further presentations were provided to a special committee of the Toronto Zoo Board of Management, City of Toronto executive team and the City of Toronto's Aboriginal Affairs Committee.

COMMENTS

The 2020 Master Plan is built on the 2020-2025 Strategic Plan, the Animal Lives With Purpose Plan, Technology Master Plan and the Zoo's Mission and Vision to better serve as a leading wildlife conservation organization. The Master Plan is a critical long-term

planning document that provides the Board of Management and the Toronto Zoo a roadmap to guide our long-term plans, future growth, and development. It also provides a conceptual framework to guide future capital investment and direct fundraising activities to reflect our long-term sustainability plans and our commitment to the wildlife conservation movement.

The Master Plan is comprised of a combination of projects defined as Heavy Lifters, Mighties and Low Hanging Fruit based on project value and timeline for completion. This phasing strategy will allow us to complete smaller projects while larger projects are in the design or construction phase and provide more opportunities for changing exhibits throughout the life cycle of the Plan.

CONTACT

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SIGNATURE

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ATTACHMENTS

Attachment 1 - Toronto Zoo 2020 Master Plan