Toronto Zoo Board of Management

Campus Plan Steering Committee

Terms of Reference

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1. Purpose

The Campus Plan Steering Committee (the "Committee") is established by the Board of Management of the Toronto Zoo (the "Board") to provide governance oversight, strategic direction, and leadership for the development of the Zoo's new Campus Plan.

The Campus Plan will guide the long-term physical, operational, and programmatic development of the Zoo, ensuring alignment with its mission of connecting people, animals, conservation science and traditional knowledge to fight extinction, as well as with municipal and community priorities.

2. Objectives

The Committee's primary objectives are to:

- Guide the Campus Plan process to ensure it reflects the Toronto Zoo's strategic vision and future needs.
- Ensure the Campus Plan is developed through a transparent, consultative process that includes Board, staff, stakeholders, and the community.
- Provide strategic input and direction to staff and external consultants at key milestones.
- Review and advise on draft deliverables and planning options.
- Make recommendations to the Board regarding the approval of major milestones and the final Campus Plan.

3. Composition

The Campus Plan Steering Committee shall be comprised of:

- **Three (3) members of the Board**, appointed by the Board.
- **Chief Executive Officer (CEO)** – Ex officio, voting member.

Other Zoo staff, advisors, or consultants may be invited to attend meetings at the discretion of the Committee Chair to provide subject matter expertise and support. These individuals are not voting members.

4. Roles and Responsibilities

a. Committee Members

- Attend and actively participate in Committee meetings and discussions.
- Review background materials, reports, and draft plans in advance to support informed deliberation.
- Provide strategic insight and represent the perspectives of the Board and Zoo stakeholders.
- Maintain confidentiality regarding sensitive discussions and draft materials.
- Support effective communication and engagement between the Committee, the full Board, and stakeholders.

b. Committee Chair

- A Chair shall be selected by the Committee from among its Board members.
- The Chair is responsible for setting meeting agendas in consultation with the CEO, facilitating meetings, and ensuring the Committee fulfills its mandate effectively.
- The Chair will ensure clear documentation of discussions, decisions, and recommendations.

c. Chief Executive Officer

- Provides organizational leadership and ensures the Master Plan process is integrated with Zoo operations and strategies.
- Coordinates staff and consultant support for the Committee’s work.
- Acts as the primary liaison between the Committee and the Zoo’s management team.

5. Meetings

- **Frequency:** The Committee will meet approximately every 8-12 weeks, or more frequently as required to align with project milestones and deliverables.
- **Quorum:** A quorum shall consist of three (3) members, including at least two (2) Board members.
- **Decision-Making:** Committee recommendations will be made by majority vote of members present. In the event of a tie, the Chair will cast the deciding vote.
- **Minutes:** Minutes will be recorded for each meeting and circulated to Committee members for review. Approved minutes will be shared with the Board.
- Additional working sessions may be convened as required to review technical content or provide direction to staff and consultants.

6. Reporting

The Committee will report regularly to the Board through:

- Verbal or written updates to the Board summarizing key progress, milestones, and recommendations.
- Presentations at key decision points to seek Board endorsement of major milestones and the final Master Plan.

Committee recommendations will be clearly documented and submitted to the Board for approval as required.

7. Authority

The Committee has delegated authority from the Board to:

- Provide strategic oversight of the Campus Plan development process.
- Endorse key planning principles, assumptions, and draft deliverables for further development.
- Provide guidance to staff and consultants.
- Commission expert advice as required, within approved project budgets.

The Committee does not have the authority to approve the final Campus Plan, which remains the responsibility of the full Board of Management.

8. Term

The Committee will operate for a period of two years from its establishment in December 2025 until the completion and Board approval of the new Master Plan, anticipated by December 2027, unless otherwise extended by the Board.

9. Review of Terms of Reference

These Terms of Reference will be reviewed by the Committee at least annually, or as required, to ensure they remain current and appropriate. Any recommended amendments will be submitted to the Board for approval.