



A. APPENDICES





APRIL, 2021



toronto
ZOO
MASTER PLAN

APPENDIX 1. CONSULTATION

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Introduction

The Toronto Zoo is one of the largest facilities of its kind in the world attracting 1.3 million guests every year to learn about, and interact with, a wide range of animal species from across the globe. While the Zoo is a major tourist attraction in Toronto, it's also an important centre of research and conservation with a mission to connect people, animals, and conservation science to fight extinction and a vision to create a world where wildlife, land, and wild spaces thrive (*Our Toronto Zoo 2020 Strategic Plan*). To implement this mission and vision, the Zoo has engaged a consultant team led by Mandaworks to create a new master concept plan for the Zoo campus that will guide the physical development and redevelopment of the Zoo. In developing this master concept plan, the Zoo recognises the importance of engaging with stakeholders at many levels to assist in the creation of a plan that reflects the needs of the Zoo and the greater community. As part of this process a consultation strategy was developed in November 2020 outlining the framework for the implementation of the consultation programme that underpins the master planning process ensuring that a diverse range of voices and opinions inform the development of the master concept plan.

Purpose of this Document

This document is the second of a three-part series of consultation summaries prepared as a part of this process. These documents are intended to:

- Act as a record of the consultations that have been undertaken in the development of the master plan;
- Analyse the input received from stakeholders and consultation participants during the phases to assist the Zoo, and the Project Team, in identifying and understanding common themes, issues, and ideas arising out of the development of the master plan; and,
- Summarize the feedback received from stakeholders and consultation participants on the proposed master plan concepts and interventions proposed in the master plan.

Phase II Consultation Summary

This section of the document outlines the structure and methods used for the Phase II Consultations and summarizes the outcomes of the consultations.

Consultation Purpose

The Phase II consultations were designed with a three-part purpose to:

- Introduce the public, community partners, front-line zoo staff and volunteers to the project, and explain the goals and objectives of the project to ensure stakeholders are informed as to what the project is, and what is it intended to achieve;
- Review and 'ground-truth' the background research conducted by the Project Team with external stakeholders and front-line zoo staff and volunteers to ensure a solid analytical foundation for the development of the master plan; and
- Test conceptual ideas and initiatives with members of the stakeholder community and allow stakeholders to provide feedback into those directions.

Consultation Methods

The Phase II consultations methods took three forms:

- a dedicated project webpage and online survey;
- a series of stakeholder webinars; and
- steering committee meetings.

Project Webpage & Online Survey

Working with the Zoo's Communications Team, a dedicated master plan project webpage was hosted on the Zoo's website where project information and timelines could be reviewed by the public and community partners. The webpage contained a link to an online survey that was made available to the public for approximately one month. The survey included a series of questions based around both asset mapping, as well as ideas testing. Additionally, the webpage contained an email account set up to allow members of the public and community partners to ask questions and / or provide additional feedback on the master plan project.

Stakeholder Webinars

Three online webinars were facilitated by the project team on the master plan project: one for the general public; one for frontline employees; and one for zoo volunteers. The public webinar was hosted jointly by with a project team developing a technology master plan concurrently with the master plan. The webinars were organized into three parts: introduction to the project and explanation of the concept of 'master planning' and the master plan project (including timelines); review of background research; and summary of proposed conceptual directions and potential initiatives and projects.

Steering Committee Meetings

Steering Committee meetings were regularly hosted by the project team and were composed of selected senior Zoo staff members who are directly impacted by the development of the plan. These meetings focused on the content of the Plan that was most relevant to the department present. This offered departments an opportunity to review the direction of the plan with the team, monitor the projects progress, trouble-shoot issues, and provide information and resources and important implementation feedback to the project team.

Project Webpage & Online Survey

The dedicated project webpage went 'live' on March 8, 2021 and the online survey accompanying online survey was open to the public, community partners, frontline staff, and volunteers from the 8th to the 31st of March. A total of 3,197 people participated in the online survey. The participant breakdown was as follows:

- General Public - 2,866
- Zoo Staff - 188
- Zoo Volunteers - 136
- Other - 7

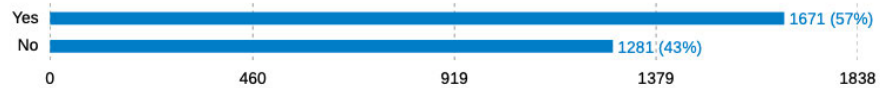
The results of the surveys are summarized below.

Online Survey Summary: Public & Community Partners Results

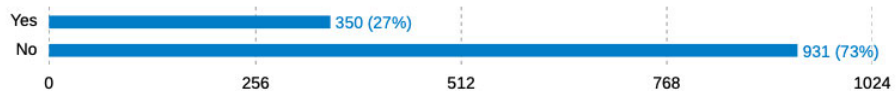
Q1 - What best describes you? (2952)



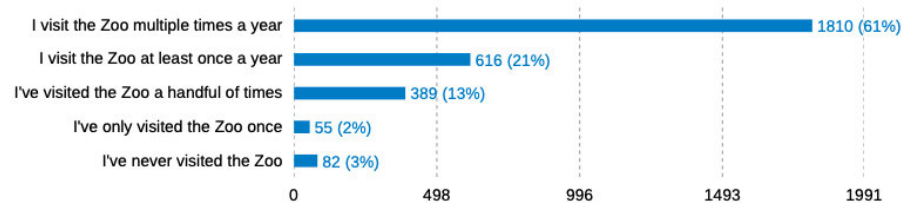
Q2 - Are you currently a member of the Toronto Zoo? (2952)



Q3 - Have you been a member of the Toronto Zoo in the last 5 years? (1281)

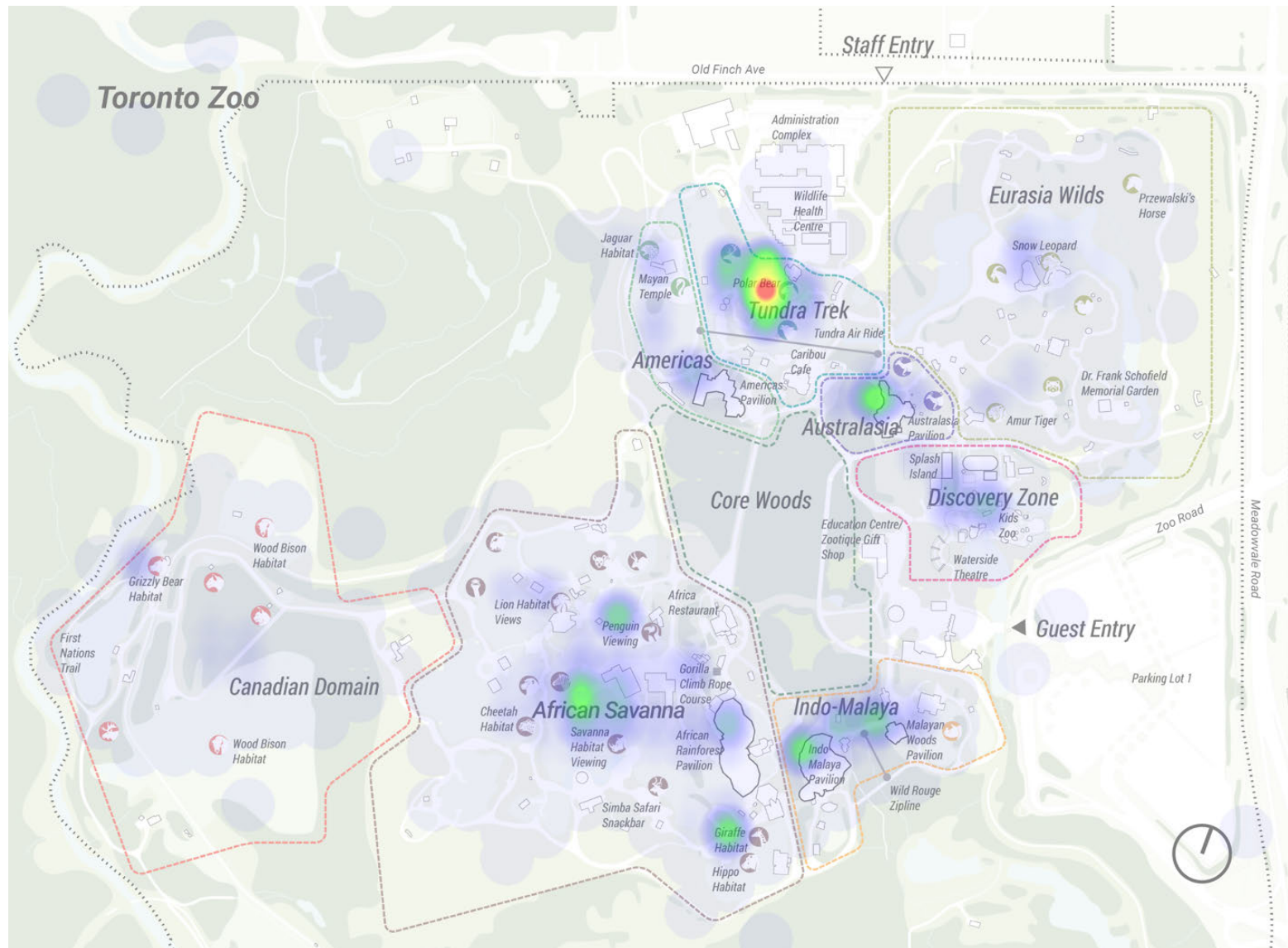


Q4 - How often do you visit the Zoo? (2952)

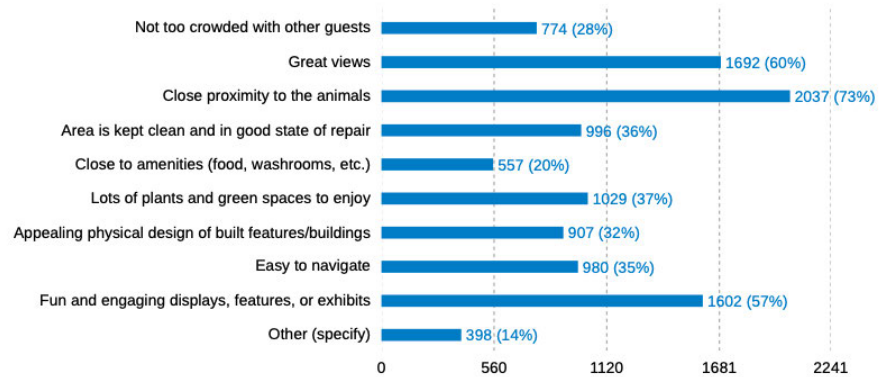


Q5 - Where are your favourite areas in the Zoo? (2952)

Figure 1: Heat Map of Preferred Areas for the public



Q6 – What about these areas make them your favourite? (2804)



Common Answers in Order of Preference for "Other (specify)"

- Favourite Animals
- Types of Activities
- Kid Friendly
- Aesthetic/Visual Quality
- Types of Facilities
- Design of the Spaces
- Staff/Volunteer Presence
- Easy to Navigate
- Information Availability
- Quiet
- Place to Rest
- First Nations & Indigenous Recognition

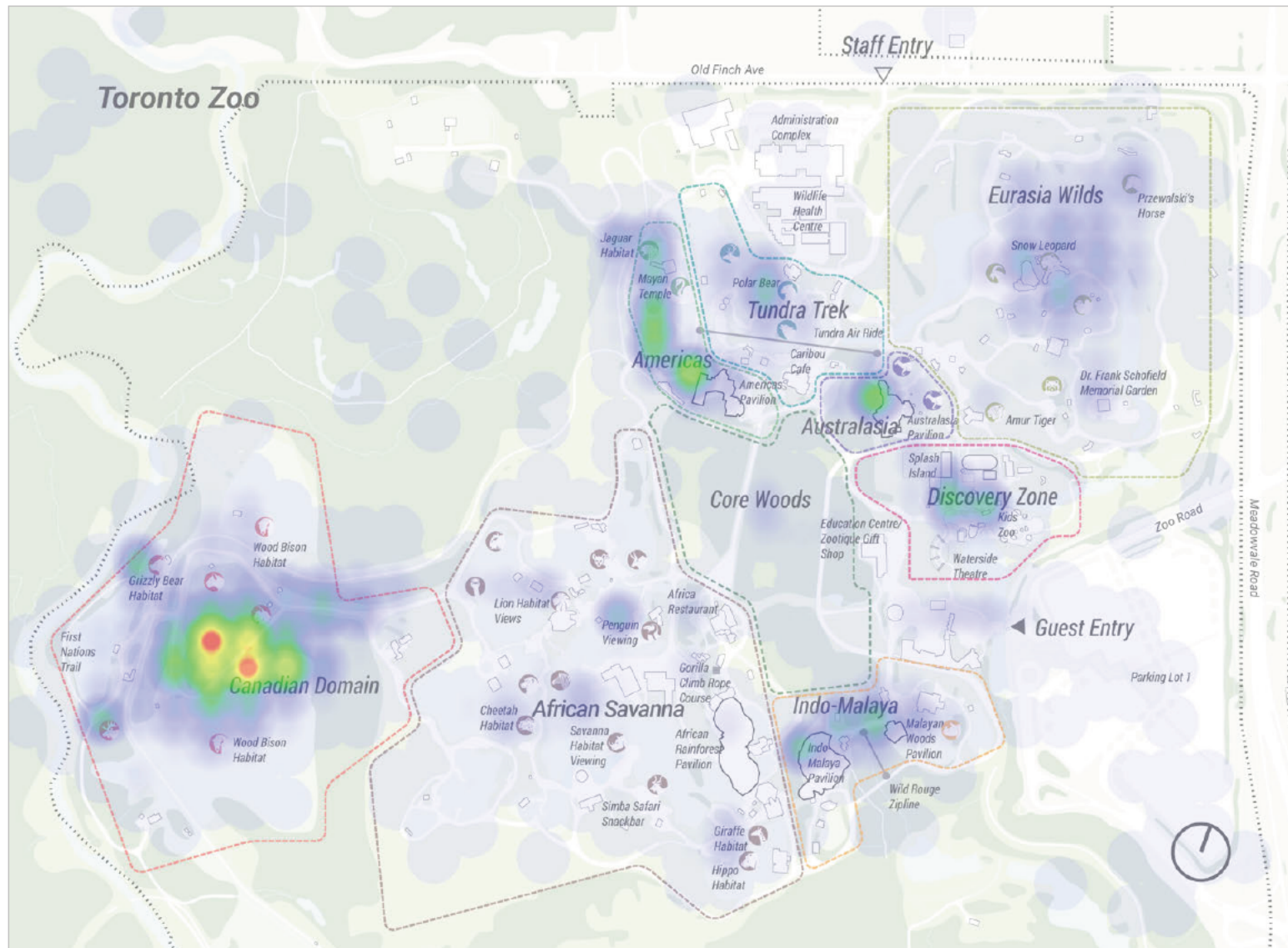
Q7 – Is there anything that could be done to make these areas even better? (In Order of Preference)

- Greater mobility options to traverse the Zoo
- Further improvement/expansion to views
- Improved accessibility to ensure everyone can enjoy the spaces
- More animals was a strong desire, along with a desire to see more interspecies mixing in the Enclosures
- Improved habitats for the animals (specifically increased enclosure sizes and more enrichment features)
- Greater access to "behind the scenes" areas and facilities was a very strong interest among many respondents
- Better wayfinding/navigation that are easy to use/follow
- Expansion to programming that is currently organized (shows, talks, presentations)
- Expansion of Children's amenities/kid focused attractions
- Winter viewing/year-round access to certain animals/areas was desired
- Updates to the visual design and aesthetic of spaces (many people mention the "dated" look and feel of some facilities)
- Washroom facilities were commonly noted as needing upgrades (either in design capacity or accessibility)
- Improvements to passive greenspaces or resting areas

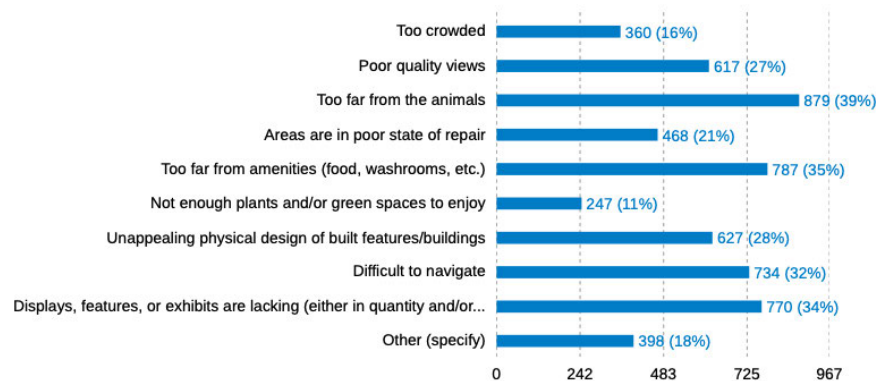
- Enhanced messaging and information on sustainability/conservation initiatives, relative to each domain
- Introduction of new technology/integration of technology through apps/QR codes/Interactive panels
- Introduction of capacity limits for certain areas to avoid crowding
- More opportunities for impromptu staff interaction – “floaters” that could hover around different exhibits/areas to allow for organic interaction with guests to educate/answer questions
- Greater focus on horticulture/plants specific to certain domains is desired
- Expanded Food and Drink Options

Q8 - In your opinion, what areas of the Zoo are most in need of improvement? (2210)

Figure 2: Heat Map of Least Preferred Areas for the public



Q9 – Why are these areas in need of improvement? (2263)



Common Answers for "Other (specify)"

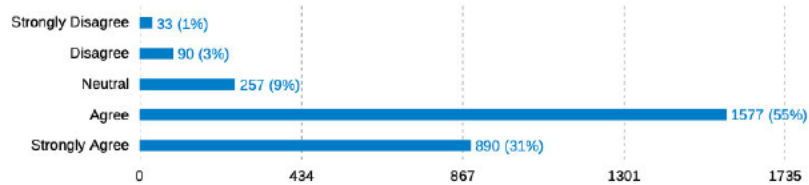
- Poor accessibility (particularly for Canadian Domain due to hill and location)
- Interconnectivity between the different areas needs to be looked at (dead ends, cul-de-sacs)
- Animal views aren't as good as some other areas of the Zoo
- Distance from amenities, bathrooms, and other essential facilities
- Dated design of facilities and infrastructure, needs updating
- Size of animal exhibits is off-putting to guests – more information on typical territory and spaces needed may help
- Lack of amenities, animals, or attractions particularly in the "in-between" travelled spots between domains – dead spaces created
- More interactive displays needed
- Better wayfinding and navigation elements (signage) to help people get their bearings
- Further focus on Canadian Domain, and associated information is desired
- Food options are too few and far between
- Not enough focus on horticultural elements/plants specific to the domains
- The number and/or diversity of animals seems to be lacking
- Currently there are some areas that are restricted from the general public, greater access to the different facilities is desired
- Lack of passive rest or gathering spaces/green spaces, or seating areas more specifically

Question 10 – What do you feel could be done to improve these areas (if anything)? (1282)

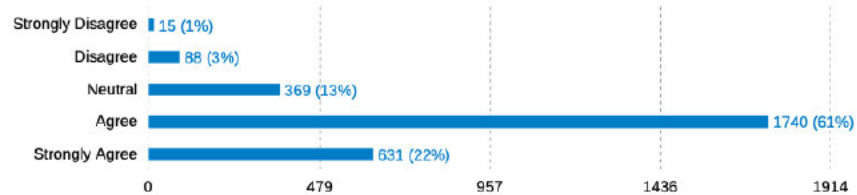
- Canadian Domain Accessibility, The Hill, Lack of exhibits/things to do along the way
- People feel its too detached from rest of zoo and not worth the trip
- General design upgrades to buildings and infrastructure to improve aesthetic and function
- Provide more space/engaging areas for the animals (well-being)
- Improve views/view options for enclosures
- Expand on children-focused amenities (discovery zone, splash pad, etc.)
- Increase the number and quality of rest areas/passive enjoyment spaces
- Front entrance improvements design/function (feels like a cattle drive)
- More vehicular/tram/assisted mobility options
- Explore opportunities to improve access to Zoo from the Community
- Increase frequency and quality of bathrooms
- More diversity and access in food options

- Improve wayfinding and navigation to help direct visitors
- Improve circulation to create more "loops", to address current extend of dead ends and cul-de-sacs
- More attractions/amenities in between main exhibits
- Better Educational and informational signage
- More context for First Nations/Indigenous history / of lands
- More animals/mixed animal enclosures desired
- Eurasian Wilds in need of more exhibits/attractions
- General improvements to various pavilions throughout the Zoo

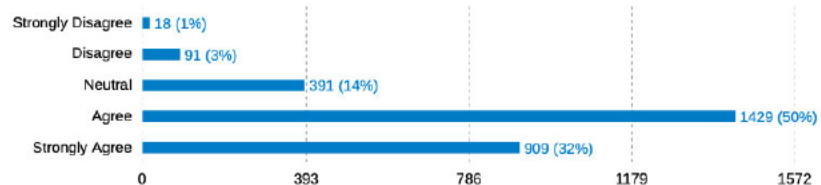
Question 11 - The pathways and trails are easy to use?



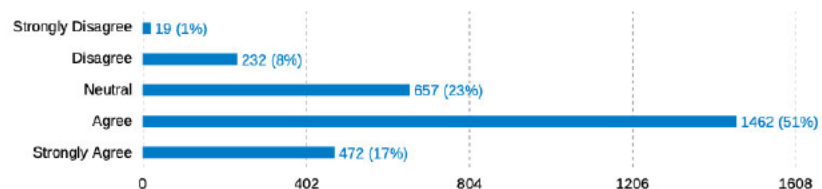
Question 12 - Animal exhibits are visually well-presented and interesting?



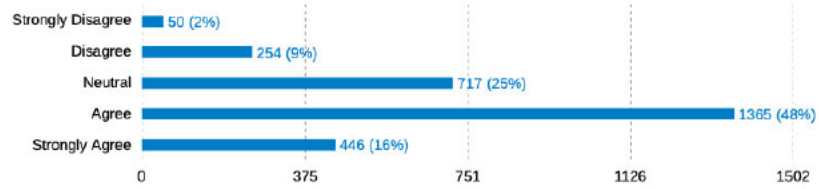
Question 13 - The Zoo provides quality opportunities for learning and engagement?



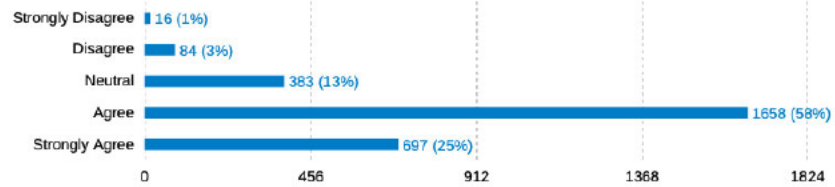
Question 14 - Resting and gathering spaces are well-located and maintained?



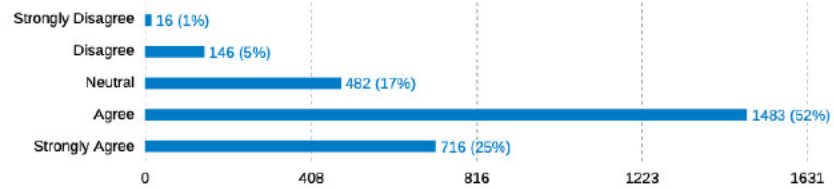
Question 15 – The Zoo grounds are accessible for everyone (i.e. barrier-free)?



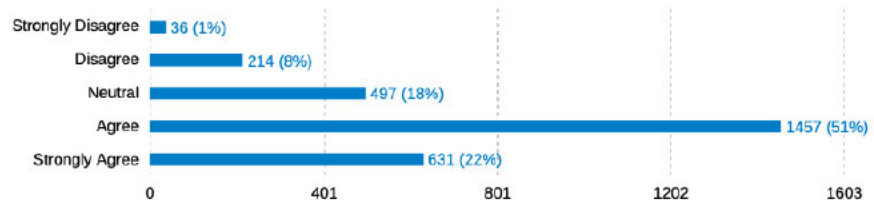
Question 16 – The zoo grounds contain visually interesting spaces and facilities?



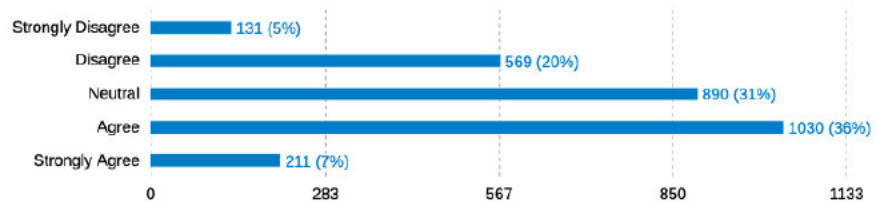
Question 17 – There are lots of different activities and experiences at the Zoo?



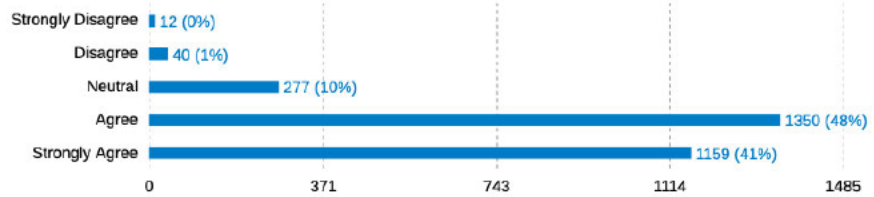
Question 18 – Zoo signage is easy to understand and visually appealing?



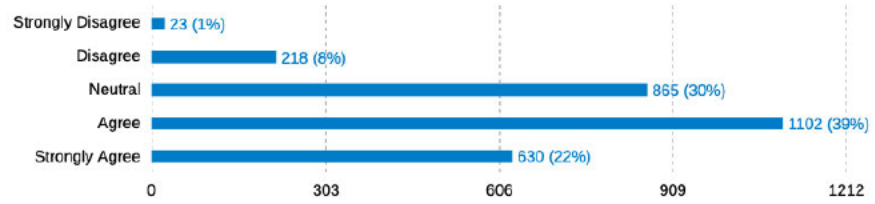
Question 19 – Concessions (food, drink, merchandise) meets the needs of guests?



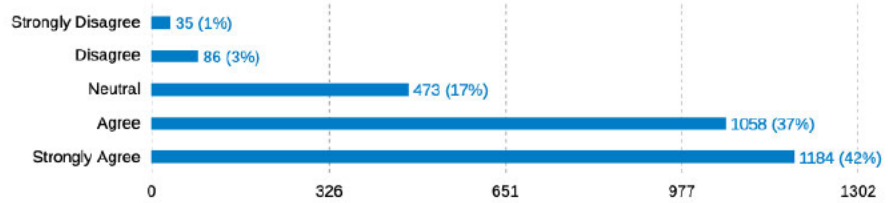
Question 20 – I leave the Zoo with a new/renewed appreciation for animals and wildlife?



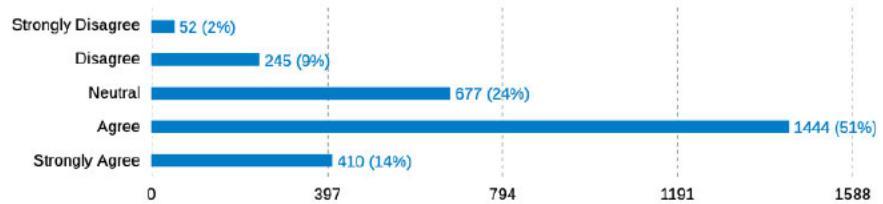
Question 21 – I leave the Zoo feeling motivated to take action (e.g. environment / wildlife conservation)?



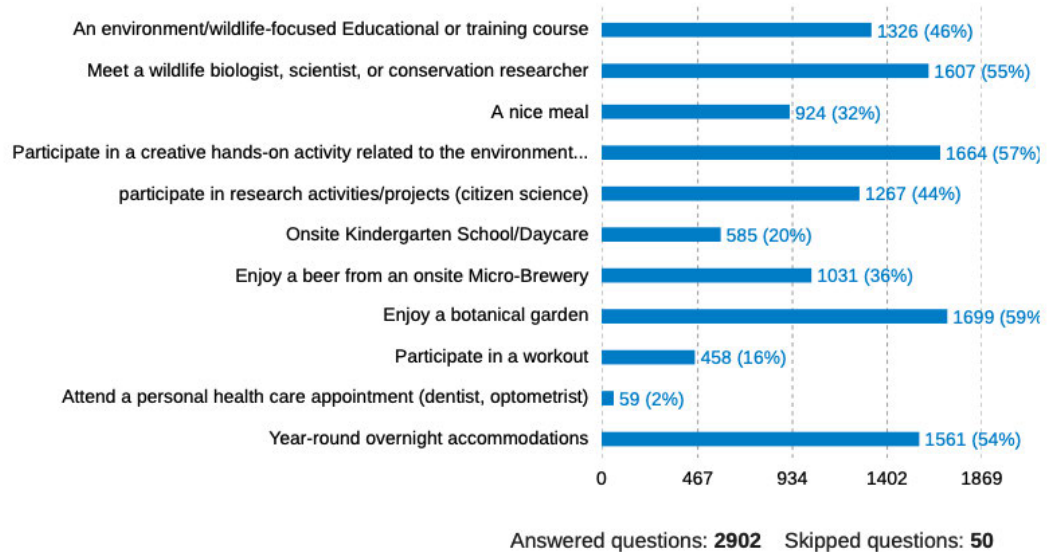
Question 22 – The Zoo should designate an area as a sanctuary for rescued / confiscated exotic animals?



Question 23 – The washroom facilities are clean and well maintained?



Question 24 – In addition to seeing the animals, what else would you see yourself coming to the Zoo for?

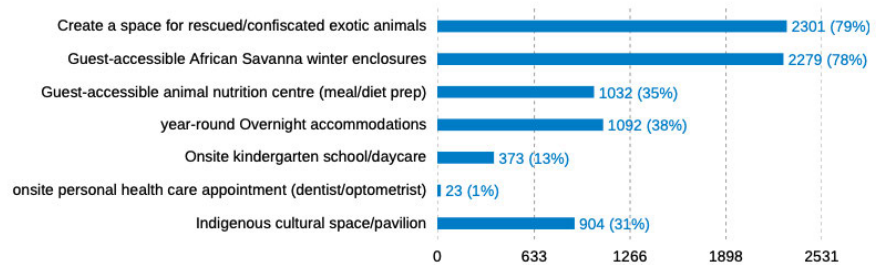


Q25 – With the above in mind, do you have an amazing idea that you'd like to share? (920)

- Improving/expanding on the overnight accommodations/camping
- More wildlife themed community events
- Expanded petting zoo
- Incorporation of "Biophilic Design"
- Incorporation of complementary training/courses/education (i.e. wildlife photography)
- Behind the scenes tours/access to facilities (nutrition units, health care, etc.)
- More up close experiences/encounters with animals
- Phone app for the Zoo that could contain additional information, navigation tools, scheduling, games (geocaching) etc.
- Gondola or other ride to allow for better views of the animals
- A night Zoo, or other night offerings/attractions
- Skate path through the zoo during winter months
- Better integration with local schools for coursework/field trips
- Adult-only days/times or activities
- Expanded or new amusement rides
- Connections to community bike paths/trails
- More naturalized playground/areas for kids using the natural features
- Expanding the zoomobile/accessibility/mobility options and routes throughout the zoo
- Expanded Greenhouses/horticultural exhibits
- Guided tours of the specific domains/areas of the zoo
- Updated signage for 2021 (tech integration?)
- "Get to know your staff" segments or events where members of the community could engage and learn more about the range of professions
- Insectarium or more information on bugs
- More focus and highlight on the conservation partnerships and activities being undertaken by the zoo

- More interactive viewing experiences (i.e. 360 degree enclosures where the visitor is the animal)
- Tailored architecture and food offerings to each of the domains for a more holistic experience
- Bike rental/cart rentals for visitors to better navigate the zoo (i.e. Bixi)
- Event spaces that can be rented out (weddings, celebrations, etc.)
- More information in passive areas (i.e. woods) about birds and insects that may be observed
- Incorporate an "Urban Wildlife" exhibit or sanctuary for rescued animals that can't be released into the wild
- New/expanded day camp programming for kids and teens
- Rotating art exhibits/public displays in specific areas of the zoo

Question 26 – Which of the following ideas / concepts would you be most interested in seeing at the Zoo? Please select your top 3.

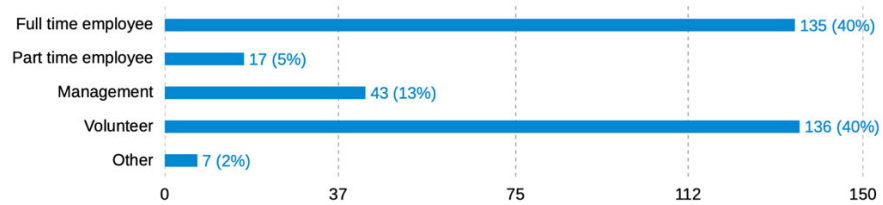


Q27 - Is there anything else that you would like to generally add or provide feedback on with respect to the 2021 Master Concept Plan?

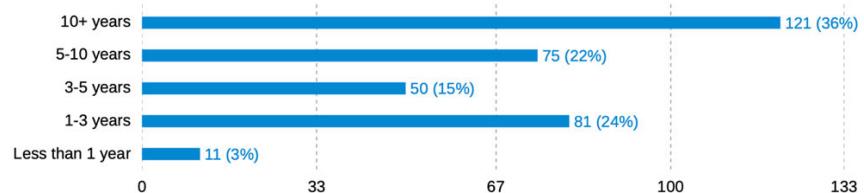
- More focus on botanical gardens, horticulture, plants
- A clear mission statement as to what the direction of the Zoo is/why the overhaul
- Research and projects should be made publicly available to those who are interested in learning more about the studies/work being done
- Electric car charging in the parking lot
- Ensure the Zoo works with First Nations/Indigenous peoples to incorporate meaningful features, stories, educational materials
- Explore partnerships with local companies/sponsors who may be willing to undertake works in-kind or at a discount
- Maintain and expand on child-friendly amenities/attractions
- Improvements to Self-guided tours (either through wayfinding or through technology like apps)
- Potential conservation-only centre focused on efforts/education and more information on how to get involved
- More healthy/sustainable food choices (local even)
- Expand on winter attractions/exhibits and capacity for more year round facilities
- Rotating Inter-species mixing for exhibits to keep things interesting for guests and animals
- Stronger focus on Indigenous/First Nations educational/informational materials, facilities, spaces, relationships, and events
- Consider the incorporation of international indigenous pavilions/sections for each of the domains

Online Survey Summary: Employee & Volunteers Results

Q1 - What best describes your role/relationship within the Toronto Zoo? (338)

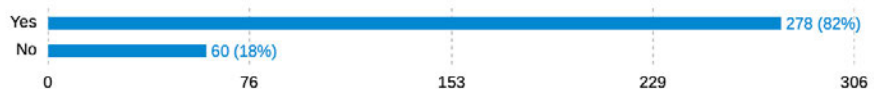


Q2 - How long have you been in this role/relationship? (338)



Answered questions: 338

Q3. Were you aware that the Toronto Zoo had a Master Plan created in 2016? (338)



Answered questions: 338

Q4 - Were you involved with the 2016 Master Plan at any point in its creation or implementation? (277)



Common responses for "How So?"

- Participated in information meeting and/or workshops
- Survey respondent
- Steering Committee/Project Planning
- Specific input on browse section
- Specific input on winter ZooMobiles

Q5 - What do you think was successful about the 2016 Master Plan? (187)

- Design and presentation of the document
- Its conservation focus
- Completion of zoo entrance project
- Forward looking vision, goals, and objectives
- Diversity in proposed projects

- Shift to focus on Canadian animals
- Wildlife Health Centre
- Built excitement
- More focus on education
- Increasing community engagement
- Got people thinking about Zoo's potential
- Shined light on changes that needed to be made for guest experience
- Zoo entrance project
- Orangutan outdoor holding project
- Opened up more of the "hidden Zoo" spaces
- Many also felt that there were no real successes from the 2016 Master Plan

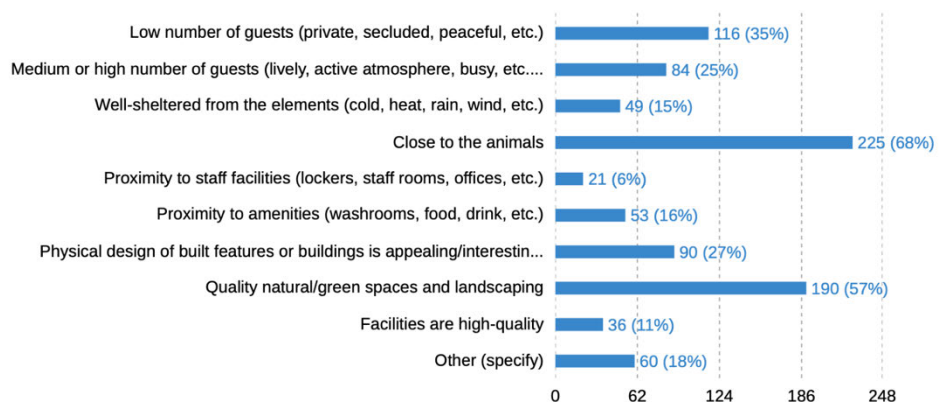
Q6 – What do you think was lacking or unsuccessful about the 2016 Master Plan? (185)

- No increase in corporate sponsorship
- Engagement and input from the TZ family and greater community in its development
- Too wordy
- Achievability of some of the projects was questionable
- Failed to "revolutionize" the Zoo
- Lack of projects involving botanical garden or other horticultural elements
- Technological advances/recommendations/projects (i.e. digital integration)
- A lot of the projects were never pursued
- Over emphasis on certain areas, while lacking emphasis in others
- Action plans for financing projects
- Lack of staff familiarity/ownership
- Focus on improving guest experience
- Lacking a "WOW" factor
- No real changes to RNUP agreement
- Not enough ideas/focus on climate change

Q7 - As an employee/volunteer, where are 3 areas you would like to spend more time onsite at the Zoo? (329)

See Figure 3: Heat Map of Preferred Areas for Employees / Volunteers

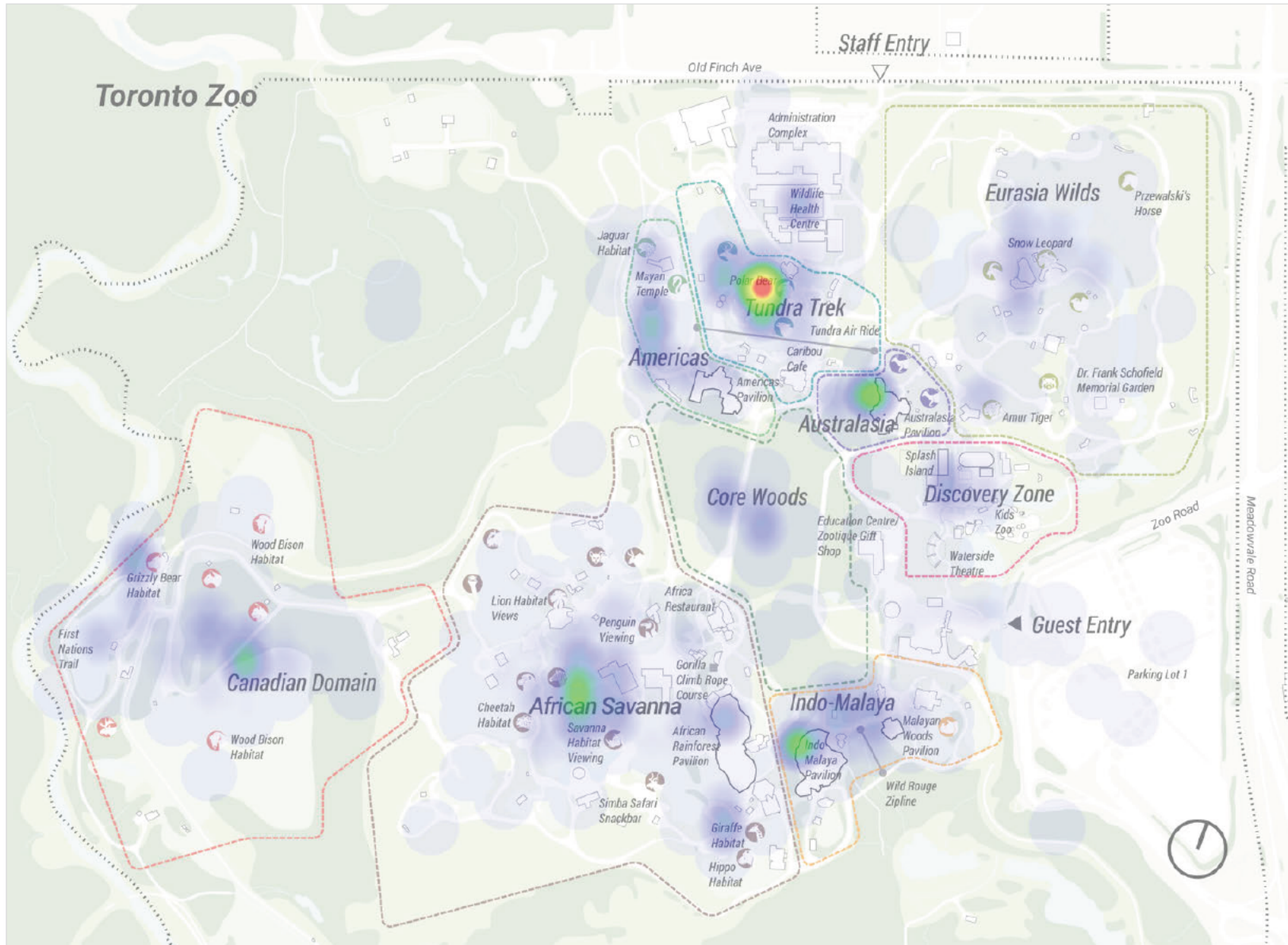
Q8 - What about these areas makes you want to spend more time in them? (333)



Response to 'Other (specify)'

- Variety of animals
- Animals are interesting/favourites
- You can see many animals in a short amount of time near the entrance to the Zoo
- Enjoy interactions with guests / helping people plan their visits or learn more about animals
- Enjoy the views/open vistas
- Great spots to film for media (Giraffes/Polar Bears)
- I feel immersed in the habitat of the respective domain
- The pond in the Canadian Domain attracts a lot of birds, interesting to watch

Figure 3: Heat Map of Preferred Areas for Employees / Volunteers



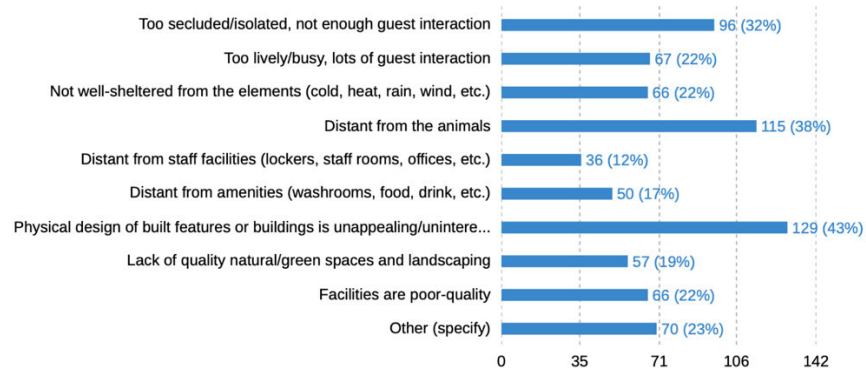
Q9 – How could these areas be improved (if at all)? (297)

- Accessibility improvements could be made to improve mobility for everyone
- More ZooMobile stops to assist guests
- Better access to the Canadian Domain (the hill is a big issue for many)
- Increased number of bathrooms (as well as their capacity) throughout the park
- Expand on the Canadian Domain exhibits to place more focus on our native species
- Dated buildings/facilities could use a redesign/facelift to “brighten” up certain areas
- Better climate control within the buildings/pavilions
- Improved viewing capacity/options for guests
- Improvements to the interior design of indoor spaces to help alleviate congestion
- Better wayfinding to assist guests navigating the park/finding animals
- More frequent shaded areas/rest stops – particularly for the summer
- Interspecies mixing in exhibits to create more interesting experiences for animals and guests
- Foster stronger green spaces/passive spaces throughout the Zoo that can be celebrated
- Technological amenities (wi-fi, app integration) to improve guest experience
- Enlarged animal enclosures to improve views and allow for expanded habitats
- General improvements to animal exhibits (enrichment, better more interesting features)
- Increase the number and diversity of animals in some of the domains (Canadian, and Eurasia Wilds)
- Create a more immersive experience within the Kids Zoo areas
- Opening up the “behind the scenes” areas – can help teach and inspire guests who may be interested (wildlife health centre, nutrition, etc.)
- Increase and improve messaging about conservation efforts/projects throughout the Zoo
- Improve landscaping treatments both within exhibits/in guest areas
- More passive resting/seating areas
- Try to eliminate “Dead Ends” by creating circular networks throughout the Zoo
- Schofield Garden needs some improvement focus to make it more of a destination
- Incorporate more “all-weather/all-season” attractions/programming in the Discovery Zone
- Brighten up interior pavilion areas
- Update informational signage and bios for animals

Q10 - As an employee/volunteer, are there areas in the Zoo where you do not enjoy spending time? (297)

See Figure 4: Heat Map of Least Preferred Areas for Employees / Volunteers

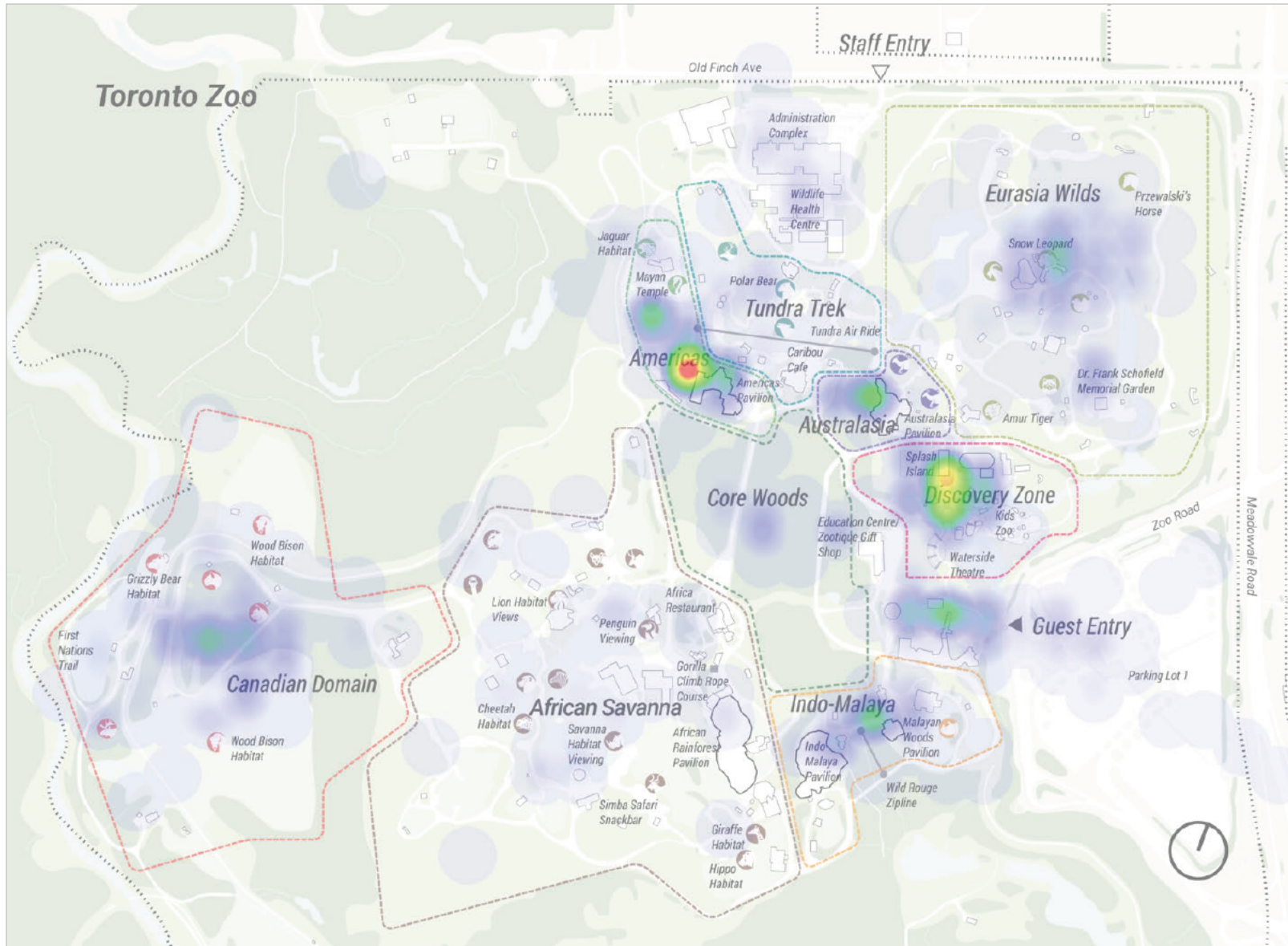
Q11 - Why don't you enjoy spending time in these areas? (303)



Common Responses to 'Other (specify)'

- Eurasia Wilds – it's a lengthy walk with not a lot of animals/diversity
- Some of the pavilions are too dark and/or crowded
- Buildings and Facilities are in need of upgrading/updating
- Too far from the animals
- Canadian Domain can be very inaccessible/hard to get to due to the hill
- Areas are too far/disjointed from the main areas of the Zoo
- Spaces are uninspiring/do not leave a quality impression (built forms)
- Just not interested in the area/animals/exhibits
- Entrance to the Zoo doesn't do enough to create an "excitement factor"
- Malayan Woods are too hot in the summer
- Parking lot is stressful with only 2 ingress/egress points
- The smell (primate wing)
- Lack of winter accommodation/adaption for certain exhibits/areas
- Some safety/accessibility hazards for guests (ex. Polar Bear stairs)

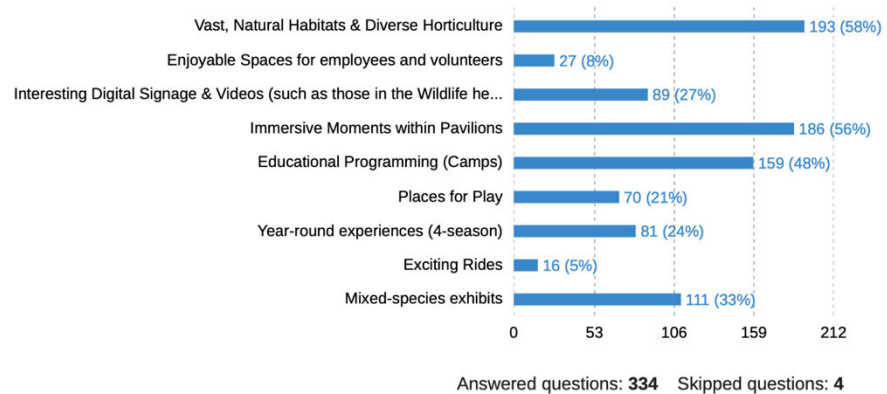
Figure 4: Heat Map of Least Preferred Areas for Employees / Volunteers



Q12 - What do you think could be done to make these areas more enjoyable to you (if at all)? (217)

- Improve accessibility and options for accessing Canadian Domain (the hill)
- Front entrance traffic/navigation improvements – create a greater sense of “awe”
- Improvements to bathrooms site-wide
- Accessibility improvements (general Zoo grounds)
- Addition of a volunteer station/opportunity in Eurasia Wilds area
- Address “dead zones” where there is a lack of amenity/attractions/signage/etc.
- Improvements to wayfinding and navigational signage (particularly in African Pavilion)
- Americas is dark, dated – needs to be brightened up/given a facelift
- Different Domains should showcase the threats faced by each of the ecosystems
- Better habitats for the animals (expanded) and improved viewing areas for guests
- Better education/informational signage
- Introduction of mixed-species exhibits
- Create more sheltered areas to protect from the elements (staff and guests)
- Expanded play areas for children
- Increase integration of technology (ex. digital signage)
- Food options limited and unaffordable, find a way to address this
- Increase the number of animal experiences
- Better connectivity/flow for travelling (no dead ends)
- Washrooms for staff use only in certain areas (“Learning and Engagement”)
- Greater opportunities for “behind the scenes” experiences
- Modernized interior design and HVAC for pavilions (Americas mentioned)
- Improved/increased conservation messaging and information
- Better road/equipment access for staff

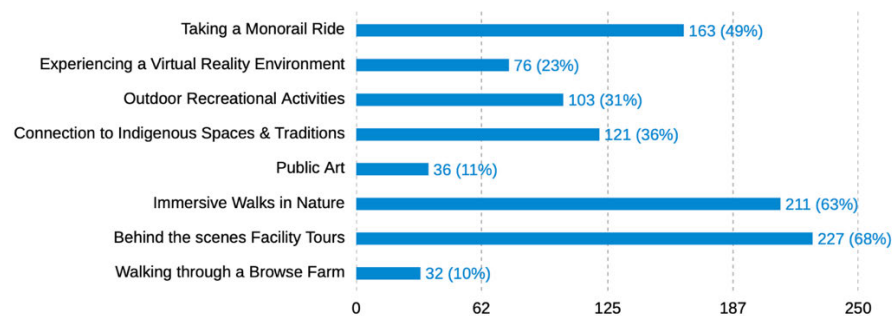
Q13 - In addition to seeing the animals, what do you believe best represents the Toronto Zoo experience of Today? (334)



Q14 - Is there anything else not mentioned above that you feel best represents the Toronto Zoo experience of Today? (137)

- Conservation/Preservation undertakings, messaging, and information
- Great place for a walk/exercise
- An event hub
- Amazing/diverse guest experiences
- Engaging online presence
- Wild encounters/behind the scenes tours
- Diverse community of guests/multi-national
- Friendly & knowledgeable Staff
- Safe atmosphere
- The ZooMobile
- Keeper Talks / engaging with staff
- Animal diversity
- Fun and engaging programming for all ages
- Wild Animal Health Centre
- Zoogeographic immersion (within the pavilions/respective domains)

Q15 - In addition to seeing the animals, what do you believe could contribute to the Toronto Zoo experience of Tomorrow? (335)

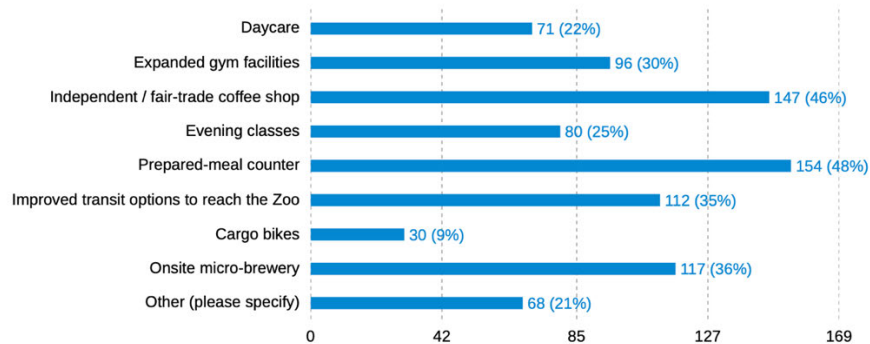


Q16 - Is there anything else not mentioned above that you believe could contribute to the Toronto Zoo experience of Tomorrow? (142)

- Interactive signage geared both to kids and adults
- More educational signage or “passive” amenities/attractions between main exhibits
- Improved navigational signage network and legibility of the park grounds for guests
- Greater Virtual online presence (streams, cams, interaction, events)
- Mixed Species exhibits
- Integration with technology (Zoo App, digital signage, etc.), that can contain schedules, information, and a map
- Better welcoming experience at the entrance – wow factor
- Year-round accessibility improvements
- Better connection between Plant/Animal/Human life and the relationships
- Stronger conservation messaging
- More opportunities for impromptu immersive animal encounters
- Expanding on the camping experience
- Integration of “farmyard” animals/experiences to teach kids more about farming
- Onsite kennel/doggie day care

- More venue space (concerts), geared towards adults
- Greater immersion within pavilions
- Greater focus on landscaping/horticultural/garden elements throughout the site
- New all season ZooMobile
- "After Hours" activities
- Indoor viewing areas to experience warmer climate animals during winter months
- Innovative/immersive viewing opportunities (i.e. clear tunnels running through exhibits, rather than around) – make the guest feel like the animal
- Overnight accommodations with animal interaction
- Stronger incorporation of Indigenous/First Nations experiences/education
- State of the art habitats
- Behind the scenes access to facilities
- Improved workshop/education opportunities

Q17 - As a Toronto Zoo employee/volunteer, what additional perks or amenities would make your day easier or more fun? (321)

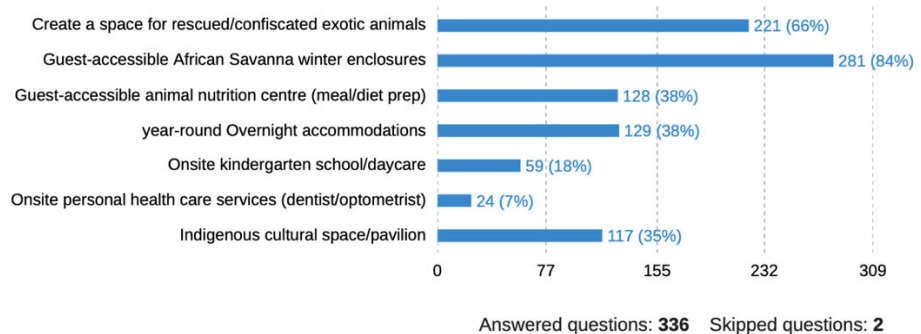


Common Responses to 'Other (specify)'

- Better volunteer lounge with more space/seating/amenities (coffee machine)/storage
- Designated locker room/lunchroom for school tours and field trips
- More variety of healthy food options
- Easier way to access front gate on higher-volume days
- Orientation centre/introduction area to teach people "dos" and "don'ts" before they enter
- Improved shelters for staff (specifically out in parking areas), as well as throughout the site
- Professional development classes/courses for staff/volunteers
- Dedicated staff parking areas closer to the front entrance
- Doggie Day-care
- More outreach animals per area to increase guest interaction
- More gators/cars for staff to navigate the Zoo – currently not enough
- Green Offices – work spaces that are completely or semi-outdoor but function like a traditional office/meeting room (wifi, comfortable seating)
- More opportunity for volunteers and employees to interact and get to know each other
- Short term accommodation for staff/volunteers only – those who live at a distance/work late
- Farmers market/artisan market spaces/events
- Meditation centre/wellness centre
- More staff
- More washrooms / employee-only washrooms

- More water bottle filling locations
- More Outdoor/Indoor private spaces for staff/volunteers only to have their lunch breaks/rest away from guests
- Onsite massage therapy and chiropractor
- More identifiable uniforms so volunteers can be recognized better
- Site-wide wifi
- More opportunity to travel to actual wild habitats to learn more

Q18 - Which of the following ideas/concepts would you be most interested in seeing at the Zoo?
Please select your top 3. (336)



Q19 - With the above in mind, do you have an amazing idea or concept you'd like to share? (common responses) (141)

- Overnight winter/year-round experiences
- Zoo School – different certificates could be offered for completing certain courses on animal nutrition, exotic horticulture, waste management, etc.
- Community Garden
- Allow for Research “field trips” for other professionals could visit/work at the Zoo
- Focus on “Protecting our Pollinators” - An area with beehives, pollinator gardens and areas designed to harbour and protect native and other pollinators.
- Demonstration area for green solutions
- Full service event space that can be rented
- “Secrets of the Zoo” – behind the scenes Youtube/web series for people to follow
- Creation of a “Fun Squad” to increase onsite enjoyment of guests
- Youth engagement centre or outreach program (teens, at risk kids)
- Night-walk program
- Addition of more art/sculptures throughout the park
- Escape Rooms
- Arena Barns for mixed species
- Amphitheatre for lectures and films
- Larger mixed savanna exhibit with a “drive through” experience of sorts
- Reposition Canadian Domain to incorporate more of a “Fitness Challenge” aspect
- Conservation breeding centre in Canadian Domain
- Create a bioluminescence experience/underwater exhibit – further focus on the Ocean
- Demonstration garden (ex. tree library)
- Opportunities for full time staff in one department/area to do an “exchange” program with another staff member/department for a week/couple of days to learn more about other areas

- Animal tracking exhibit for kids
- Onsite bike paths / rentals for guests to improve mobility
- Mobile Massage therapist for volunteers/employees
- Incorporating ways for guests to view animals through "Land, Sea, and Sky" - allow different perspectives to viewing
- Interactive digital scavenger hunt/geocaching activities
- Winterize the entire Zoo
- Multi-level pavilions
- Better connections between the RNUP and the Zoo
- Better integration of Indigenous/First Nations History and relationship with animals/lands
- On-site public vet
- Rescue centre that can be visited by the public
- Sell manure from animals for use as fertilizer
- Creating more space/facilities for Conservation Breeding Programs
- Yoga Station or workout area that is near the animals

Q20 – Anything else to add? (common answers) (133)

- Need to ensure we consider how the animals react/will take to new experiences
- Year-round playground/kids area to offset the seasonal discovery zone
- Mobility, connectivity, and navigation should be a focus throughout the site
- Make sure we're tackling the backlog of improvements that are needed before adding more "to-dos"
- Should look ahead as much as possible – are things we're doing today going to be frowned upon in the future?
- Better accessibility for service vehicles/employees to certain areas
- Incorporation of more emphasis on energy harvesting, recycling, water-recap, sustainability
- Re-evaluate design/operation of buildings and spaces for a maximum capacity of visitors – for safety and enjoyment
- Don't forget about the animals – very important to keep them front and centre
- Focus on green scaping/landscaping natural areas throughout
- Should contain engagement/consultation direction for specific projects within the plan (i.e. consult with THESE staff for this project, etc.)
- Incorporate better messaging and ways in which people can fight against climate change, mass extinction, enhance conservation, etc.
- Work on partnerships with TTC for better access to and from the Zoo
- Make better use of "in-between" spaces

Email Inquiry Summary

In addition to the online survey, the project webpage also featured a master plan email link where members of the public and community partners could ask questions and share ideas and feedback with the Zoo and Project Team. A total of six responses were received through this link. This correspondence is found in Appendix 'A' of this report. Comments received through the email account included:

- Exploration of religious/cultural-themed exhibits
- Offering large, dynamic, rotational exhibits of animals and mixed species exhibits
- Inquiries into the types of species the Zoo is seeking to phase-out and / or add
- Specific requests for renovations and improvements to various habitats and exhibition spaces
- Permitting camping or other forms of outdoor accommodations
- Developing the magnetic monorail

Webinars

A total of three webinars were held of the course of the week of March 22nd. The first two were held to accommodate frontline zoo staff and volunteers and a third was held for the general public and community partners.

The employee and volunteer webinars were recorded by the Zoo and included a presentation from the Project Team and a facilitated questions and answer session. All inquiries and comments received during these sessions were addressed in the sessions themselves.

For the public webinar, while approximately 250 people registered to attend, a total of 133 people participated on the day of, and viewed two presentations by project team members from both the master plan, and technology master plan project teams. The presentations were followed by a facilitated question and answer session with members of both project teams as well as senior zoo staff. This session was also recorded.

Host via Zoom, participants were able to ask questions through the platform's 'question and answer' dialogue box. Participants were requested to keep questions and comments focused on either the master plan or technology master plan. A total of 45 questions were asked and three general comments were received.

Recordings of all webinars have been given to the Zoo accompanying this report. A summary of questions asked at the public webinar is found in Appendix 'B' of this report.

Implications of the Phase II Consultation for Master Plan

The following summarises the potential implications of the input received during the Phase II consultations on the development of the master plan:

- Members of the public in both the survey and webinar noted a number of issues around both the general accessibility of the Zoo (from a barrier free perspective) as well as mobility at the Zoo. To that end participants would like to see future development and redevelopment improve the physical accessibility of the Zoo. While participants are very fond of the ZooMobile, they also noted a desire to explore the site using other forms of transportation (namely wanting to see the former monorail resurrected).
- Both the public and staff noted the overall general condition of the Zoo's facilities as needing upgrades from both a design and functional perspective. Participants noted that many facilities at the Zoo seemed 'dated' and not designed to a particularly high standard. To that end, the master plan may explore ways to ensure that buildings and other facilities are constructed of good quality materials and designs that will hold-up over the long term.
- The public noted a consistent general desire to see a wider variety of animals and particularly mixed species habitats.
- Many members of the public, as well as some staff, noted that the routes throughout the Zoo are not necessarily intuitive, and many end in 'dead ends'. To that end, many participants would like to see more general connectivity with routes through the Zoo and better wayfinding (including digital wayfinding).
- There was a general consensus amongst participants (both staff and the public) regarding the desire for more personalized and interactive experiences with both animals and staff, and the desire to see more of the back of house operations. This comes with a recognition of the learning opportunities that exist by sharing more of this with the public.
- Both the public and staff identified the Tundra Trek as clearly 'the' favourite space at the Zoo identifying both the animals and the quality of the space as defining features. At the opposite end of the spectrum, there was widespread consensus that the Canadian Domain is the least favourite space at the Zoo due mainly to accessibility issues (notably the steep hill to access the area) as well as the lack of interesting habitat and exhibit space.
- All participants noted the need to improve food and beverage concessions at the Zoo. Lack of diversity of offerings was noted as an issue. Generally, participants spoke of the desire to see healthier options and 'locally grown' options as well as food and beverage 'experiences'.
- In terms of general amenity, participants noted a desire to see more rest areas, shelters, and washroom facilities throughout the site.
- A number of participants noted the desire to see sustainability initiatives implemented to reduce the carbon footprint of the Zoo.
- With respect to new animal facilities participants strongly supported the concept of an animal sanctuary and winter enclosures.
- While members of the public feel a strong connection and sense of appreciation for animals after having visited the Zoo, participants indicated that they do not necessarily feel motivated to take action on issues such as wildlife conservation and the climate crisis. Public participants indicated they would come to the Zoo to meet a biologist, scientist, or conservation researcher and to participate in a hands-on activity related to conservation / the environment. To that end, this may present opportunities for synergies.

- Participants were generally supportive of wanting to provide space and opportunities for indigenous culture and learning on site, however there was little consensus or idea of what this might look like, or how to achieve this.
- Zoo staff noted that past master plans for the Zoo lacked 'a wow factor' and a grand vision for the Zoo. While members of staff and volunteers noted the importance of the Zoo not losing sight of its primary mandate as a centre for animal welfare, conservation, and research, generally participants noted the importance of creating a master plan that would inspire both the Zoo community and the wider community.
- Both the public and zoo staff love the wide-open spaces, nature, and landscape at the Zoo, but also noted a lack of a cohesive landscape approach. Opportunities to celebrate the landscape and / or to create a 'botanical garden' on site were encouraged.
- Many participants, both staff and public, had an interest in wanting to see the Zoo explore the opportunities and experiences both off-hours and off-season, particularly noting opportunities for evening and nighttime experiences as well as wanting to see the Zoo explore wintertime opportunities and experiences.

Appendix 'A' - Email Inquiries / Comments

Note to Reader: The following are the transcripts of emailed correspondence received from members of the public during the public consultation period. This correspondence is presented as it was sent by the original author. The materials have not been edited in any form.

From: [REDACTED] mailto:[REDACTED]
Sent: March 22, 2021 7:58 AM
To: Master Plan <masterplan@torontozoo.ca>
Subject: Request to accommodate close to 20% GTA population that is Muslim at the Zoo

Good Day

Many statistics show 20% of children in school are Muslims. My request is to have the Zoo accommodate them at some level.

Three suggestions for your review:

1.
Some suggestions are this park created in Dubai:
<https://dubaitraveladventure.com/guran-park/>
2.
"Sultans of Science" was an exhibit at Ontario Science Centre that maybe can be included as a permanent structure. They have permanent structures in Turkey and Saudi Arabia. We can have the group present to you. I coordinate a presentation with the GM of Ontario Place in the past.
3.
Other option is to have a section called: Life of a Sheppard how all biblical, Jewish, Islamic prophets were all shepherds. Other themes showing the common theme in all three Abrahamic religions (Islam, Christianity and Judaism) to encourage harmony and commonality.

Regards
[REDACTED]

-----Original Message-----

From: [REDACTED] [mailto:[REDACTED]]
Sent: March 22, 2021 6:27 PM
To: Master Plan <masterplan@torontozoo.ca>
Subject: Master Plan

Hello,

I hope you're doing well!

I've been a longtime visitor and member (whenever living in Toronto) since 1997. Since my initial visits, the Toronto Zoo has inspired me to educate others on the importance of conservation, sustainability and ethical standards. The Zoo even inspired me to travel to over 16 countries to visit animals in their natural habitats (Sumatran Orangutans being especially memorable) as well as over 35 AZA Accredited Zoos and an additional 17 foreign and domestic facilities.

For most of my young life the Toronto Zoo stood as the shining example of what a zoo could and should be. From the amazingly diverse collection of species to the open concept exhibitry to the dazzling pavilions, the place was cutting edge. Over the last 12 years, attendance hardships accounted for and fully understood, the zoo has fallen from its past glory. I happen to have travelled the most over these last 12 years, so I've gotten a good glimpse of what other facilities are offering not only to their guests, as part of an immersive, educative and entertaining guest experience, but also their animals. Cutting edge exhibit design is the best driver of both interest and attendance in the modern age. There is no substitute. You can add all the attractions and activities you want, but the core of the best zoos offer large, dynamic, oftentimes rotational exhibits to their animals and many of them utilize space well by having mixed species exhibits. The TZ used to be at the forefront of this, so I just hope it remains a priority for future developments. The fabulous African Rainforest Pavilion and Tundra Trek were followed by the highly disappointing Eurasia renovation and the Great Barrier Reef. The Orangutan outdoor exhibit looks like it's going to be a huge step in the right direction, and I cannot be more excited to see them out there!

One additional thing; I really appreciated the Animal Lives with a Purpose Plan you put out. While many of the transfer/phase out decisions were totally understandable, others were emotionally tough to handle. I would encourage a plan to address the decisions (is it a non-SSP species? Is it space? Is it climate? Is it lack of Canadian holders?) during a future media/social media availability. For some of us long time visitors, the departures of Indian Rhinos, River Hippos, and Tree Kangaroos among others will be painful, but with an explanation of why and perhaps details of potential new species additions (are Sea Otters coming? What about the Walrus? Has that deal changed? Takin and Markhor to populate Eurasia? Perhaps adding additional South American species to spice up the Americas. Any new spaces for carnivores or primates? Breeding facilities for rare ungulates? There is a large swath of zoo goers and fans who would appreciate this information. Maybe all of this will be taken care of during the webinar and this will all be for naught.

Thank you for your time! I hope I didn't come across as rude at any point, that was not my intention at all. I just want what's best for the Toronto Zoo, it's staff and the animals it cares for. I've seen it get lapped by other facilities around the world (infrastructure), and I hope that with this bold new master plan, we can restore it to its former glory and rightful spot atop the zoo hierarchy!

Cheers,



From: [REDACTED]
Sent: March 10, 2021 11:57 AM
To: Master Plan <masterplan@torontozoo.ca>
Subject: Animal habitat areas at the zoo.

Hi. So I've completed my survey about the zoo's new masterplan, and I am really looking forward for this new masterplan this year. That I would like to see mixed-species habitats, rotational animal habitats, a new Sea Otter/seabird habitat at the front entrance as planned, the renovations of the pavilion and habitat areas of the zoo including improving habitat and holding areas for animal welfare, the animals collection, as well as the addition of new animals and species planned in the zoo's collection, area expansions for more animal exhibits and buildings, if the zoo has the money and space for them, and more outreach animals as ambassador species, if the zoo has a lot of money for operation. I was hoping the this zoo should becoming a world class facility. So what do you think about my survey for the new masterplan? Could you gave my some answers please? Sincerely, [REDACTED]

Sent from my Bell Samsung device over Canada's largest network.

From: [REDACTED]
Sent: March 11, 2021 2:08 PM
To: Master Plan <masterplan@torontozoo.ca>
Subject: Ideas for Improving animal habitat areas.

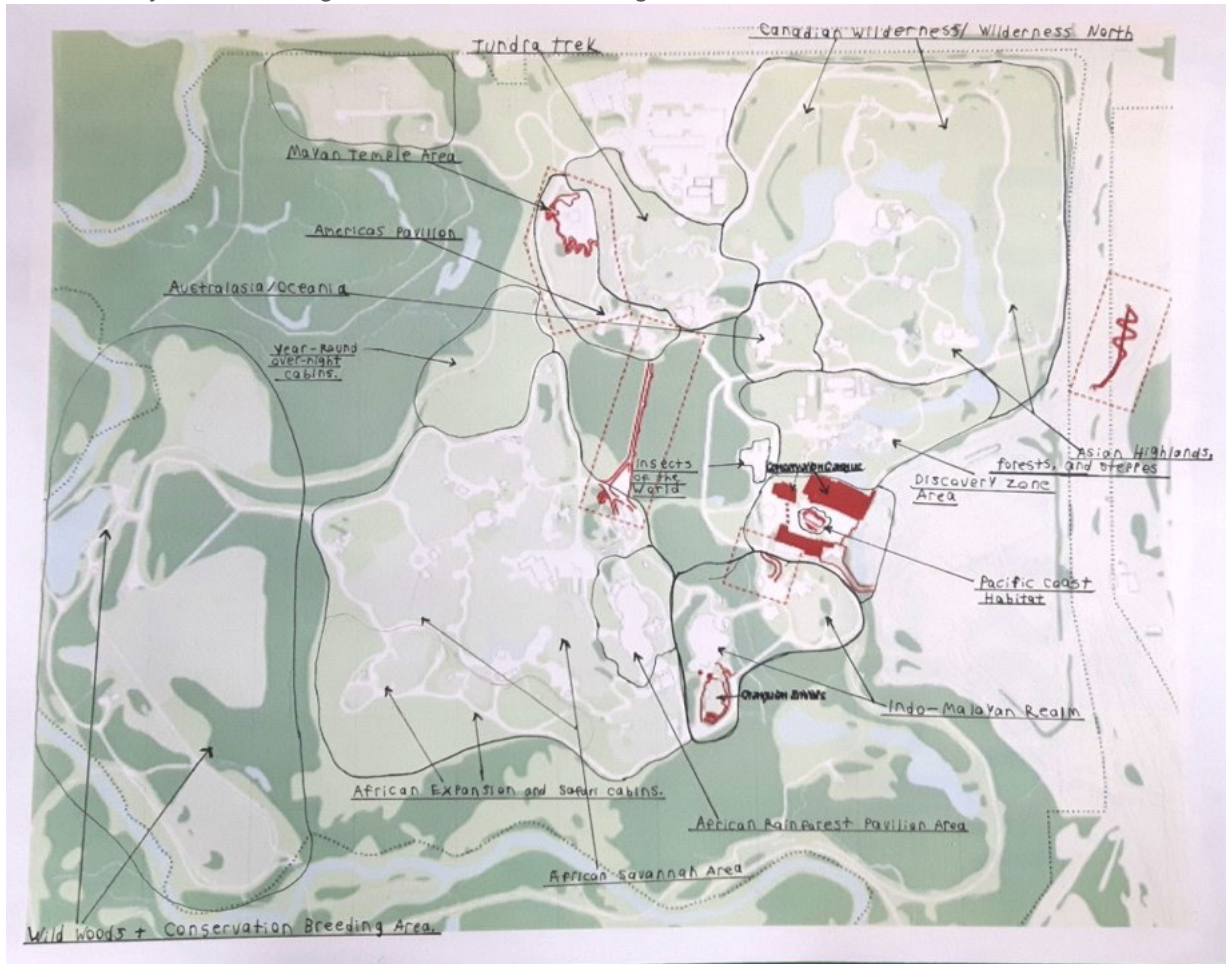
Hello, and I have some ideas about the future of improving animal habitat areas for the new masterplan, about the animal collection, more mixed-species, rotational animal habitats for the master plan. It needs some big changes throughout the zoo to meet accreditation standards. If the zoo had a lot of space and money for operation, so including: 1) The new Pacific Coast exhibit, including Sea Otters and a type of seabird. 2) The new Wilderness North, featuring animal species of the Canadian Wilderness, Asian highlands and Steppes, for creating better habitats for Canadian species relocated from the domain, a new beaver and river otter habitat etc. 3) the Tropical Americas Gallery featuring species of primates, birds, sloths, fish, reptiles, etc, and the Mayan Temple renovations, including a new Jaguar habitat, etc. 4) Discovery Zone improvements, including goat world, a new prairie dog exhibit, new raccoon exhibit, more outreach animals, more winter housing for ambassador animals, etc. 5) A renovation of exhibits of the Indo Malayan/Tropical Asia section, Australasia/Oceania Section, 6) A new Insecterarium building for small invertebrates on display. 7) African Rainforest and Savanna Improvements, including an expanded outdoor Gorilla Habitat, some mixed-species in savanna habitats, renovations of the Savannah and indoor/outdoor habitats at the African Rainforest Pavilion, Burrows and Caves renovation, an expansion located southwest across the existing Savannah area for a relocated Serengeti Bush Camp, eco-friendly safari cabins, more habitats and holding facilities for African Species, including African Painted Dogs, a new year-round Hippo facility with an underwater viewing exhibit, an aviary for African Vultures, etc. So what do you think about the ideas for this new masterplan? Could you give me some answers please? Thank you. [REDACTED]

Sent from my Bell Samsung device over Canada's largest network.

From: [REDACTED]
Sent: March 16, 2021 10:30 PM
To: Toronto Zoo webmaster pseudo ID <tzwebmaster@torontozoo.ca>; Master Plan <masterplan@torontozoo.ca>
Subject:

Hello. Here's a map of the zoo, about the animal habitat areas that I've selected for the blueprints, that will be proposed for the new masterplan of this world-class zoo. So what do you think about my ideas? Could you give me an answer please? Sincerely, [REDACTED]

Sent from my Bell Samsung device over Canada's largest network.



From: [REDACTED]

Sent: April 3, 2021 9:24 PM

To: Master Plan <masterplan@torontozoo.ca>

Subject: Improving Animal habitat areas for the new masterplan.(updated)

Hello. So I've finally completed my survey, and I have some ideas about the future of improving animal habitat areas for the new masterplan, about the animal collection plan, more mixed-species, rotational animal habitats for the new master plan. It needs some big changes throughout the zoo to meet accreditation standards. If the zoo has the space and money for operation, so including: 1)The new Pacific Coast exhibit, including Sea Otters and a type of seabird. 2) The former Eurasia section should be overhauled for the new Wilderness North, featuring animal species of the Canadian Wilderness, including for creating better habitats for Canadian species (grizzly bears, cougar, moose, bison, etc) relocated from the domain, if the zoo has the perfect space for expansion, a new beaver and river otter habitat, and an animal orientation building for small Canadian species. 3) The Eurasia Redevelopment area will becoming the Asian Highlands, and Steppes, including species native to the cold and temperate

regions of Asia, the current empty Dromodary camel paddock should be repurposed for another Asian species are well suited to the climate, as well as the current drive-thru paddocks for Wood Bison, Mongolian Wild Horse, etc. 4) Wild Woods and Conservation breeding area, takes place in the former domain area including consevation breeding facilities for Wood Bison and some of the other species for breeding. 5) the existing Americas Pavilion will be transformed into the Tropical Americas Gallery featuring species of primates, birds, sloths, fish, reptiles, etc, the new outdoor treetop trail walkways for some primates, etc, and the Mayan Temple renovations, including a new Expanded Jaguar habitat and improvements of the flamingo and Capybara habitat. 6) Discovery Zone improvements, including goat world, a new prairie dog exhibit, new raccoon exhibit, more outreach animals, more winter housing for ambassador animals, etc. 7) Some new improvements of animal habitats at the Indo Malaya/Tropical Asia section, and the Australasia/Oceania Section, 8) A new Insecterarium building for small invertebrates on display, the new butterfly walkthrough, etc. 9) African Rainforest and Savanna Improvements, including an expanded outdoor Gorilla Habitat, some mixed-species in savanna habitats, some new improvements of the Savannah habitats, and indoor/outdoor habitats at the African Rainforest Pavilion, Burrows and Caves renovation, an expansion located southwest across the existing Savannah area for a relocated Serengeti Bush Camp, eco-friendly safari cabins, a visitor access crossing paths for the zoomobile, more habitats and holding facilities for African Species, including African Painted Dogs, a new year-round Hippo facility with an underwater viewing exhibit, an aviary for African Vultures, etc. Oh, and also the new Magnetic Monorail is being installed, so the visitors will have access to the Domain. So what do you think about the ideas for this new masterplan for becoming a world class facility? Could you give me some answers please? Thank you.

Appendix 'B' – Questions & Comments from the Public Webinar

Note to Reader: The following are the transcripts of emailed correspondence received from members of the public during the public consultation period. This correspondence is presented as it was sent by the original author. The materials have not been edited in any form.

Questions and Comments Addressed During Webinar (recorded webinar answers are kept on file with the Zoo)

Good evening. I would be very interested to have a sense of how many people are here and whether they are individual members of the community and/or represent particular groups. One of the downsides of virtual is not being able to get a sense of with whom we are sitting tonight. Thank you.

Will the gorillas exhibit change?

Why does Toronto Zoo still have large species who can only live indoors in the winter? Would it not be kinder to retire them to sanctuaries?

for a winter pavilion (great idea!) what would it be during the summer weather?

What is the "admission gate" plan for the District versus the Park spheres of the zoo? Some of the proposed new projects like the Entrance Plaza and daycare appear to be orienting themselves outward as a more public (free?) resource while other parts like the pavilions seem to be the classic admission-based zoological park experiences. Do you have a sense yet of the dividing line between free-public, and paid-public experiences?

Is the funding for the projects being discussed today in the plan ?

I note the Canadian Domain pathway was not identified for AODA improvement. What does that mean for those exhibits and area of the property?

Will the Toronto Zoo have any partnerships with the Toronto Wildlife Centre? Will any of the technology (cameras, auto feeders, etc) be used by them?

I really like that Toronto Zoo is working to protect animals in the wild. What is Toronto Zoo doing to improve the welfare if the zoo animals?

Deeply appreciate the Zoo's commitment to accessibility. I am mindful of the large number of folks who live in marginalized circumstances, especially in the nearby communities. Will the Zoo continue to welcome those who are intimidated by the world of technology, and/or who do not carry mobile phones etc. (and not inadvertently make them feel like second class citizens)? Respectfully. Thank you.

Are there more lower hanging fruit projects that you are willing to share?

how are you monitoring the reduction of waste at the zoo ?

In Technology, i note no mention of the use of Social media ?

The Toronto Zoo wants to create a sanctuary. A sanctuary does not breed, trade, buy, or sell animals. How would Toronto Zoo move from a zoo to a sanctuary?

What conservation projects are you planning on doing?

How would Toronto Zoo prevent a tragedy like the one in 2016 in Cincinnati Zoo?

Will there be plans to improve access to the Canadian Domain, to make it see those animals?

Are you creating overnight stay accommodations for guests?

Given the diverse community the Zoo serves, what is the plan for cultural spaces and culturally-centred communications/experiences within the context of both plans? Seems to be floating in the background, not at the forefront?

Will you be revamping your food experience for your guest?

I am concerned that the focus of the zoo changes are visitor experience. What will the zoo do to make things best for the animals themselves?

Will the zoo be increasing the number of species on display?

In terms of accessibility, is the Toronto Zoo working with people with disabilities?

Any change to the Canadian Area?

Will there be transportation in the future to bring people from pavilion to pavilion during inclement weather and for elderly with mobility challenges.

Would it be prudent given what's happening today, there be a plan to safeguard the zoo in the event of another Pandemic?

Hello, is there a plan to build a sanctuary for rescued and/or confiscated animals? If so, how long would it take to build? I think it's important to educate guests on animal rescue and learn about animals they deal with daily. Thanks so much.

Is the sustainable part of the project targeting reduction of waste from vendors at the zoo?

I saw that you were talking about getting closer to the animals and there was a picture where you could be face to face with a giraffe. Is that an example or are you going to actually do that?

Can you elaborate on the major pain points? Can you explain the animal lives plan? This is great so far! Thanks everyone.

Will the Zoo be taking away the current areas of the zoo (African Savannah, Eurasian Wilds etc.) and replacing them with the districts and park space?

Thanks for holding this as a Zoom meeting. I am in London, ON and only make it to the Zoo a few times a year, but maintain my membership. I have been going to the zoo since day 1 and have seen a lot of change over the years. Some good, some not so good. The one area that seems to need help is the Canadian Domain. That hill is a killer and without the monorail stop, it can be difficult to get down to and then back up. What is happening with that space?

Was the zoo also included an animal collection plan for the new master plan?

Technology master plan- can you share with us how your interactive mobile app will work? How will you make sure that technology is balanced with the guest experience and improving the welfare of the animals?

Any thoughts given to providing technology-based guided tours, either through smartphones or zoo-provided devices?

With future plans for the viewing public to get closer to the various animals, are there insurance concerns?

Are you able to mention any conservation groups the zoo partners with.

anything specific for the Cdn Domain? This is under-utilized and has accessibility issues.

Are there any worries of Zoo guests who do not want to be tracked or have data collected on them while they are at the zoo?

with regards to waste has the zoo eliminated or working to eliminate the usage of non recyclable plastics for food and merchandise?

the zoo has an amazing horticultural collection within all the buildings, are you looking at bringing the greenhouse and whole aspect of plant management into something like a botanical garden experience/program and /or educational opportunities in these areas...

I missed some of the discussion, but is the zoo currently a part of any international endangered breeding programs or looking to get involved in any and are you looking to expand your species catalogue, if so for what regions?

Can visitors buy the trees?

For virtual programming/live streams- can they get a mic/professional camera?

the zoo has had some great educational evenings and fundraisers, mostly within the atrium of the admin building, in your building design work are you looking at being able to design with some flexibility so events can be held right inside the exhibit buildings themselves...

Thank you for the look at this plan! This is a needed reinvention and is definitely ambitious – perhaps as much as the initial plan to build the zoo initially. GREAT work and can't wait to see it all come to life.

This is very impressive, tremendous on both the technology and master plan side. Well done. thank you. Like idea of more shared habitats and better digital presence. (zoo vol here)

Questions & Comments Not Addressed at Webinar With Accompanying Responses

Question	Response
What conservation projects are you planning on doing?	Your Toronto Zoo is currently involved in a number of conservation projects locally, nationally and globally. To read more about this work please visit: https://www.torontozoo.com/!pdfs/temp/TZ_Conservation%20Programs_2019.pdf to see the extensive programs we support through conservation science and programs.
Given the diverse community the Zoo serves, what is the plan for cultural spaces and culturally-centred communications/experiences within the context of both plans? Seems to be floating in the background, not at the forefront?	These ideas are being explored in greater depth and articulated as we move through both projects. Community and cultural spaces will form an important part of the Zoo Master Plan and will be articulated in greater detail in the finalized document.
will you be revamping your food experience for your guest?	Your Toronto Zoo works closely with Compass Canada our food services provider and we are committed to providing our guests with more diverse food options with

	the current limited kitchen/cooking infrastructure we have onsite. We have also utilized local food trucks onsite to provide various options for us guests too.
I am concerned that the focus of the zoo changes are visitor experience. What will the zoo do to make things best for the animals themselves?	Your Toronto Zoo is committed to providing the highest quality of care to the animals that call the Zoo home and the Master Plan also considers animal welfare as a priority. In addition, the Zoo also appointed a Manager of Welfare Science and a Supervisor of Behavioural Husbandry and continues to put the needs of our animals at the forefront of everything we do.
Will the zoo be increasing the number of species on display?	The Animal Lives with Purpose Plan outlines a reduction in the number of species over the upcoming years at your Toronto Zoo. The link to the plan can be found here: https://www.toronto.ca/legdocs/mmis/2020/zb/bgrd/backgroundfile-158681.pdf
Would it be prudent given what's happening today, there be a plan to safeguard the zoo in the event of another Pandemic ?	Your Toronto Zoo is very fortunate to have a public health nurse in the position of Manager, Safety and Security and she has led the Zoo's pandemic response since March 2020. Your Toronto Zoo has taken significant measures to ensure the health and safety of our staff/volunteers, our animals and our guests during this pandemic which also included introducing new programs (drive thru Zoo, virtual programs) to meet government regulations and restrictions that were introduced throughout the pandemic. We continue to be very proud of how we continue to put the health and safety of our staff, animals and guests. We will always be working to educate our guests more about the One Health Commission so people further understand the relationships between humans, plants, animals and the environment and how we are all connected.
Hello, is there a plan to build a sanctuary for rescued and or confiscated animals? if so how long would it take to build? I think it's important to educate guests on animal rescue and learn about animals they deal with daily. Thanks so much.	Your Toronto Zoo has on occasion been a sanctuary for confiscated animals and continues to support and assist various government agencies when requested to assist animals in need. As part of the Master Plan process, a more permanent animal sanctuary is being considered.
I saw that you were talking about getting closer to the animals and there was a picture where you could be face to face with a giraffe is that an example or are you going to actually do that?	Your Toronto Zoo introduced a new program a couple of years ago called Wild Encounters where guests have opportunities to meet animals up close and learn more about them. Our hope is to offer this program again once the Zoo is permitted to re-open to pedestrians.
Can you elaborate on the major paint points? Can you explain the animal lives plan? This is great so far! Thanks everyone	At a time when wildlife and wild places around the world are disappearing fast, the role of Accredited Zoos and Aquariums has never been so important. As recognized leaders in conservation breeding and population management, our combined knowledge base and collaborative practices are increasingly sought and utilized for the preservation of species and the conservation programs they require. The Toronto Zoo, as an accredited member of the Association of Zoos and Aquariums (AZA) and the Canadian Association of Zoos and Aquariums (CAZA) realizes this urgency and is committed to strengthening cooperative participation with accelerated resolve by developing and implementing an Animal Lives with Purpose Plan (ALP Plan) that employs our resources to maximum effect and to the ultimate benefit of the wildlife populations that we work together to preserve. Our Toronto Zoo will be home to animals that thrive in our care and contribute to species sustainability, supporting research and conservation of the natural world while educating

	<p>our guests and our community. The choices we make outlined in this plan will ensure our animals' lives with us have purpose and the Plan can be found here: https://www.toronto.ca/legdocs/mmis/2020/zb/bgrd/backgroundfile-158681.pdf</p> <p>That is not in the current plans, the proposed districts will overlay them</p>
Will the Zoo be taking away the current areas of the zoo (African Savannah, Eurasian Wilds etc.) and replacing them with the districts and park space?	
Was the zoo also included an animal collection plan for the new master plan?	<p>At a time when wildlife and wild places around the world are disappearing fast, the role of Accredited Zoos and Aquariums has never been so important. As recognized leaders in conservation breeding and population management, our combined knowledge base and collaborative practices are increasingly sought and utilized for the preservation of species and the conservation programs they require. The Toronto Zoo, as an accredited member of the Association of Zoos and Aquariums (AZA) and the Canadian Association of Zoos and Aquariums (CAZA) realizes this urgency and is committed to strengthening cooperative participation with accelerated resolve by developing and implementing an Animal Lives with Purpose Plan (ALP Plan) that employs our resources to maximum effect and to the ultimate benefit of the wildlife populations that we work together to preserve. Our Toronto Zoo will be home to animals that thrive in our care and contribute to species sustainability, supporting research and conservation of the natural world while educating ZB13.6 Animal Lives with Purpose Plan 2020 Page 2 of 2 and engaging our guests and our community. The choices we make outlined in this plan will ensure our animals' lives with us have purpose and the Plan can be found here: https://www.toronto.ca/legdocs/mmis/2020/zb/bgrd/backgroundfile-158681.pdf</p>
With future plans for the viewing public to get closer to the various animals, are there insurance concerns?	<p>Animal welfare and the health and safety of our staff, volunteers and guests are at the forefront of any design plans for animal habitats. Your Toronto Zoo must also meet the highest levels of standards and regulations as set out by the various accrediting bodies as well such as the Association of Zoos and Aquariums and Canada's Accredited Zoos and Aquariums.</p>
Are you able to mention any conservation groups the zoo partners with.	<p>Your Toronto Zoo works with a large number of conservation based organizations locally, nationally and internationally. To read more about this work please visit: https://www.torontozoo.com/!pdfs/temp/TZ_Conservation%20Programs_2019.pdf to see the extensive programs we support through conservation science and programs.</p>
Are there any worries of Zoo guests who do not want to be tracked or have data collected on them while they are at the zoo?	<p>As an agency of the City of Toronto, your Toronto Zoo is committed to protecting the privacy of our guests and adheres to all applicable legislation regarding this. Data collection can happen in several settings, either on wi-fi networks, through payments, on the app, though video footage. Your Toronto Zoo is looking carefully at the best technologies to provide a smoother experience but also respect the privacy of users. In many settings, there are ways in which the data can be anonymized to make sure that the privacy of guests is respected. If guests do not wish to be tracked on the app, they will be able to enjoy the Toronto Zoo experience without using it, there can be automated kiosks to provide tickets and traditional payment systems. Our objective is to strike the right balance between providing solid business intelligence and respecting our ethical and privacy standards.</p>

the zoo has an amazing horticultural collection within all the buildings, are you looking at bringing the greenhouse and whole aspect of plant management into something like a botanical garden experience/program and /or educational opportunities in these areas...	This is one of the ideas we are testing- there is significant opportunity here.
I missed some of the discussion, but is the zoo currently a part of any international endangered breeding programs or looking to get involved in any and are you looking to expand your species catalogue, if so for what regions?	Your Toronto Zoo works with a large number of conservation based organizations locally, nationally and internationally. To read more about this work please visit: https://www.torontozoo.com/!pdfs/temp/TZ_Conservation%20Programs_2019.pdf to see the extensive programs we support through conservation science and programs
Can visitors buy the trees?	Current commemorative tree plaques can be purchased on at the Zoo, info can be found here: https://shop.wildlifeconservancy.ca/Commemorative-Plaques-Carousel-Bench-Plaques-30/
For virtual programming/live streams- can they get a mic/professional camera?	Your Toronto Zoo is working to enhance our virtual programming with new equipment.
the zoo has had some great educational evenings and fundraisers, mostly within the atrium of the admin building, in your building design work are you looking at being able to design with some flexibility so events can be held right inside the exhibit buildings themselves...	The Master Plan is focusing on providing flexible and hackable spaces and includes exploring new ways to interact with animals and exhibit buildings. This will be explored more in the implementation phases of the Plan.

