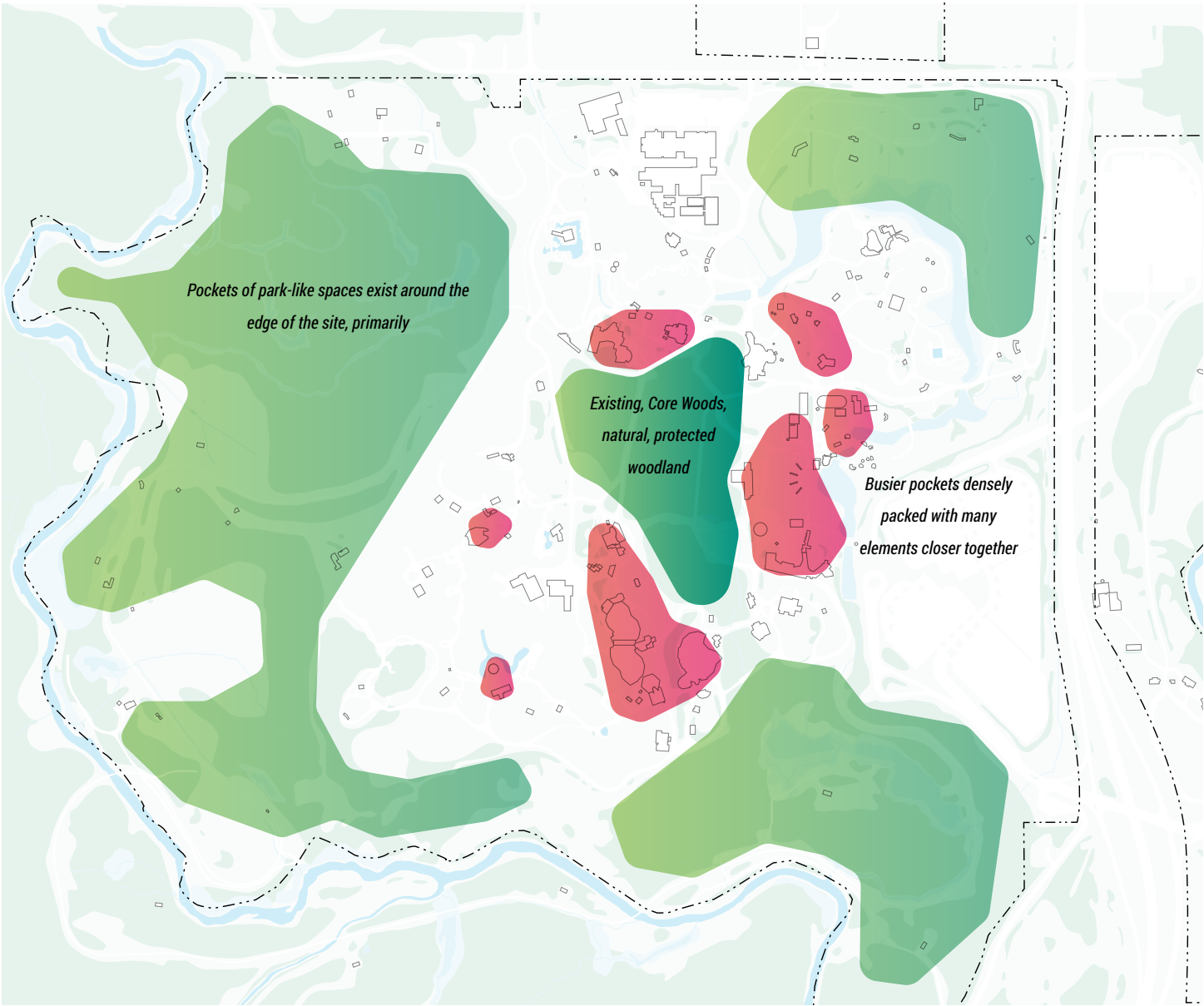


THE BIG IDEA

ZOO OF CONTRASTS



Observed current condition of site identity

Your Zoo is a site of huge contrast, with dense pockets of bustling activity with urban qualities at its centre, and tranquil, natural landscape pockets that are calm and serene closer to its periphery. It has both the qualities of the lush, urban national park within which it sits, and the lively, vibrant qualities of the larger metropolis of Toronto right nearby, with each occurring in somewhat fragmented pockets currently.



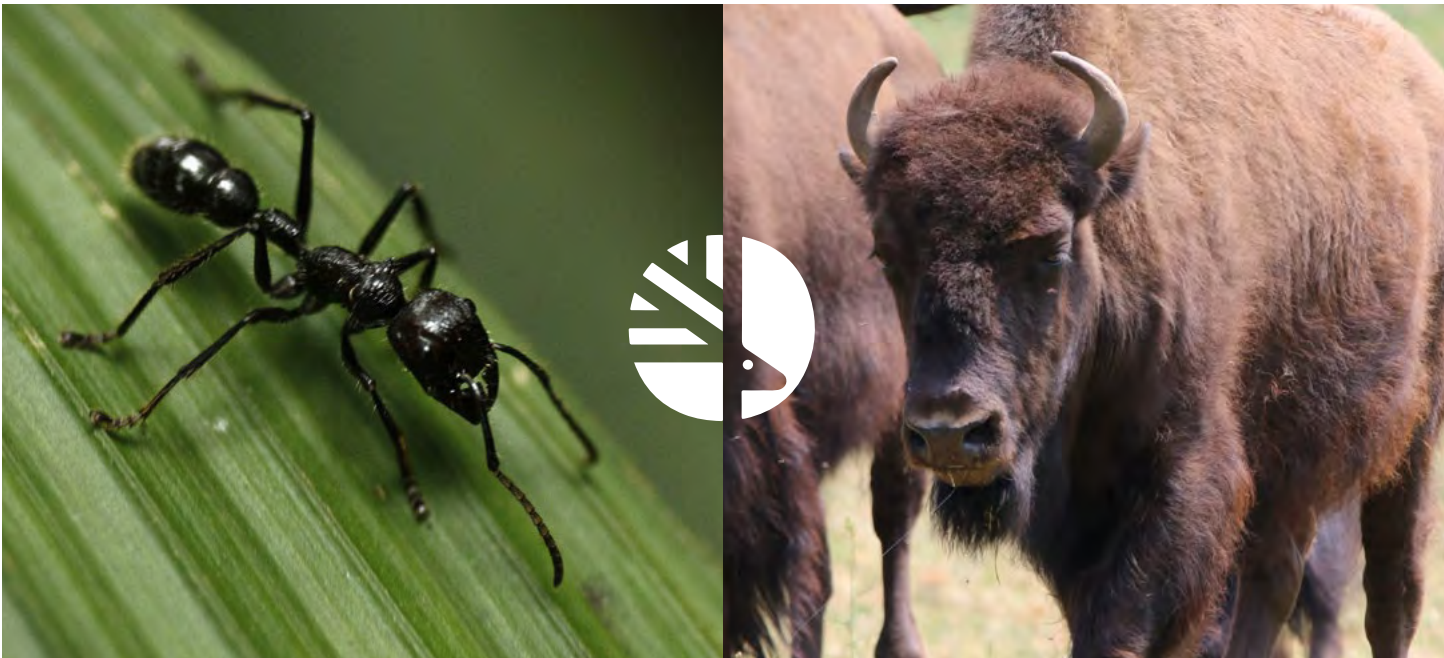
Vision for Your future Zoo, enhancing existing qualities

The Zoo of Contrasts builds off of these amazing qualities, further enhancing each, and accentuating the differences between the two as a way to create even more diverse and intriguing experiences when they are experienced in comparison to each other. In this way, Your Zoo of Contrasts becomes like a dense, well-connected city at its core, with a rich, continuous landscape periphery that includes natural, protected pockets, and larger, lush habitats for guests to explore, collectively providing enriched experiences for animals, guests, staff and volunteers.

THE BIG IDEA

ZOO OF CONTRASTS

A Zoo of contrasts celebrates not only diversity of landscapes and context, but also celebrates the huge variety of species that make up the ecosystem, from tiny, more difficult to notice but incredibly important species to large, charismatic show-stoppers. It finds ways to further use seasonality onsite as a way to create awe-inspiring moments throughout the year, and similarly uses contrast to expand the scope of programs and experiences offered onsite as well as virtually.



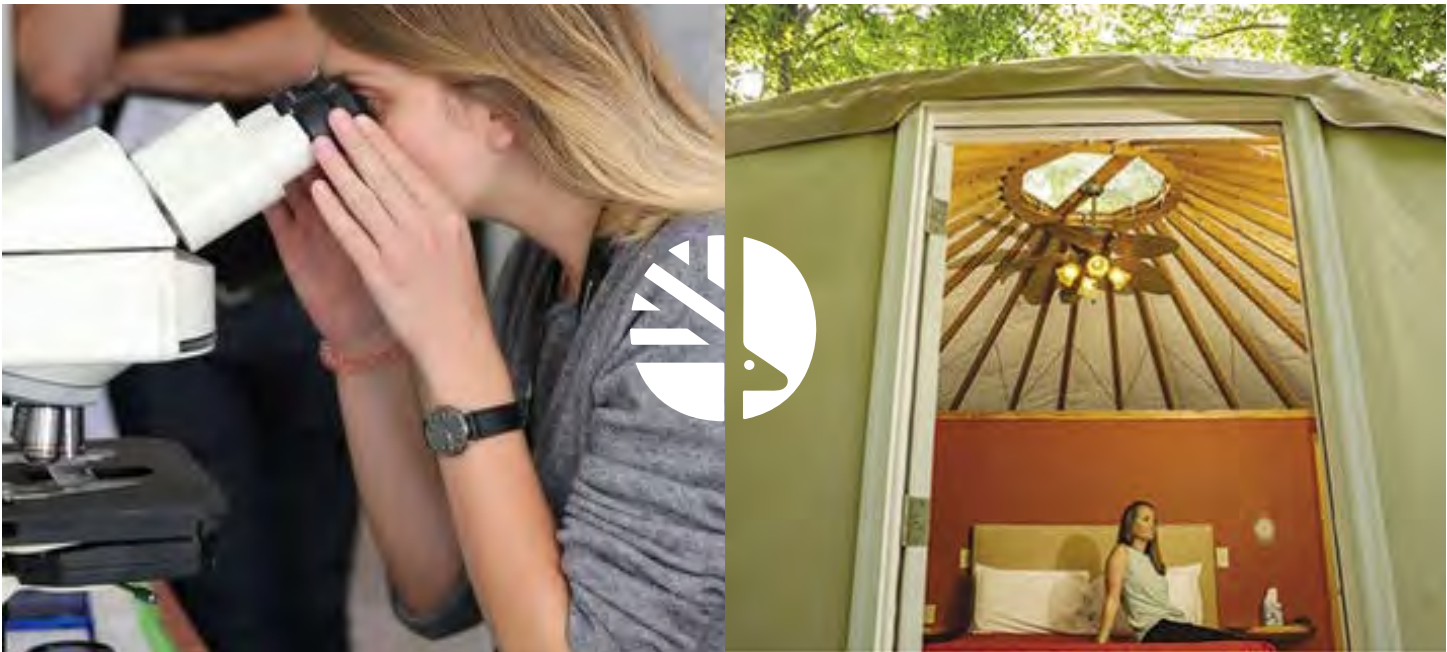
Species: small, intriguing species that are important to the ecosystem contrasted with large, charismatic animals



Programs: areas for a quiet escape from city life contrasted with lively, engaging events and activities for many people



Seasons: activities that cater to the hot season contrasted with spaces and programs drawing guests in colder, darker seasons



Experiences: opportunities to engage with science contrasted with spaces to relax and spend the night near animals

THE BIG IDEA

ZOO OF CONTRASTS



Saving Wildlife

Showcasing the big species with the important little ones is equally important. This helps demonstrate the critical role they each play and the interdependence they have on maintaining the integrity of the ecosystem.



Igniting the Passion

Using contrast as a way to enhance the experience of working and volunteering at Your Zoo. Offering natural refuges near high-tech science pavilions, and immersive dining experiences in nutrition hubs, with forested spaces for an after-lunch stroll not far from these.



Creating Wow

Building contrast allows Your Zoo to further enhance its already unique natural location, as well as its busy, active programmed hubs. The two can be even more engaging experiences when offered in contrast to each other.



Our Community + Our Zoo

Your Zoo is a city within a city. For the community, this means creating spaces that are highly active and programmable, as well as quieter contemplative spaces to use.



Revolutionize Zoo Tech

Expanding technology as a platform for enhancing busy, active hubs with information and interaction, while keeping technology in natural areas minimal by using apps to enhance the natural experience. Also using technology to enhance and monitor animal welfare including movement and feeding.

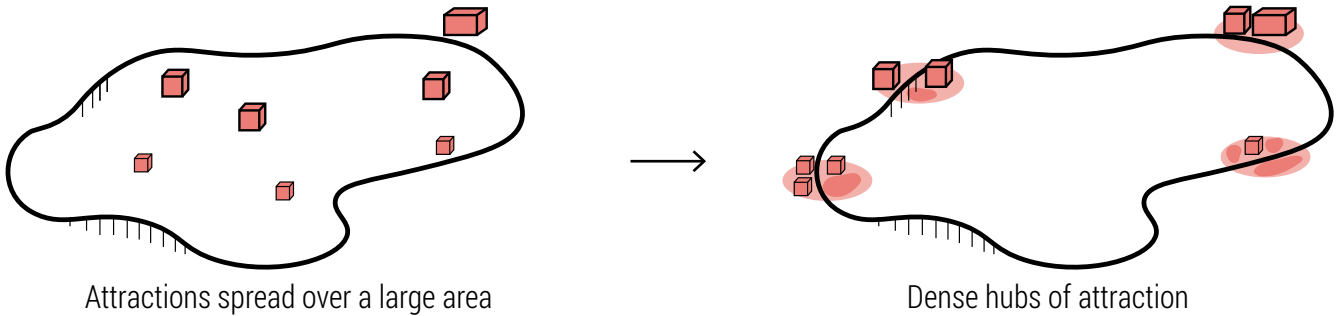
THE BIG IDEA

TEN GUIDING STRATEGIES



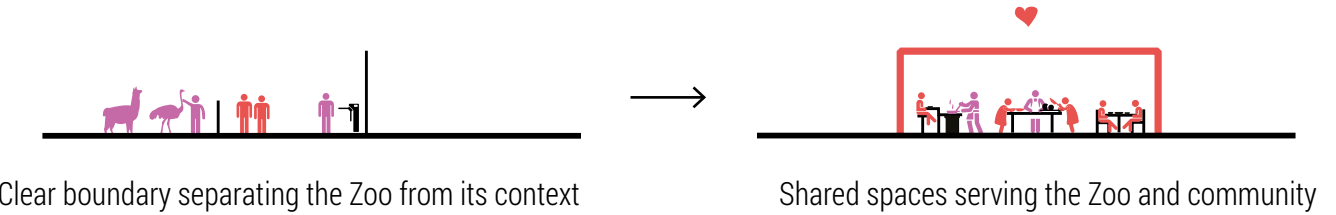
1. Densify strategically!

The animals, experiences and programs at Your Zoo are currently spread across a very large site. By densifying strategically, Your Zoo will be able to consolidate program in some areas, while creating more serene experiences in others, reducing the use of resources in areas that are underused, and creating new efficiencies and synergies in areas that are heavily used.



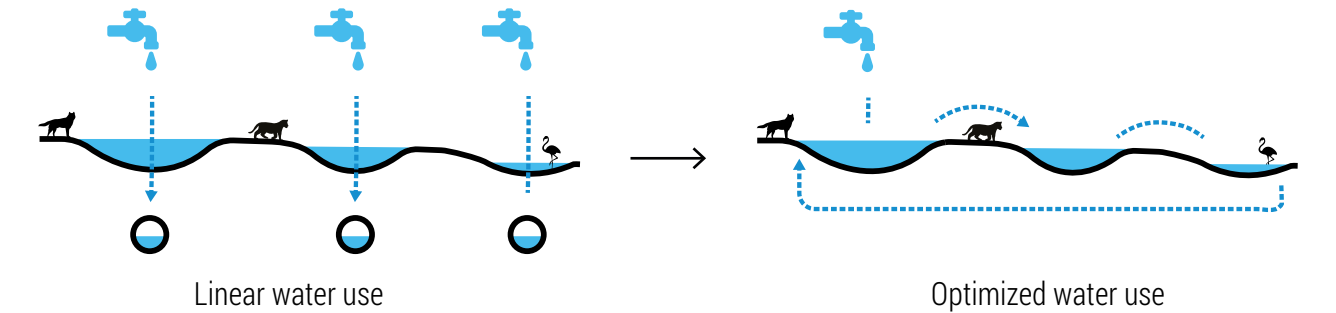
2. Welcome the community!

Your Zoo has the opportunity to develop an even stronger relationship with the surrounding community than currently exists. Your Zoo is able to do so by creating programs that directly serve the community, as well as spaces that support community needs. In addition, spaces will be created that celebrate the many current and future donors and volunteers who are an integral part of Your Zoo community.



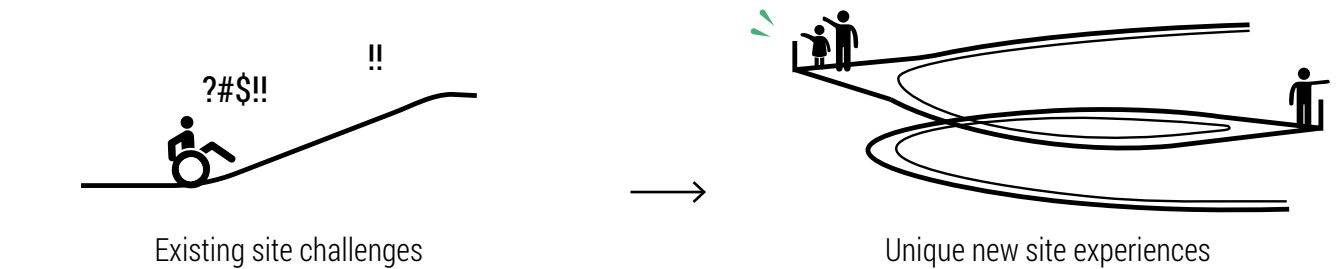
3. Optimize the existing!

Your Toronto Zoo has space, resources, flows, and processes that collectively comprise the site. By optimizing each of these, Your Zoo will be able to maximize the uses and outputs of each of these assets that already exist onsite but have the potential to be better utilized. Part of this becomes about using technology to better track resources and flows onsite to find opportunities for improvement.



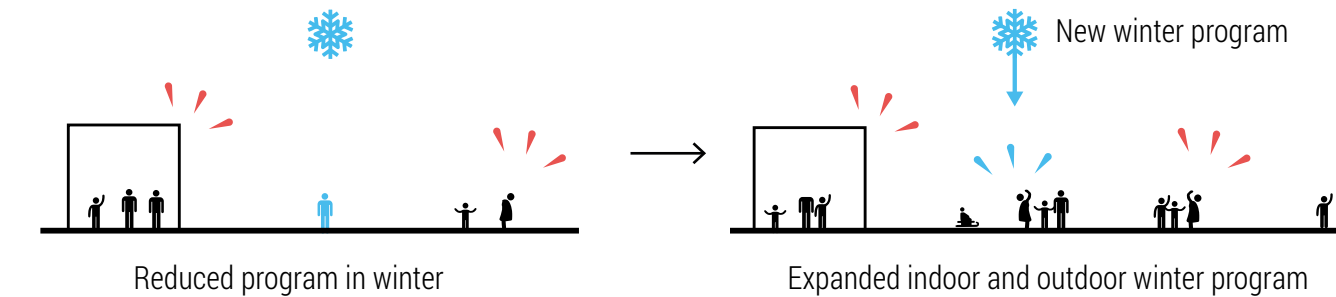
4. Turn pain points into opportunities!

Your Zoo has a number of pain points on site that have the potential to act as springboards for new, exciting opportunities. By seeing the challenge that must be addressed as a new opportunity, Your Zoo will be able to imagine new programs and spaces that take advantage of the pain point's unique quality that can be seen as an asset when redeveloping areas on site.



5. Activate winter/Accommodate summer!

Your Zoo sits in an incredible landscape that has immense potential in winter, which is currently not used as many areas simply shrink or close in winter. Your Zoo has the potential to be even more exciting in winter than in summer, in many areas, with specific programming that caters to winter and the shoulder seasons. Although it is already incredibly active in summer, Your Zoo will also find new ways to adapt facilities to climate change, to make them comfortable for animals and inviting for guests even on the hottest days of summer.



THE BIG IDEA

TEN GUIDING STRATEGIES



6. Use nature!

Your Toronto Zoo has an abundance of nature both on site and around its periphery. There exist opportunities for site improvement through the use of nature in new and innovative ways that can be both cost effective, and create new experiences on site. Using nature allows for the enhancement of seasonal variation and celebration on site, as well as improved sustainability.



7. Make the fences/barriers disappear!

Creating safe divisions between animals and humans, as well as different animal species, is a necessity within a zoo site. There exist opportunities on site to hide these divisions and find innovative ways to embed these elements in the landscape so that they become experiential connectors and enrichment elements rather than dividers.



8. Go multimodal!

As an incredibly expansive site, Your Zoo has real potential to explore new ways of moving people and creating unique experience through different modes of transportation. Going multimodal allows people to experience Your Zoo at different speeds, from different heights, with different trajectories and provides new perspectives with each visit.



9. Celebrate the edge!

Your Toronto Zoo has an edge that is largely bounded by woods, but remains a divider between the Zoo and its context. This strategy seeks to stitch Your Zoo back into its context, by celebrating and opening up its edge. The strategy also seeks to make some edges of the site more accessible to the public, using the edge as a space of connection between Your Zoo and its neighbours.



10. Clean up the attic!

Your Toronto Zoo has an abundance of things on site, some which are of great value and importance to the site, and others that have less value but have gradually accumulated. This strategy aims to remove entities on site that are not adding anything to the site, keeping the artifacts and spaces that are important, and allowing these to really shine.



Nature for food on site

+



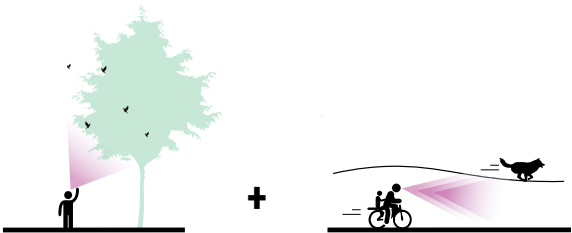
Nature creating experiential landscape barriers



Barriers detracting from experience



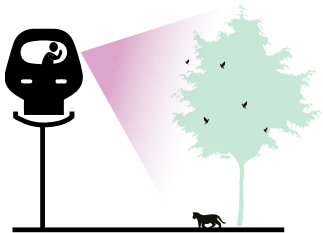
Barriers to enhance experience and habitats



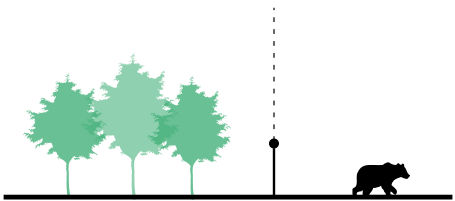
New speeds, new experience



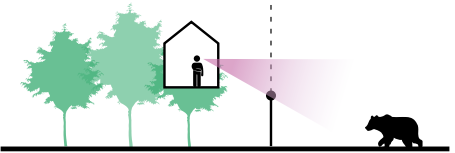
Immersive experiences



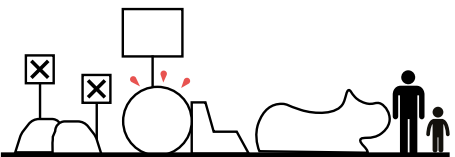
New vantage points



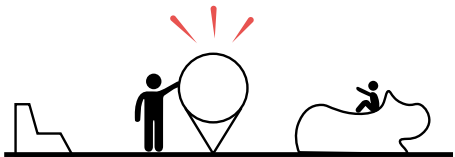
Site edge as boundary



Site edge as new experience



Many objects creating visual distraction



Important artifacts celebrated, excess removed

THE BIG IDEA

YOUR ZOO OF THE FUTURE: TECHNOLOGY AS AN INTEGRAL PLAYER

While Your Toronto Zoo is a leader in many areas, technology is an area that has been significantly underfunded. A Technology Master Plan was conducted by WSP, in parallel with this Master Plan. The new Technology Master Plan will be used as a roadmap for technological development across the site, and also within projects in the Master Plan. The roadmap builds on four core themes - digital guest experience, connected animal care, creating a Conservation Centre of Excellence, and creating a resilient organization - over 5-year and 10-year timeframes. The role of technology for Your Zoo will move from one of a Cost Optimizer, in which technology operates efficiently at the lowest possible cost, to one of a Strategic Enabler, in which technology is used to gain sustainable advantage going forward. The Technology strategy aims to Create WOW, while making the back of house, or “hidden Zoo” go extinct, using technology as a way to bring more of Your Zoo to its guests, facilitate and enhance care, and create resiliency in the conservation world and within the Zoo organization, on site and off site.



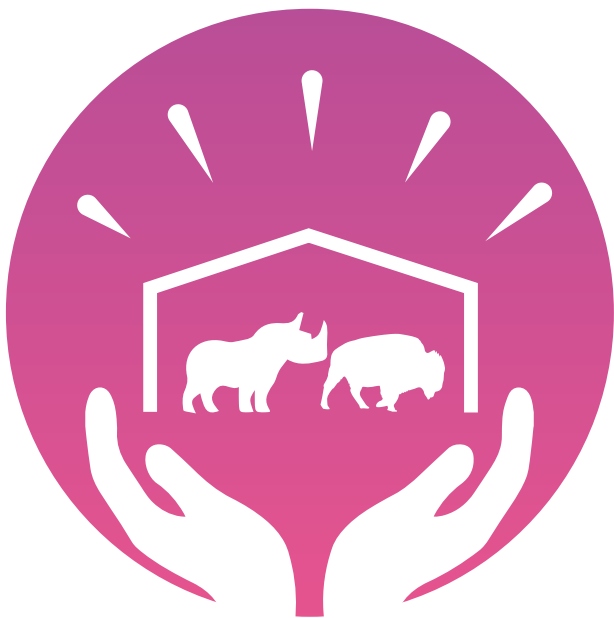
Digital guest experience

Through enhanced technology, Your Zoo will be able to be a leader in digital guest experience leveraging smartphones and integrating wearable technology, as well as through the creation of hyper immersive experiences.



Connected animal care

Technology will allow Your Zoo to facilitate animal care and welfare and enhance it even further by increasing monitoring which will help with predictive healthcare and early diagnosis of problems, as well as through the automation of elements such as nutrition.



Conservation Centre of Excellence

While Your Zoo is already a conservation leader in the field, expansion of technologies will allow it to become a Conservation Centre of Excellence through advanced analytics, enhanced education platforms, and increased use of technology for wildlife tracking and research partnerships offsite.



A resilient organization

New technology implementation will allow Your Zoo to create digital data systems and smart infrastructure, digital revenue streams, and commercial partnerships. Together, these will allow Your Zoo to develop physically resilient infrastructure and create robust systems for sustainability, while creating operational adaptability and agility in the face of challenges, creating financial resilience and reducing our climate impact.

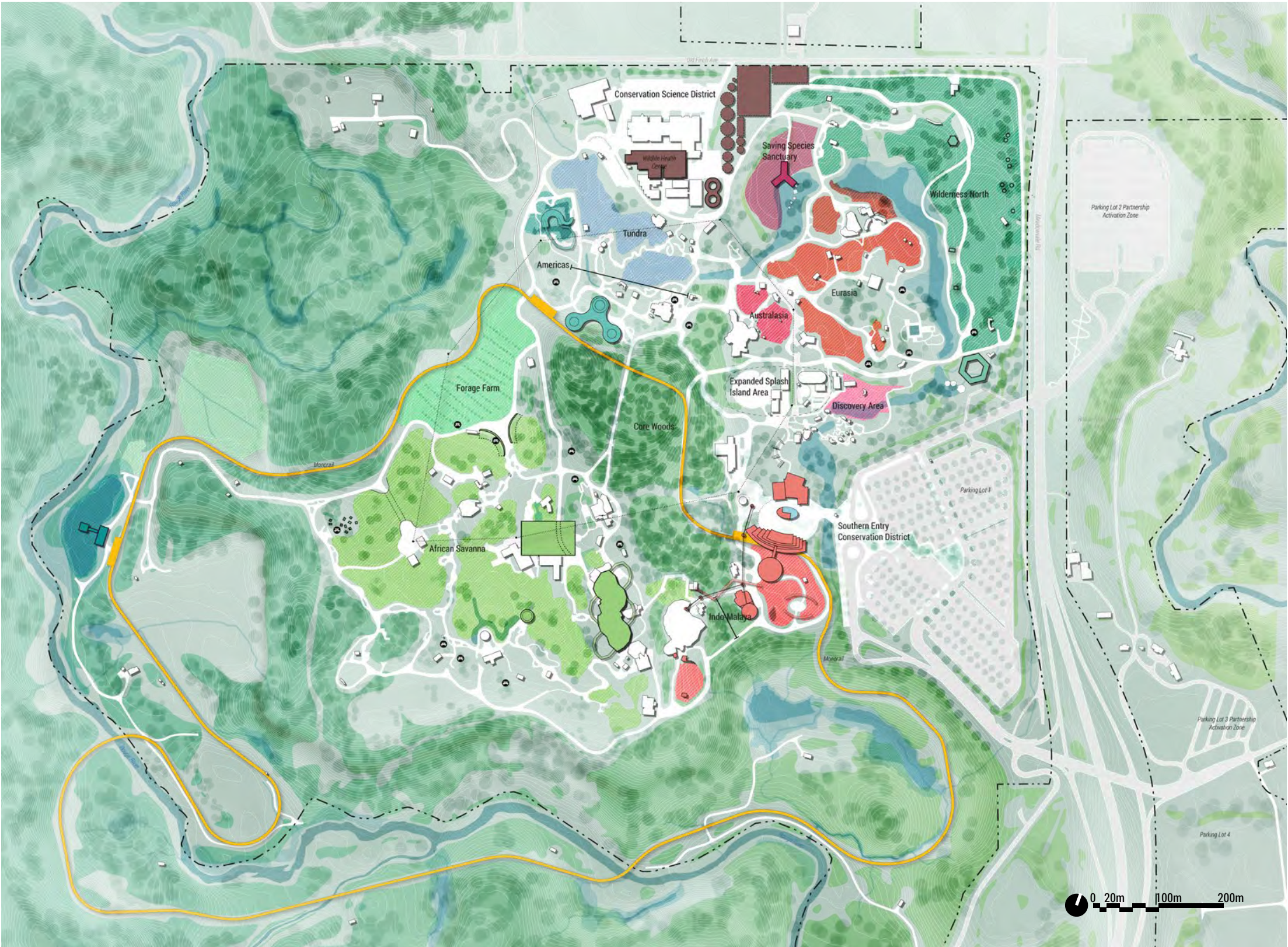


THE NEW MASTER PLAN



THE NEW MASTER PLAN

MASTER PLAN



Legend

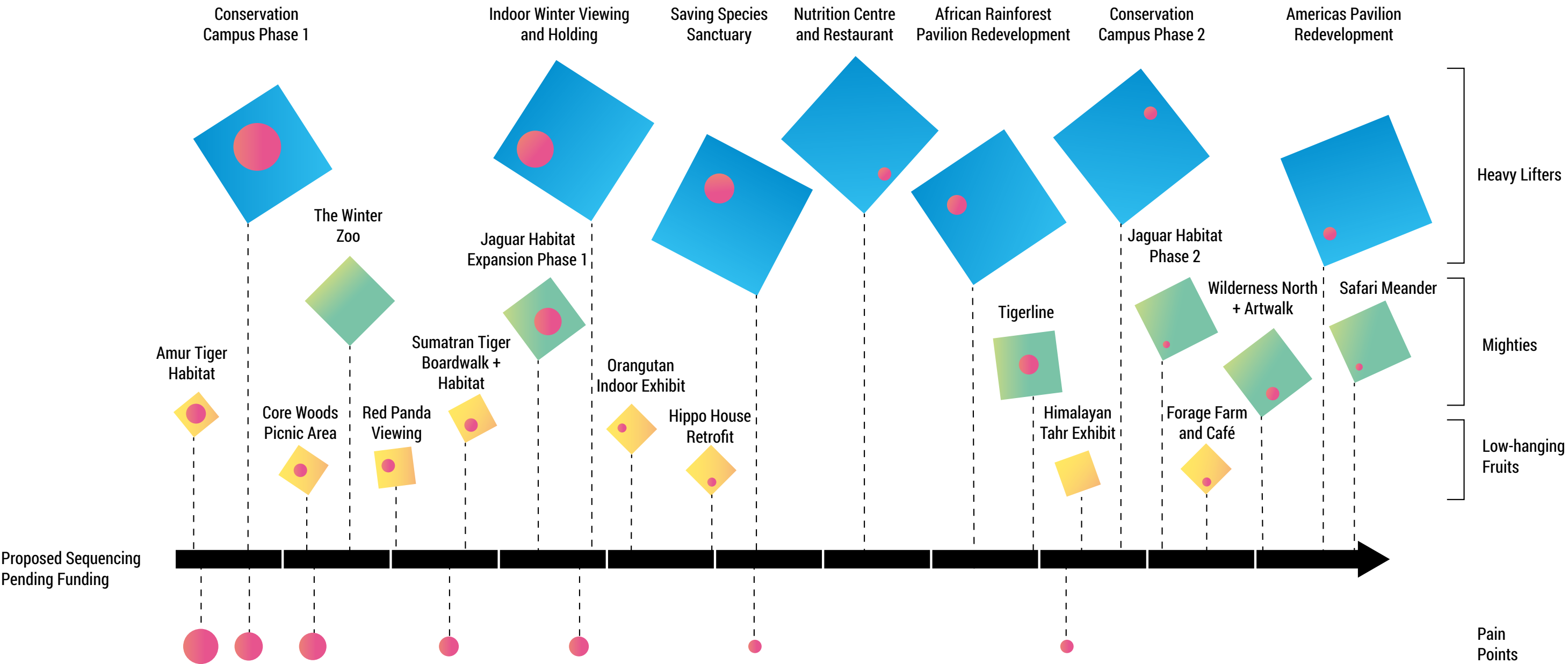
- Conservation Science District
- Saving Species Sanctuary
- Wilderness North
- Eurasia
- Australasia
- Tundra
- Americas
- Core Woods
- Discovery Area
- Forage Farm and Demonstration Site
- African Savanna
- Indo-Malaya
- Building - New or Redeveloped
- Building - Existing
- Parking
- Site Boundary

Note: All project names indicated in the Master Plan are indicative of what these spaces can become, but specific names will be decided together in collaboration with project partners.

THE NEW MASTER PLAN

CAPITAL PROJECTS: A STRATEGIC SUCCESSION

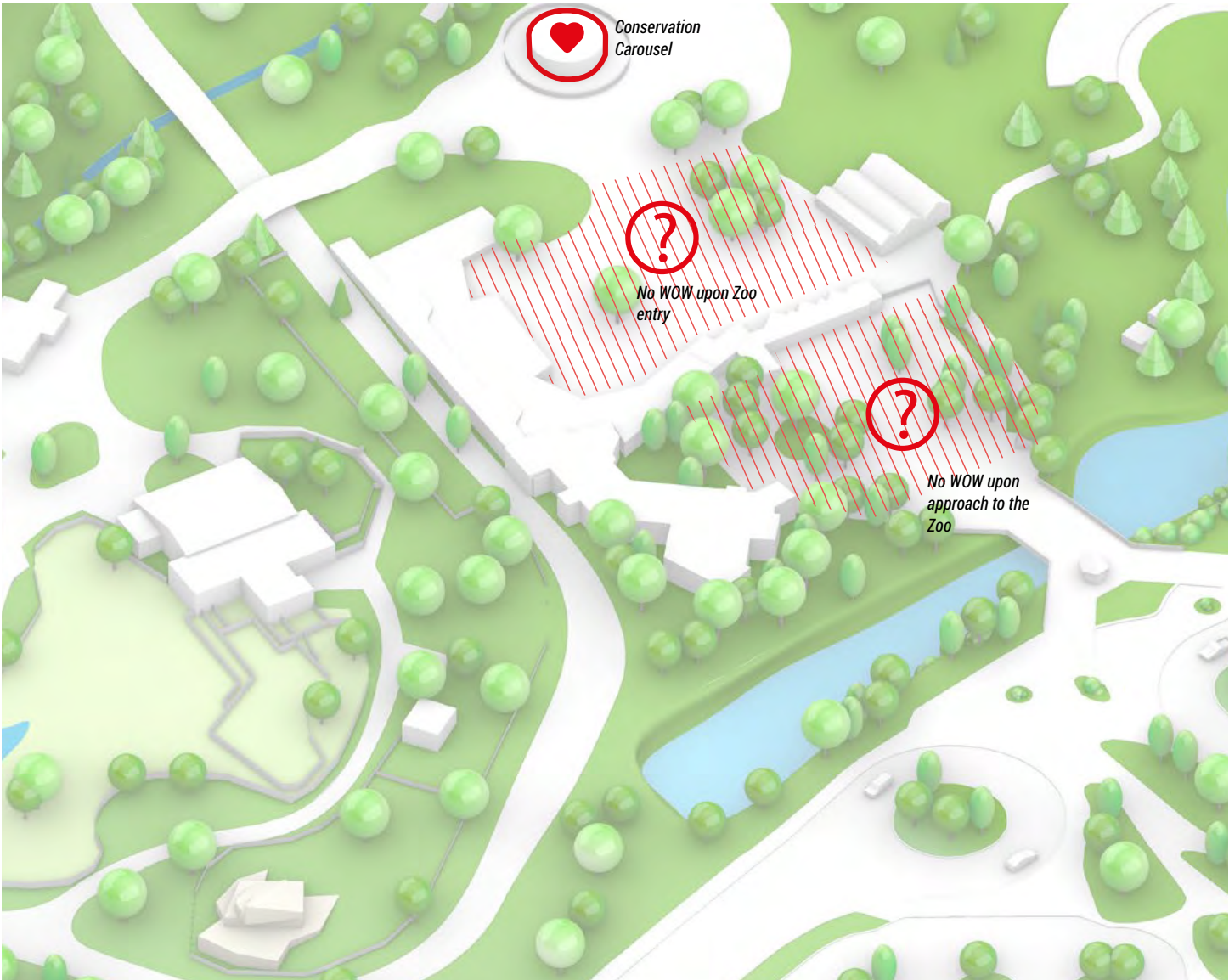
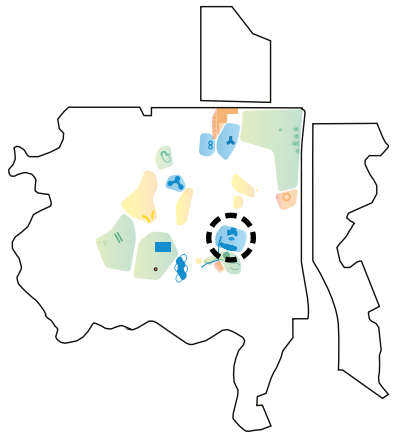
Each of the Heavy Lifters, Mighties, and Low-hanging Fruits has the potential to address pain points as part of their broader development. In this way, site modifications, including major projects and pain points, can work synergistically rather than in parallel with each other. Small pain points may also be addressed in isolation, rather than embedded within a larger project. The largest pain points are addressed earlier on in Your Zoo's redevelopment, while smaller, less pressing pain points are embedded in projects slightly further into the future, but still prioritized. The development of additional external funding could result in modifications to the priorities and timeline.



THE NEW MASTER PLAN: THE NEXT TEN YEARS

CAPITAL PROJECTS: CONSERVATION CAMPUS PHASE I

Today, the arrival at Your Zoo lacks a real “WOW!” right near the entry. Two plaza-like spaces exist at the entry, however animal experiences are quite distant from here. The Conservation Carousel is well-loved, and holds an important place immediately upon entering Your Zoo. To bring new energy to the arrival experience, Phase I of the Conservation Campus will see Your Zoo creating a space that welcomes guests while also highlights the important work that Your Zoo is doing at home as well as abroad. An otter habitat will be out front so that guests encounter charismatic Canadian wildlife that are visible prior to entering the Zoo.



Existing



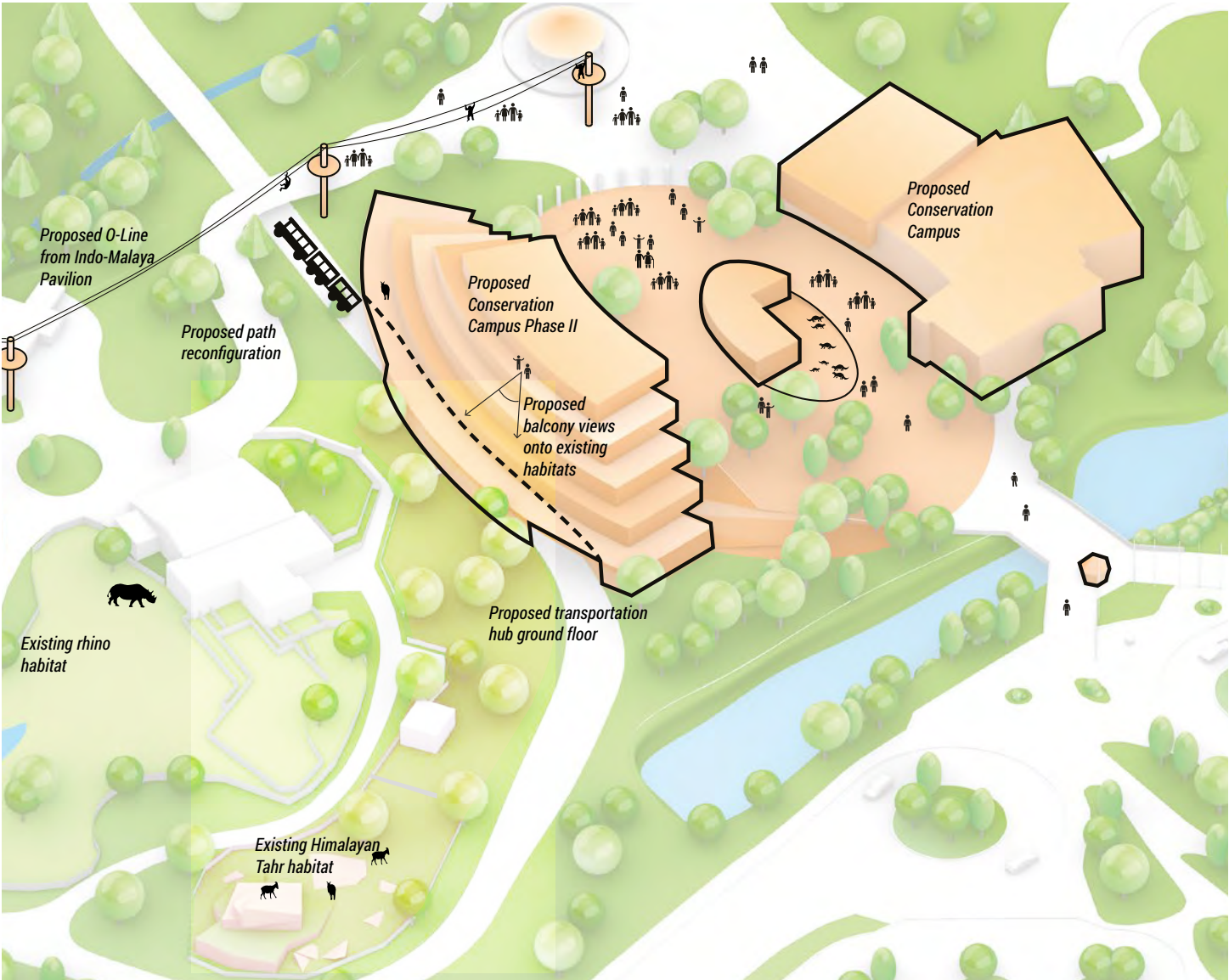
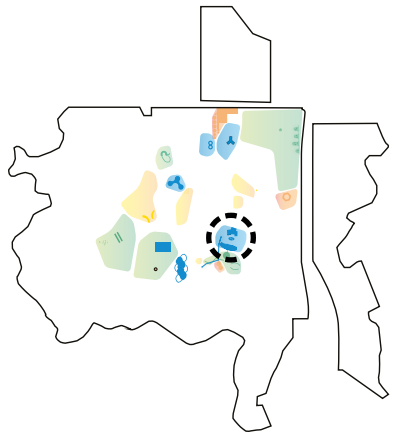
Conservation Campus Phase I

THE NEW MASTER PLAN: THE NEXT TEN YEARS

CAPITAL PROJECTS: CONSERVATION CAMPUS PHASE II (PARTNERSHIP PROJECT)

To bring even more energy to the arrival experience, Phase II of the Conservation Campus will see Your Toronto Zoo working with key partners to develop a hotel, theatre hall, changing exhibit hall, and wildlife conservation research centre. The ground floor remains entirely public, housing a transportation hub and arrival space. This will create a new, dynamic destination hub in the east end of Toronto. Orangutans are brought right near the entry, above guests, on the O-line, giving them freedom of choice and demonstrating the devotion that goes into animal care and enrichment at Your Zoo. A plaza space is created between the Conservation Campus and hotel, and trees are added around the plaza at the entry and inside the gate, providing ample shade for guests and creating a journey of discovery upon arrival. The Conservation Campus may be used outside of regular Zoo hours for functions that serve the Zoo's many communities. Refer to page 109 for a proposed partnership funding roadmap for the Conservation Campus Phase II project.

- Preliminary program**
- **37 500 sqft building** (Hotel, event, conservation research, 4 upper levels)
 - **9 000 sqft transportation hub** and arrival space (ground floor)
 - **215 m O-line**, with four posts, allowing orangutans to move freely from their habitat to the front entrance plaza



Conservation Campus Phase II Proposal Step 1

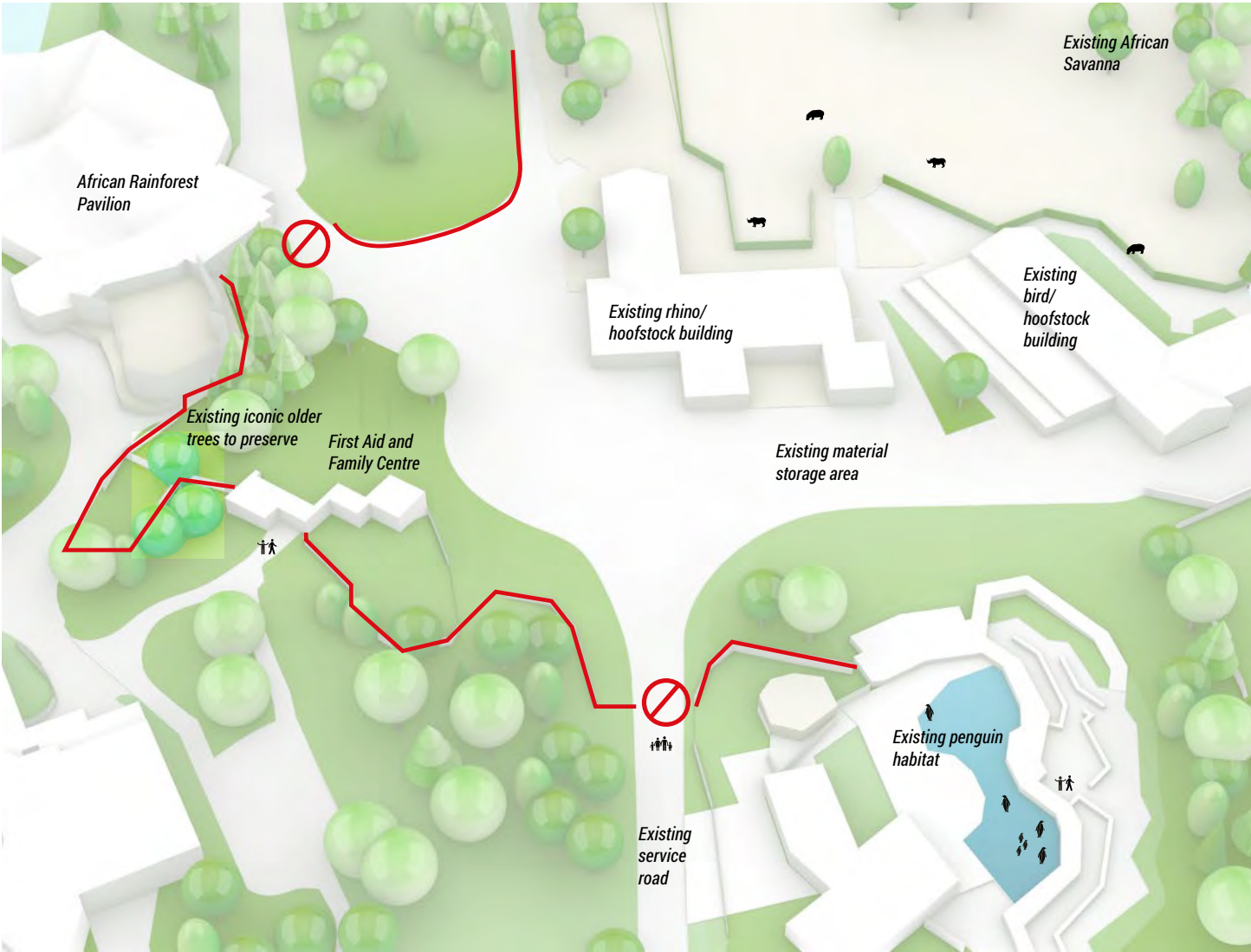
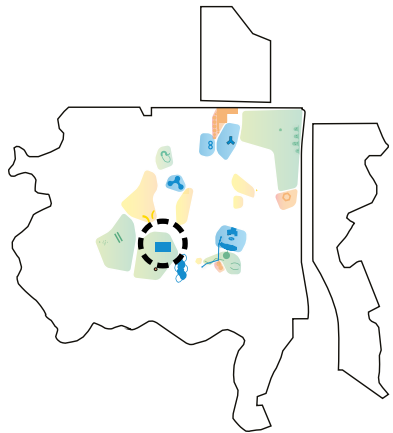


Conservation Campus Phase II Proposal Step 2

THE NEW MASTER PLAN: THE NEXT TEN YEARS

CAPITAL PROJECTS: INDOOR WINTER VIEWING AND HOLDING

This dip in the landscape at the heart of Your Zoo, between the existing rhinoceros holding and the area behind the back of the African Rainforest Pavilion, currently serves as a material storage area and is inaccessible to guests. The proposed Indoor Winter Viewing and Holding Pavilion creates an extensive indoor habitat for African species currently not on display in winter, while also creating new vantage points onto the expansive Savanna landscape. This pavilion takes advantage of the location, as well as the existing topography, becoming an extension of the landscape, as guests move up onto the roof, with views out onto the Savanna habitat, as well as towards a new gorilla habitat and the existing penguin habitat. This building highlights Your Zoo’s mission and vision, putting animal welfare first, while inviting guests in to have more opportunity to connect with these animals throughout the entire year.



Existing



Proposal Step 1

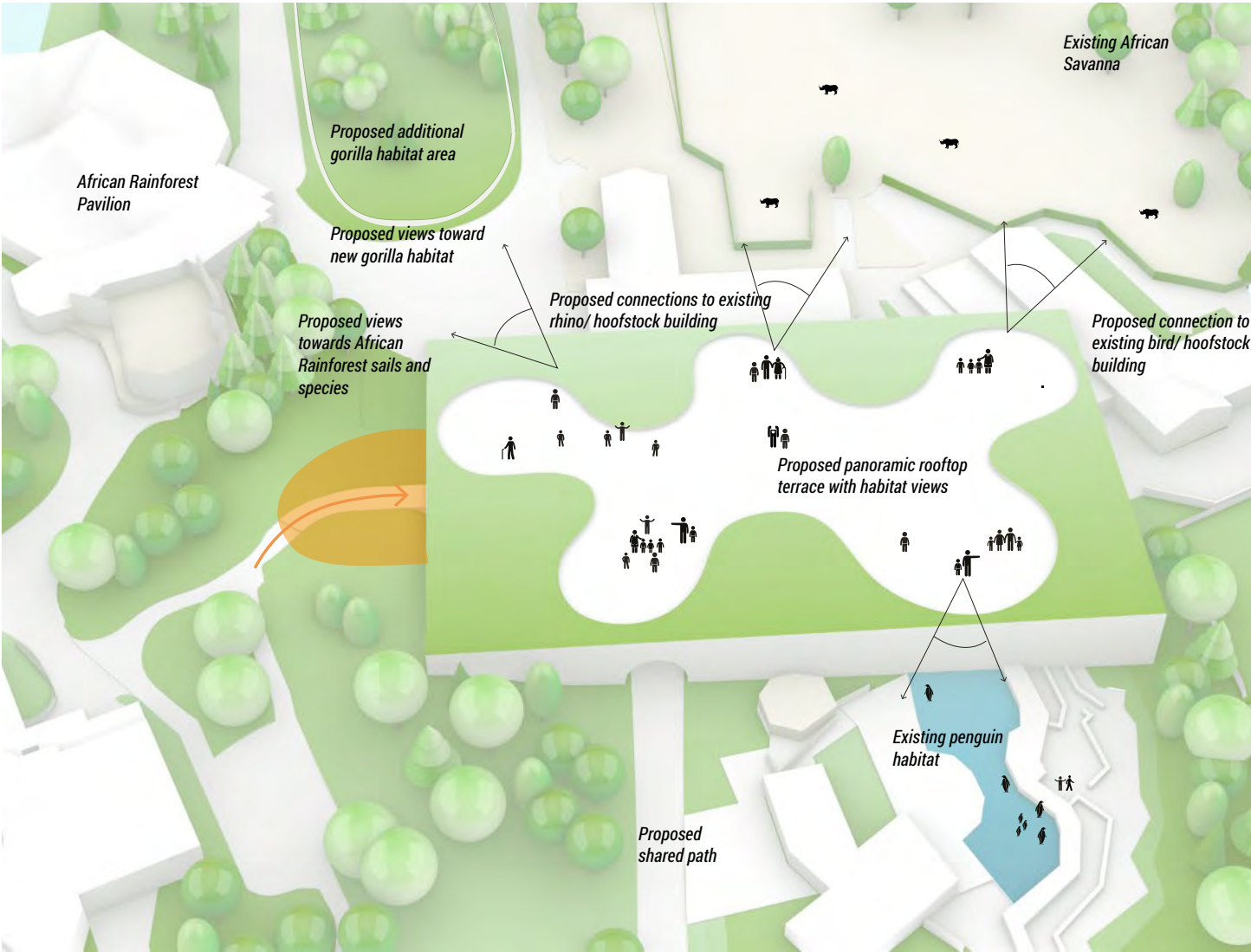
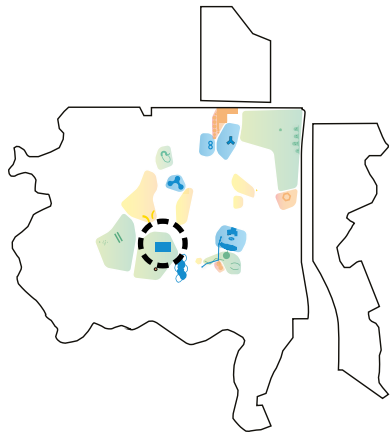
THE NEW MASTER PLAN: THE NEXT TEN YEARS

CAPITAL PROJECTS: INDOOR WINTER VIEWING AND HOLDING

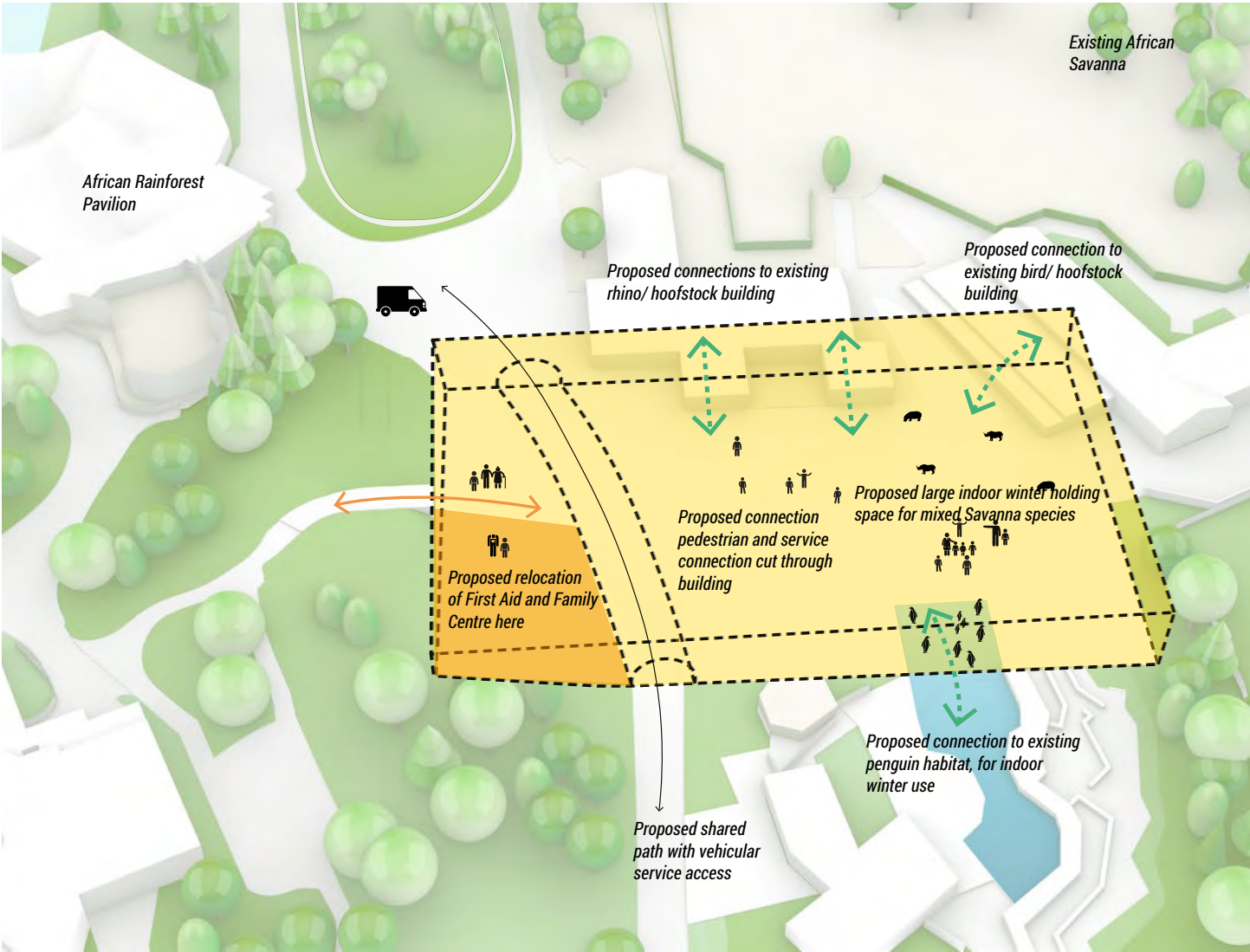
Outdoor habitats become an extension of the indoor pavilion habitats, and many species can be housed and viewed together in this pavilion, with ample space for all. While African species are outside during the summer, the pavilion has areas that can be rented and used as venues for events, with unique views onto Savanna species in the adjacent landscape, as well as onto penguins. The large indoor spaces provide guests more views onto these incredible species in the cooler months. The First Aid and Family Centre also becomes relocated within this pavilion, and food and beverage opportunities are developed within it as the building is expanded in its second phase. These offer unique opportunities for eating with views onto species from inside the pavilion or from the expansive rooftop terrace in the warmer months.

Preliminary program

- **46 250 sqft building total** (over 2 levels), insulated for year-round use
- roof plaza for guests, with some green roof functions as well (roughly 50% plaza, 50% planted)
- partial second floor with viewing opportunities onto species
- driveable tunnel through building for guests on foot and for staff vehicles
- connection to 2 existing holding buildings + penguin habitat



Proposal Step 2



Proposal Step 2: internal connections

THE NEW MASTER PLAN: THE NEXT TEN YEARS

HOLDING WELCOMING SAVANNA ANIMALS DURING WINTER



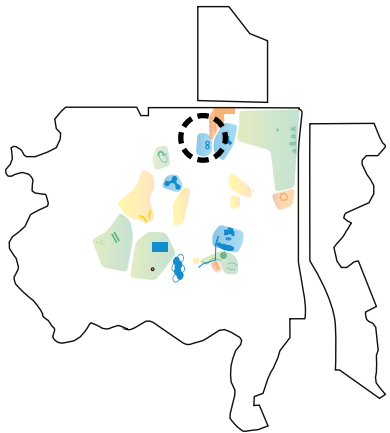
THE NEW MASTER PLAN: THE NEXT TEN YEARS
HOLDING AS A FANTASTIC VENUE THROUGHOUT THE SUMMER



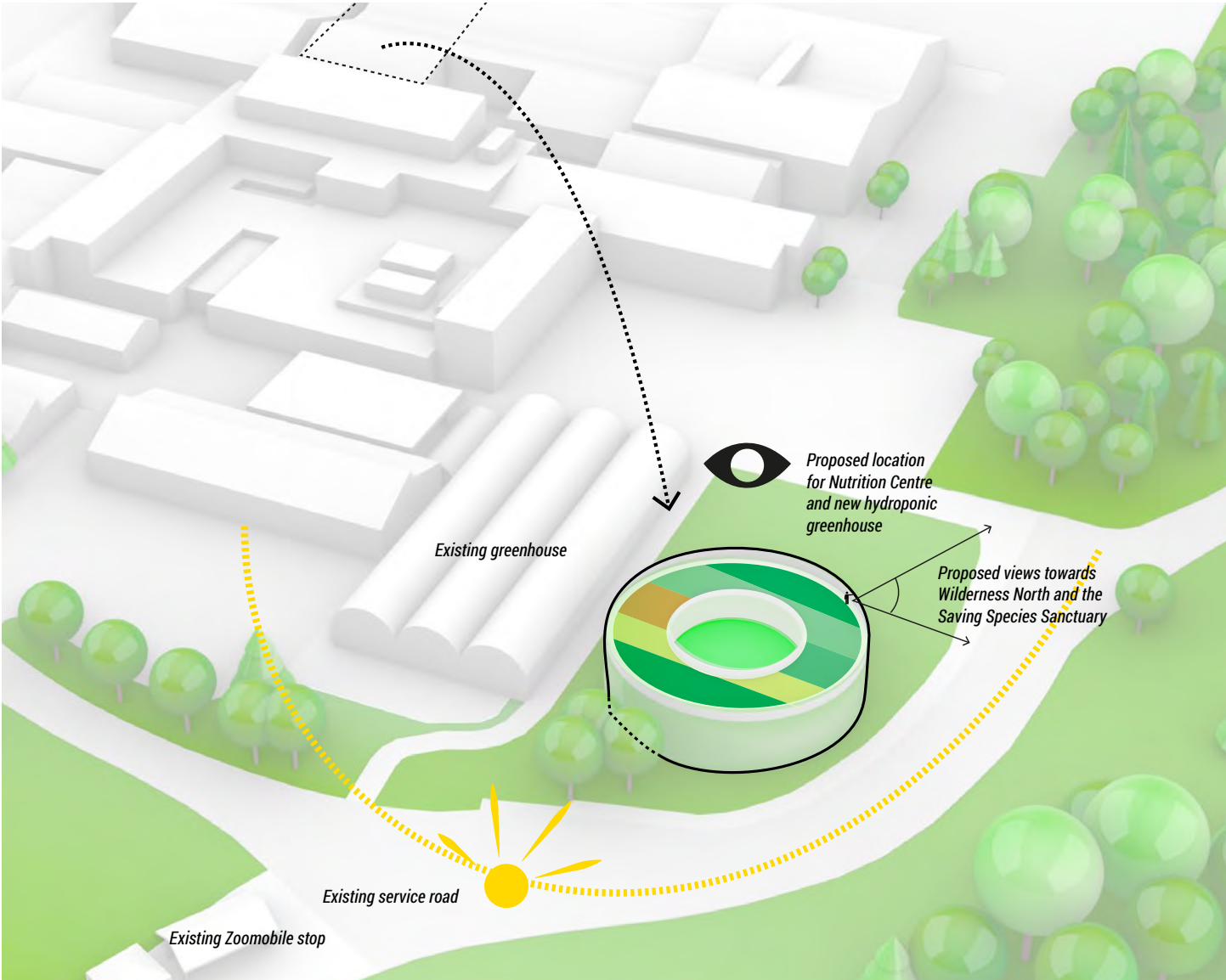
THE NEW MASTER PLAN: THE NEXT TEN YEARS

5.3. CAPITAL PROJECTS: NUTRITION CENTRE AND RESTAURANT

The Nutrition Centre today is tucked within the larger administration complex, making it hidden to guests. This program, which is essential to animal welfare, also requires more space than it currently occupies. The new Nutrition Centre and Restaurant becomes a place of high production for animal diets as well as for guest, staff and volunteer consumption, with a rounded massing and south-facing hydroponic greenhouse allowing for maximum sun exposure, as well as a place for guests and staff to observe Your Zoo's nutrition expertise being implemented. This creates an experience and an amenity, for guests, staff and volunteers, and allows the former Nutrition Centre space to be used for new purposes that would fit well in these conditions, for example for additional storage space, or technology-related storage space, as the technology onsite is upgraded and could benefit from having space within this complex.



Existing



Proposal Step 1

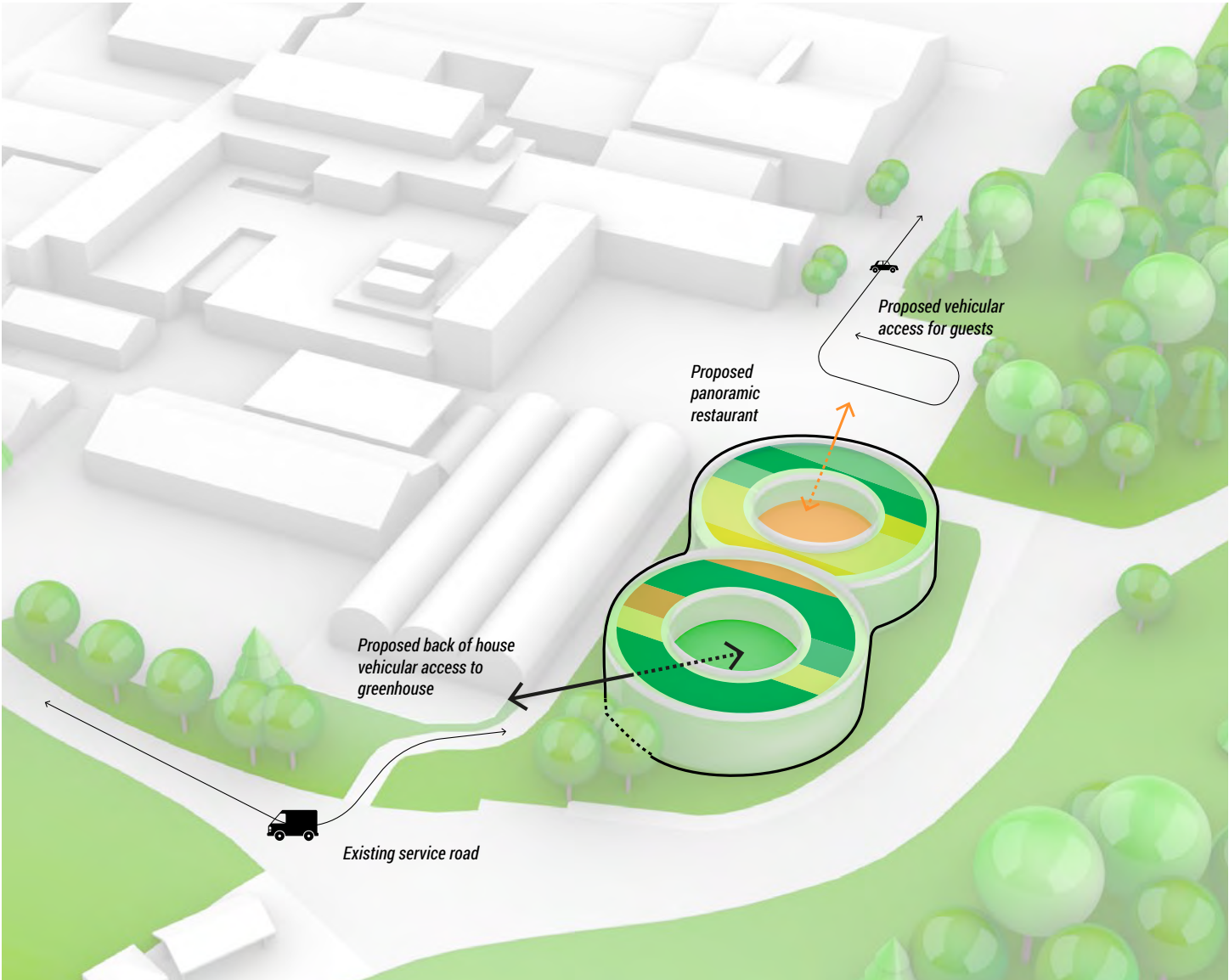
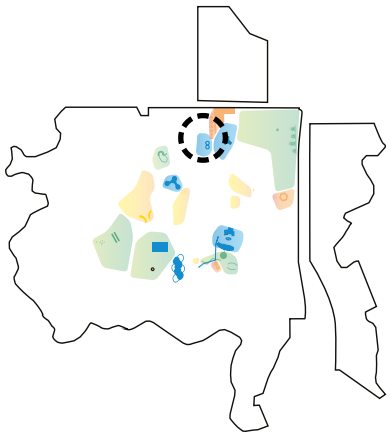
THE NEW MASTER PLAN: THE NEXT TEN YEARS

5.3. CAPITAL PROJECTS: NUTRITION CENTRE AND RESTAURANT

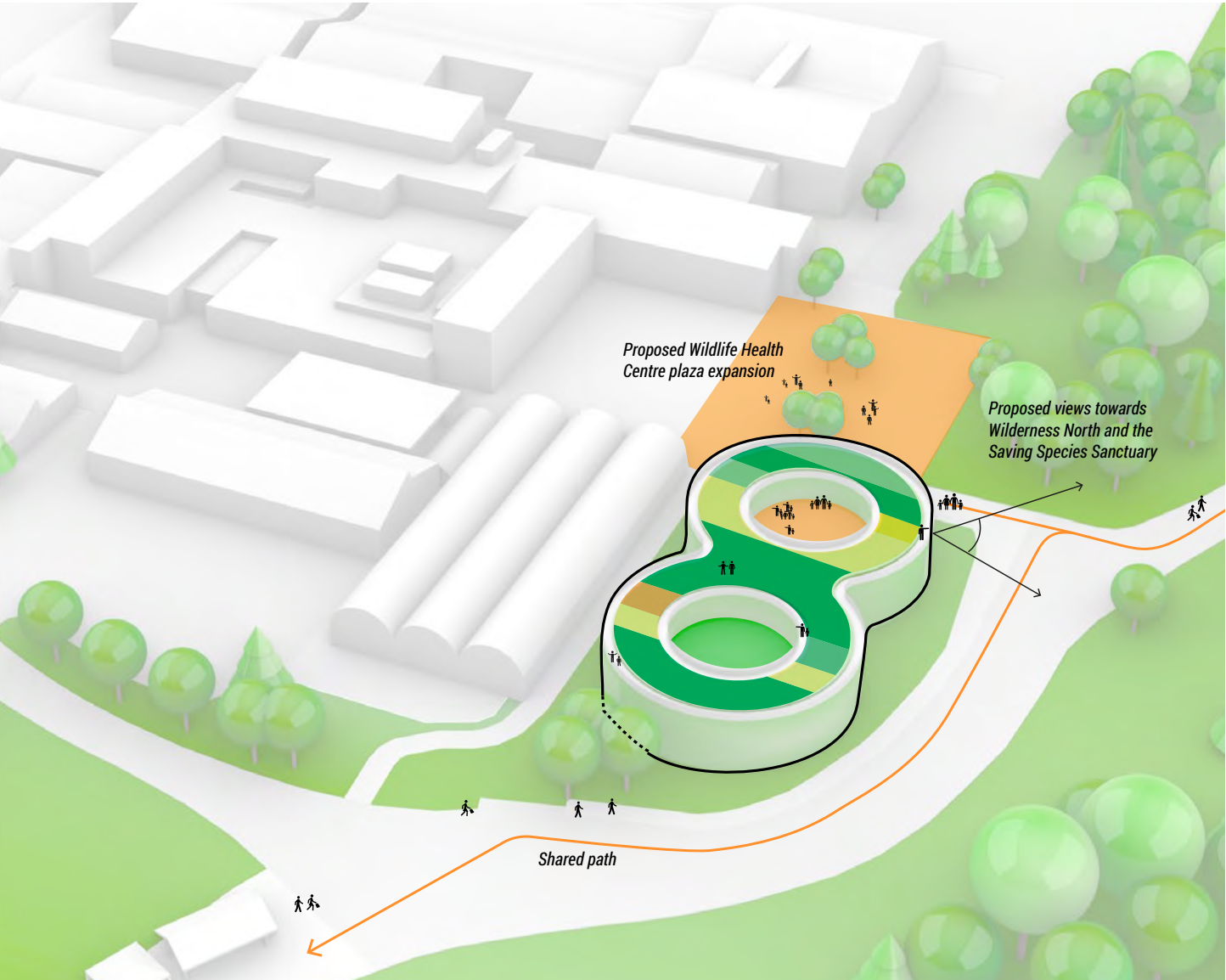
With the southern ring of the Nutrition Centre becoming the productive end and the Northern ring becoming the restaurant, the restaurant spills out into the Wildlife Health Centre Plaza, while roof access offers views into the greenhouse, restaurant, and towards the sanctuary. Waste material is easily transferred to the nearby biodigester to be located in this corner of Your Zoo as well, giving guests an experience that brings them into the sustainable cycles of production, processing, and waste reuse onsite. This is a project that works to showcase Your Zoo's commitment to sustainability and reduction of its carbon footprint, as well being a leader of sustainability in the neighbourhood through education and facilities demonstrating reduction in waste streams. Refer to page 109 for a proposed partnership funding roadmap for the Nutrition Centre and Restaurant project.

Preliminary program

- **17 000 sqft building** - across 2 levels
- southern ring is a hydroponic greenhouse with Nutrition Centre
- roof accessible on entire building, with ample planting
- restaurant in Northern ring, with internal plaza in middle



Proposal Step 2

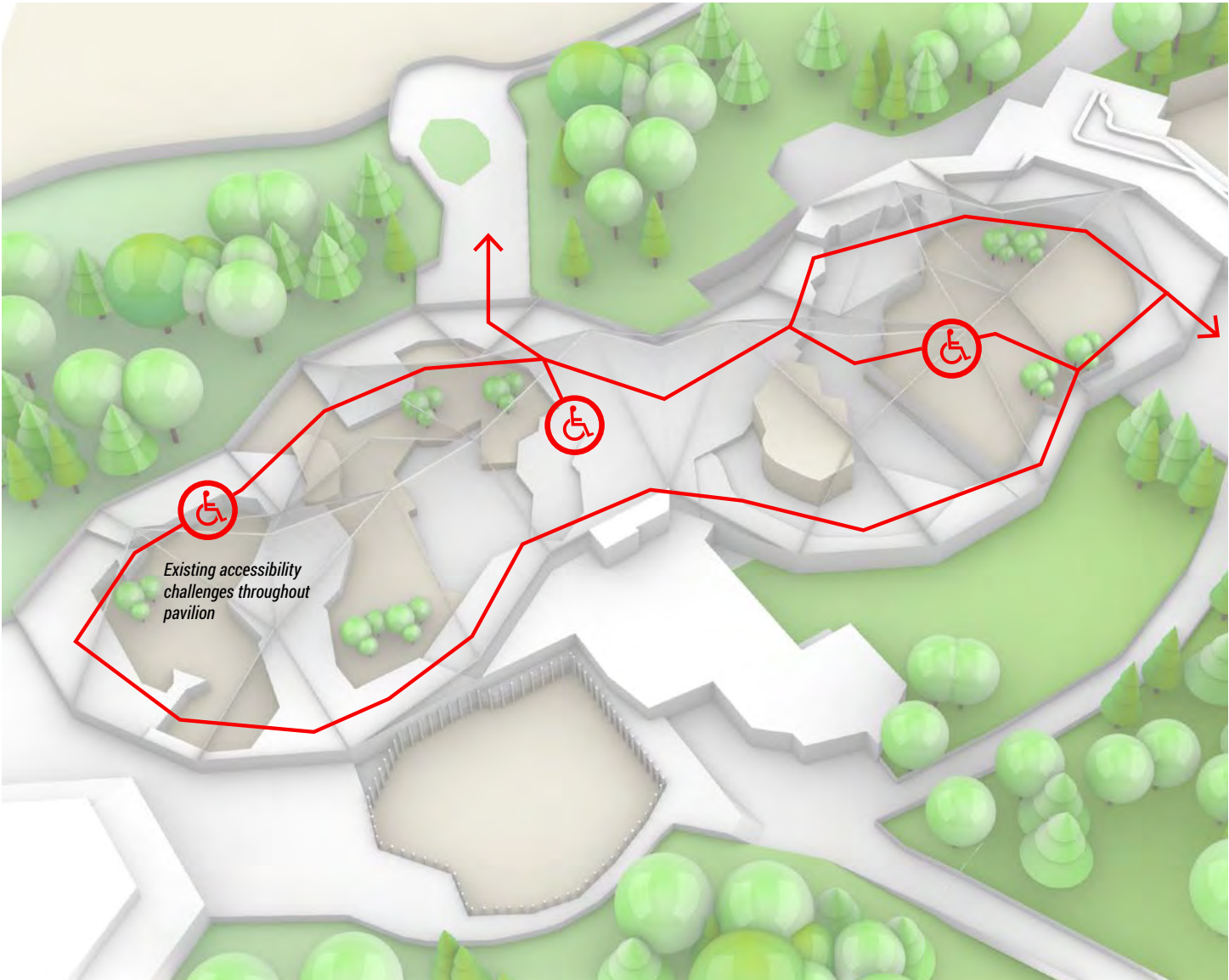
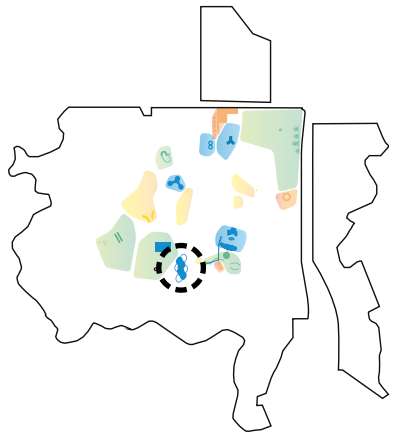


Proposal Step 3: New Nutrition Centre and Restaurant

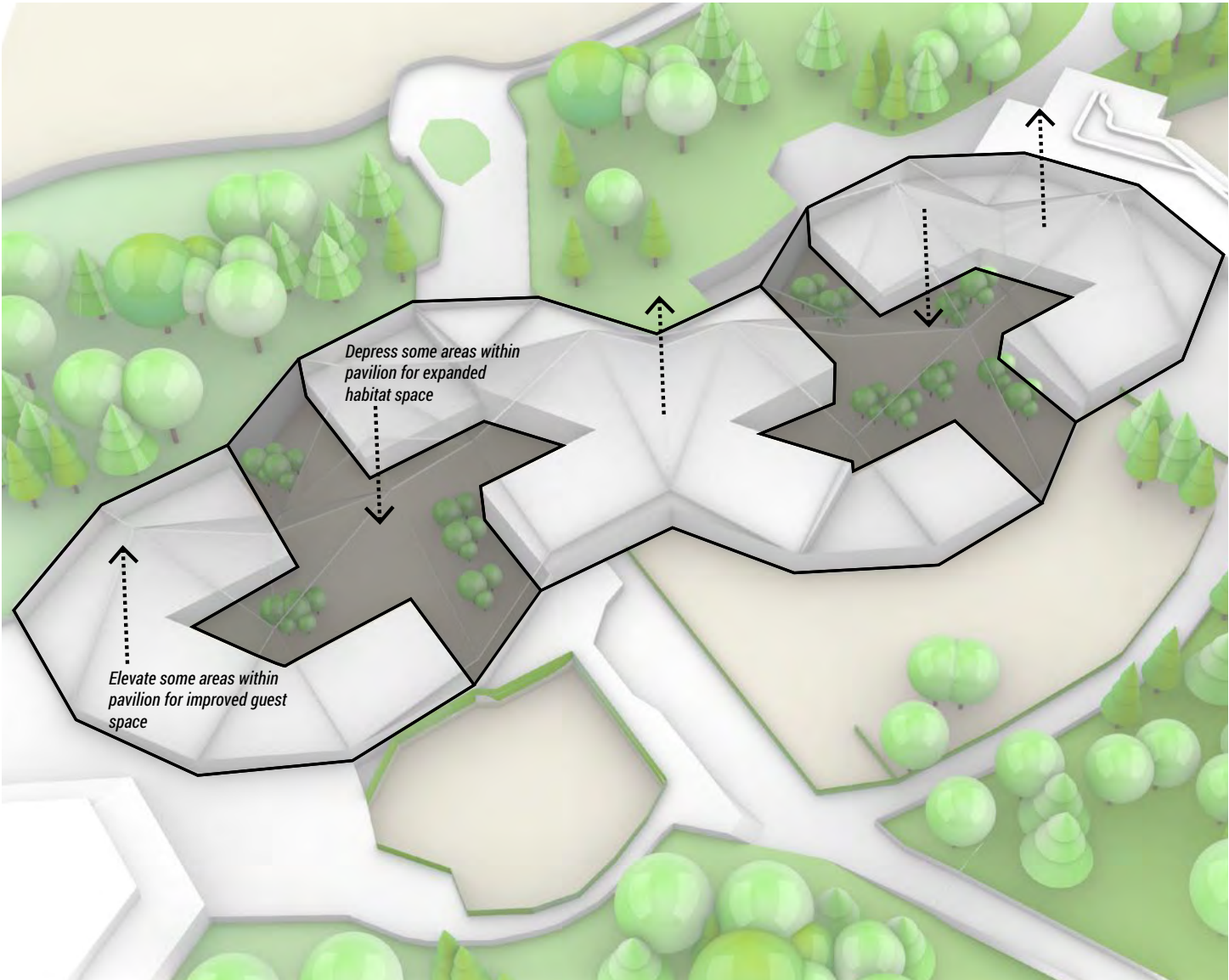
THE NEW MASTER PLAN: THE NEXT TEN YEARS

CAPITAL PROJECTS: GORILLAND

The African Rainforest Pavilion is a stunning architectural feat, with majestic sails forming the roof, however it faces many internal accessibility challenges currently. The refurbishment of the pavilion elevates pockets for guests within the pavilion, and then connects them, to create larger, better connected internal habitat areas for species by giving more of the groundplane to animals. Although the building massing itself does not change, the internal structure is modified such that the expansive vertical space within the pavilion becomes much better used by both guests and the species that call this pavilion home. Glass retrofits to this building allow for the pavilion to become better climate-controlled, and more sustainable. By creating new pockets for guests throughout the pavilion, microclimates within the pavilion can also be more easily adjusted, creating an environment that becomes easier to modify, and more inviting to guests year-round.



Existing



Proposal Step 1

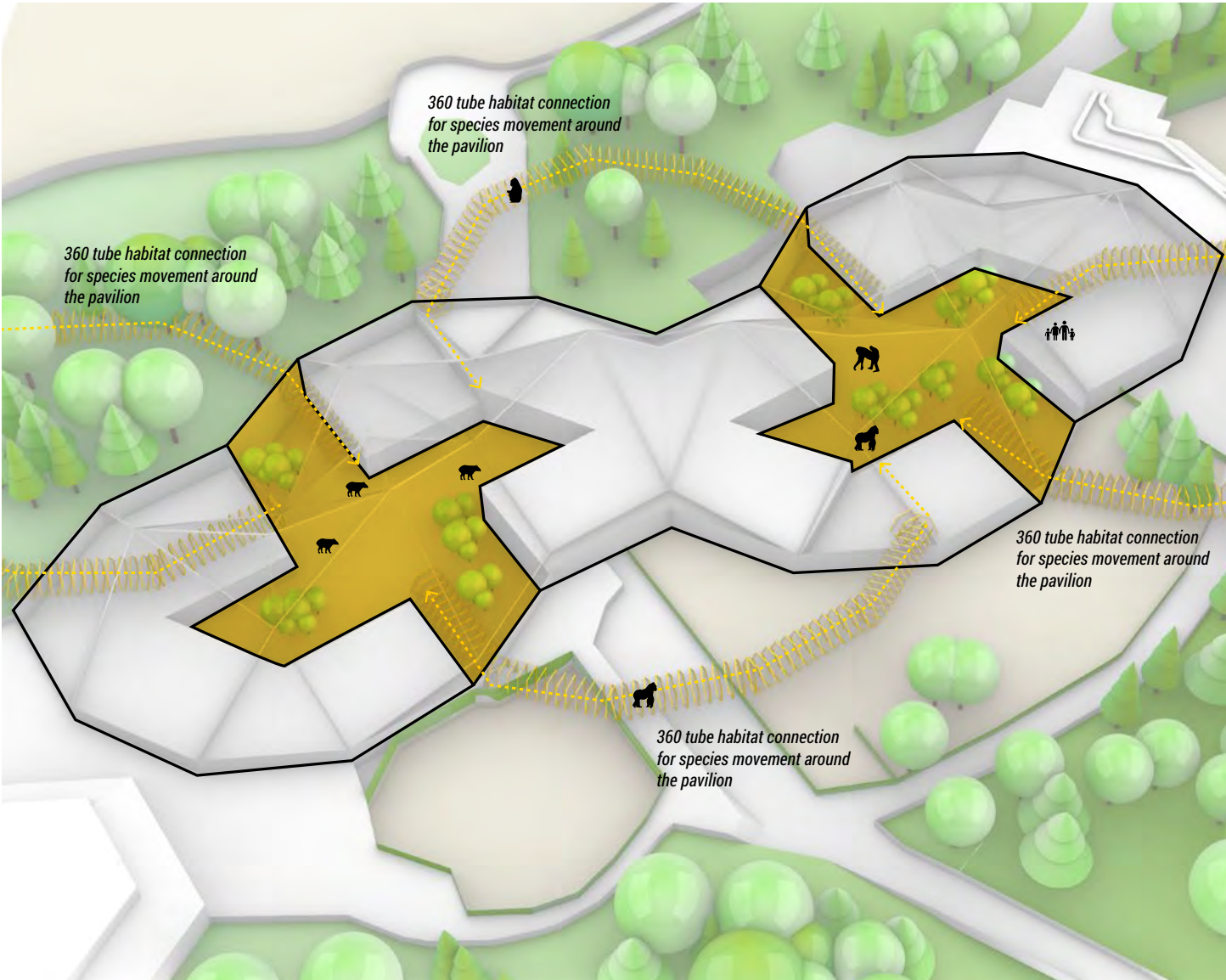
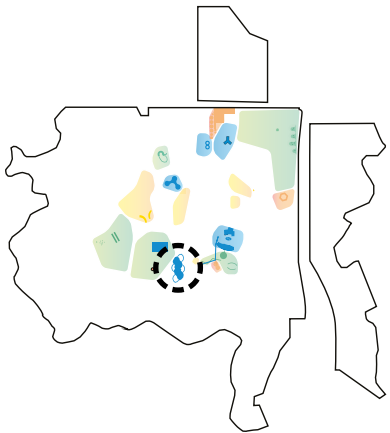
THE NEW MASTER PLAN: THE NEXT TEN YEARS

CAPITAL PROJECTS: GORILLAND

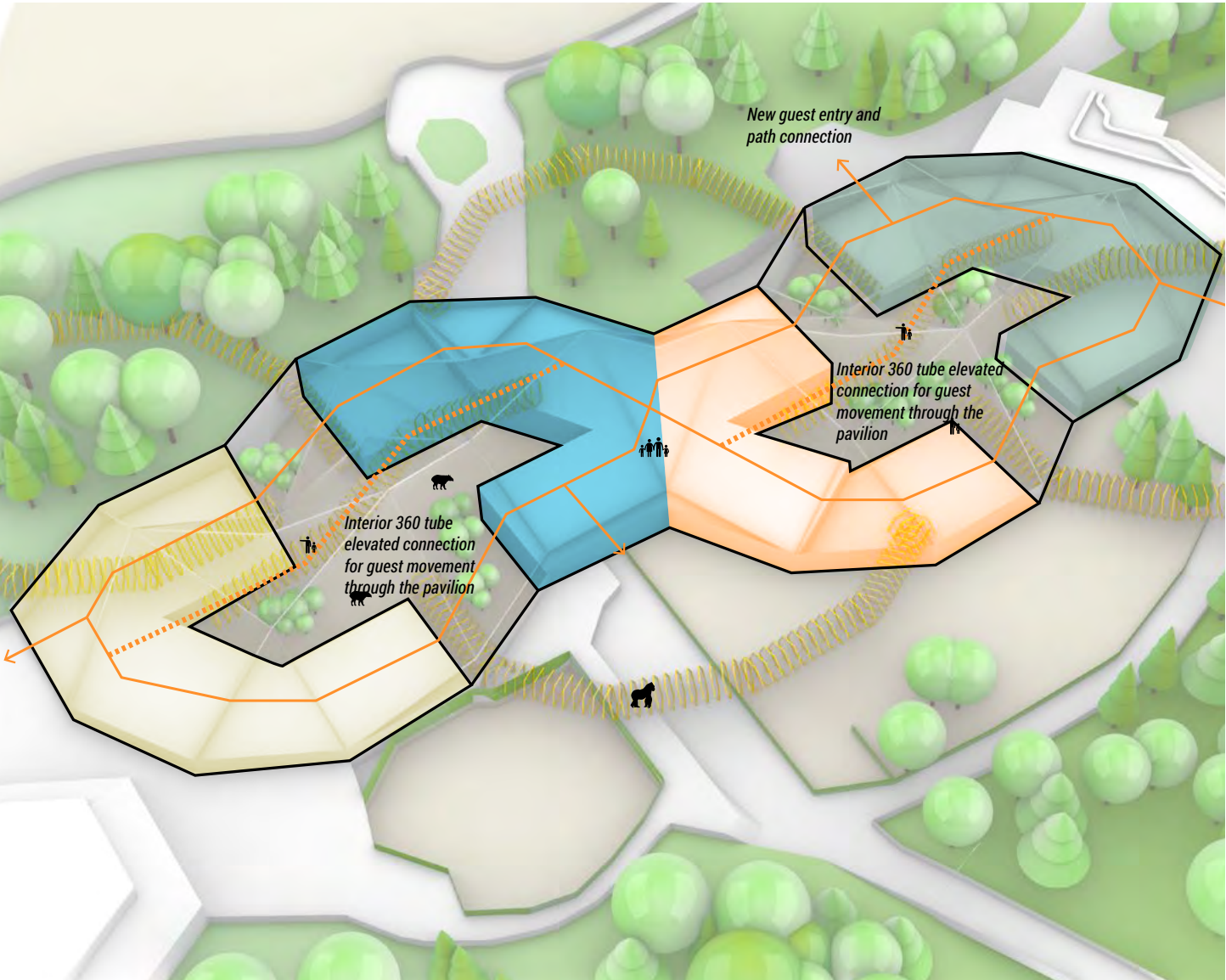
The refurbishment of the pavilion uses 360 tubes that extend out of the building, and then loop back into it, to connect different habitat areas, giving species more freedom of choice and enrichment. Within the pavilion, 360 tubes are used in some areas to bring guests up above the existing landscape, giving more space to species within the pavilion. New experiences are provided for both guests and species. Over the long-term, this presents a more flexible way for moving species between different parts of the pavilion, and building flexibility into the pavilion so that it is more agile as the species’ needs within the pavilion shift.

Preliminary program

- **76 200 sqft internal building modification** - these areas (white areas within the pavilion) become slightly elevated, serving as spaces for guest
- **454 m of 360 tubes** (78 m for humans, 376 m for animals)
- tubes are elevated, allowing animals or humans to move between different habitat areas or areas in the pavilion



Proposal Step 2: animal connections



Proposal Step 2: guest connections

THE NEW MASTER PLAN: THE NEXT TEN YEARS
GORILLAND 360 ELEVATED EYE-TO-EYE ENCOUNTERS

