



# toronto ZOO

2022 MASTER PLAN  
WATCH WHAT WE ZOO NEXT!

# WELCOME FROM THE CEO

The world as we know it is changing dramatically, with climate change, human population growth and habitat loss resulting in significant losses for animal populations globally. Your Toronto Zoo is a critical part of the wildlife conservation movement and committed to doing our part to reverse this trend. The Covid-19 pandemic also demonstrated the importance of building science literacy in our communities and the important role your Zoo must play in this dialogue.

The reality is that conservation is a team sport and we need more players. That is why we made the decision to update our Master Plan to consider the animals in our care, how guests use our site and how we inspire change to effect conservation. Never before in the Zoo's history has such an extensive consultation taken place, including a public survey with more than 3,000 responses. We took this feedback, along with perspectives from as many staff, volunteers, Zoo members, partners, donors, sponsors and community leaders as possible to plot a future for YOUR Toronto Zoo.

We are so grateful for the thoughtful feedback we received. What became clear was how much the community cares about their Zoo. With a first draft in hand we launched another round of consultation, creating a CEO Advisory Panel of 55 business, conservation and community leaders. We presented to a special committee of the Toronto Zoo Board of Management, the City Of Toronto executive team, and the City of Toronto's Aboriginal Affairs Committee and refined the Plan to ensure it represents the community we serve.

Your Zoo is committed to living our mission - connecting people, animals and conservation science to fight extinction - while becoming a true community hub. This will be achieved while ensuring animal welfare and conservation science are at the forefront of everything we do. The projects in this plan demonstrate how we can better serve the animals in our care and also meet the needs of our diverse, vibrant community.

The issues facing animals and humans today are immense and your Toronto Zoo team is well positioned to play a critical role as a key community and conservation partner. We thank you for your incredible support and look forward to implementing this new Master Plan together!

We look forward to working with the Toronto Zoo Wildlife Conservancy, the fundraising partner of the Toronto Zoo that was launched in 2019 to secure increased financial resources and support for the wildlife conservation work and capital projects being carried out by the Toronto Zoo. They will be integral to the ongoing success of your Toronto Zoo in implementing this Master Plan, by engaging and generating excitement from individuals, corporations, foundations, families and philanthropists to support these incredible projects.



Dolf DeJong - CEO, Toronto Zoo



# TERRITORIAL ACKNOWLEDGEMENT AND MOVING FORWARD TOGETHER

Your Toronto Zoo is a place of special significance and importance to many individuals, but more importantly, to many diverse communities. The Zoo is actively working to strengthen existing relationships, and to foster deeper, even more meaningful relationships, that help strengthen the Zoo's connection to the land, as well as to its community and to the people who call this traditional territory home.

We acknowledge the land that Your Toronto Zoo is on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit and the Williams Treaty signed with multiple Mississaugas and Chippewa bands.









While acknowledging the land we are on is an important step in the process, Your Toronto Zoo understands the importance of going beyond this, and actively working to involve First Nations communities in a dialogue and action about sharing and taking care of Mother Earth and all our relations, together. The Zoo has been engaging in these conversations for many years, and has worked with Elders, knowledge keepers and other community members to develop programs and resources that strengthen the Zoo's connection to First Nations communities, while also helping to make the Zoo a more accessible and welcoming space for them.

In engaging in these important conversations that lead to actions on the Zoo site and beyond, Your Zoo is recognizing the important people who have stewarded this territory, as well as the importance of being able to learn from these communities, and share these learnings with the broader Zoo and conservation communities. Your Zoo will continue to build on its existing relationships with First Nations communities, and is always trying to find new ways to share resources with communities. This commitment goes beyond the creation of programs and resources, however, and extends to the creation of dedicated spaces on Zoo land that help to meet the needs of these communities as well.

Image credit: City of Toronto



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1

● INTRODUCTION



# 1. INTRODUCTION

## 1.1. WHY A NEW MASTER PLAN?

Your Toronto Zoo is stepping into a moment of great change. Always looking forward, Your Zoo is taking on necessary site improvements to meet accessibility requirements by 2025. Additionally, Your Zoo faces many challenges including periodic flooding and aging buildings and infrastructure, as well as further challenges brought on by COVID 19. The series of required modifications to resolve these challenges act as a springboard for renewing the site as a whole. The redevelopment provides the perfect opportunity to re-visit the layout of Your Zoo to better reflect its recently renewed Strategic Plan, and to ensure that the site reflects Your Zoo's high-level ambitions, as well as better facilitating its progressive mission.

Your Toronto Zoo is poised to take on great challenges as well as great opportunities, with the ambition to engage its staff and volunteers, partners, guests and community in the co-creation of a strong vision for the future development of the Zoo. This will be a vision that transcends the evolution of Your Zoo over the next fifteen years, and positions it to be resilient and agile going into the future, while continuing to be a place of Conservation Science Research, forward-thinking animal welfare, and incredible and memorable experiences. There is a constant need to reinvent and remain current and forward-looking, both to reflect the vision and mandate of Your Zoo, as well as the shifting roles of Your Zoo in the greater wildlife conservation community, the city and the region as a whole.



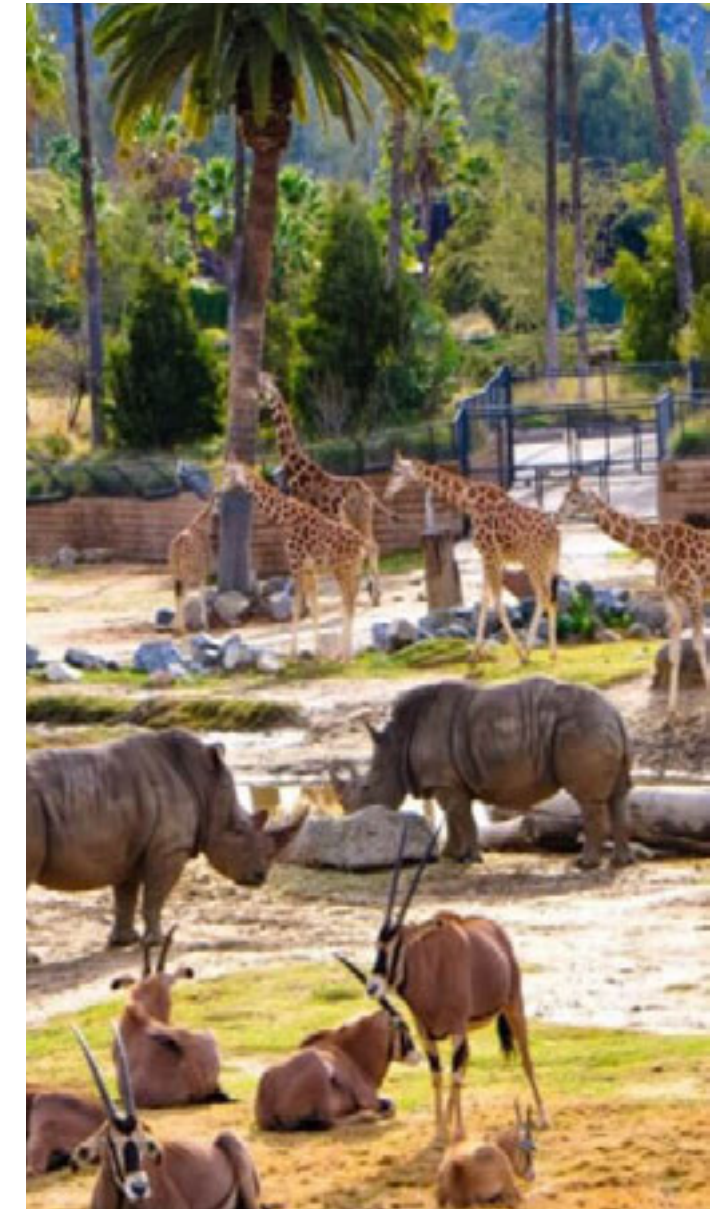
*The Master Plan is being undertaken to develop a clear road-map to achieve greatness, and resilience, together.*

# 1. INTRODUCTION

## 1.2. WHY NOW?

The world has entered a period of rapid transition, in the Anthropocene. At odds with climate change as well as other global pressures, such as resource extraction, this is accelerating species declines and extinction at unprecedented rates. Urban expansion continues to put pressure on species and ecosystems locally, and to chip away at natural spaces within and around cities. Facing this reality, accredited zoos are entities of increasing importance both as places of incredible science and research for protecting and improving the plight of species in peril, and are also uniquely positioned to bring this message of wildlife and environmental conservation to a broader audience locally and globally.

COVID shook many organizations, closing Your Toronto Zoo for an extended period of time, forcing leadership to reinvent what it was able to offer the public and requiring it to do so in a condensed timeframe. Agility such as this, in the face of unforeseen circumstances, is what will allow Your Zoo to future-proof itself and stay relevant, forward-looking, and versatile. Building on the current need to reassess what Your Zoo is able to bring to its audiences, and how it is able to do this most effectively, it is clear that now is the time to re-envision what this change looks like onsite and beyond the Zoo boundary. An important component of this is finding new and creative ways to expand and reimagine how we can increase funding. Building strong relationships with the community and its conservation partners, Your Zoo is ready to tackle the imminent challenges facing species and habitats, together.



*The current period of change and uncertainty has the potential to become a period of great excitement and opportunity, as Your Zoo moves boldly forward.*

# 1. INTRODUCTION

## 1.3. WHY HERE?

Your Toronto Zoo is intricately woven into the greater urban fabric of Toronto, nestled beside the Rouge River, in one of the many ravines that are iconic to the city. The Zoo is a small city unto itself and also at the gateway to Canada's first urban national park, the Rouge National Urban Park (RNUP). Pulling on these two contrasting qualities - hyper-urban, and very natural - Your Zoo is a unique entity to Toronto with the ability to offer both exciting, urban experiences as well as immersive natural escapes from urban life.

Your Zoo provides an incredible opportunity to see amazing wildlife, while also offering guests and staff a breath of fresh air and solace within a short commute from downtown. Your Zoo is one of many important destinations both for tourists and locals in the Greater Toronto Area, and is able to offer a rich and highly diverse experience that no other single entity in the GTA is able to offer. As a place of ground-breaking science and research, eye-opening animal encounters, and natural wonder, Your Zoo is multi-faceted. Strengthening partnerships with Rouge National Urban Park, Your Zoo is becoming even more embedded in its natural context, at a time when people are seeking out green space more and more. With a high-tech Wildlife Health Centre, Your Zoo is beginning to push the boundaries of technology and the guest experience, as well as bringing world-class science to a greater global audience through virtual programming.



*Building on its incredibly diverse and contrasting assets, Your Zoo is a destination unlike any other in Toronto, that is moving forward to meet the growing demands placed on it and high aspirations for it.*





# 2 ● STRATEGIC DIRECTIONS



## 2. STRATEGIC DIRECTIONS

### 2.1. MISSION AND VISION

In 2020, Toronto Zoo Staff and Volunteers worked together to collectively develop a renewed mission and vision for Your Zoo going forward. The mission - "Our Toronto Zoo - Connecting people, animals and conservation science to fight extinction"- and the vision of "A world where wildlife and wild spaces thrive" are articulated in the document "Our Toronto Zoo/2020 Strategic Plan". This document also establishes five Strategic Priorities: Save Wildlife, Ignite the Passion, Create Wow, Our Community + Our Zoo, and Revolutionize Zoo Technology. The Master Plan uses this document to guide its development such that the Master Plan, and eventually the site, will be a living reflection of the aspirations set out in the Strategic Plan.



#### Save Wildlife

Providing state-of-the-art facilities for conservation research and science, paired with spaces that effectively showcase this work, and important conservation messages, to guests and our global audience.



#### Ignite the Passion

Developing spaces, infrastructure, and buildings that facilitate the work of staff onsite, while also renewing their passion by creating an incredible working environment, and communicating the amazing work and knowledge of staff and volunteers to guests.



#### Create Wow

Building on the awe-inspiring experiences that already exist onsite, and re-imagining how animal habitats, connecting spaces, pavilions, and arrival spaces for entering Your Zoo can all feed into a memorable, fun, and breath-taking experience.



#### Our Community + Our Zoo

Reconnecting Your Zoo to the many communities of which it is an integral part, through intentional spaces and experiences that reflect the needs of Your Zoo as well as its local, regional and global communities and partners.



#### Revolutionize Zoo Technology

Reimagining the place of technology at Your Zoo as interwoven with daily operations and experience to enhance both, adding layers of innovation, interaction, excitement, and information to site visits as well as experiences beyond the site.

## 2. STRATEGIC DIRECTIONS

### 2.2. 1TZ'S 4 CARES

In the 2020 Strategic Plan, Your Toronto Zoo adopted an internal branding of "One Toronto Zoo [1TZ]" based on the four "cares" that act as the guiding foundation for all of Your Zoo's work as well as workplace culture. These four cares define the stakeholders - both animal and human - who are being designed for through the Master Plan, as it is these four groups that together make up the heart of Your Zoo today and in the future. These four cares are developed around Your Zoo's commitment as an organization to better understand the threats to wildlife and develop sustainable solutions for people and nature around the globe.



#### Our animals

Continually enhancing animal welfare onsite through animal habitat restructuring, expansion, and connection, paired with new technology, as well as new opportunities for modified routines that enhance enrichment and choice.



#### Our team

Developing spaces and buildings on Your Zoo site to make Your Zoo a place that not only facilitates the work of its team of staff and volunteers, but gives back to our team as well. By creating spaces that serve our team, Your Zoo is ensuring that barriers are removed, and that the site is inviting to all as a place to work and play, and a place that the team of staff and volunteers is excited to come to everyday they work.



#### Our guests

Enhancing existing spaces and pavilions onsite, as well as adding new ones that make for an inspiring, memorable and fun experience that leaves guests filled with excitement, wonder and an eagerness to return. Prioritizing inclusion to make Your Toronto Zoo the most accessible zoo in the world allowing guests of all abilities to enjoy the site and experiences.



#### Our community

As an anchor institution in the east end of Canada's most diverse city, Your Zoo is committed to creating spaces that enable us to become more of a welcoming hub for our diverse community, and developing spaces that are able to serve both Your Zoo and its broader network of neighbours and partners to engage in Conservation Action.

## 2. STRATEGIC DIRECTIONS

### 2.3. YOUR ZOO OF THE FUTURE

As the Master Plan becomes a reality, building on the guiding principles established in the Strategic Plan, there are five facets of Your Zoo that will shine through. These five characteristics that Your Zoo will embody will enable it to pursue its mission in the near-future, while also allowing it to be innovative and adaptive in the long-run, creating successes that span both time-frames.



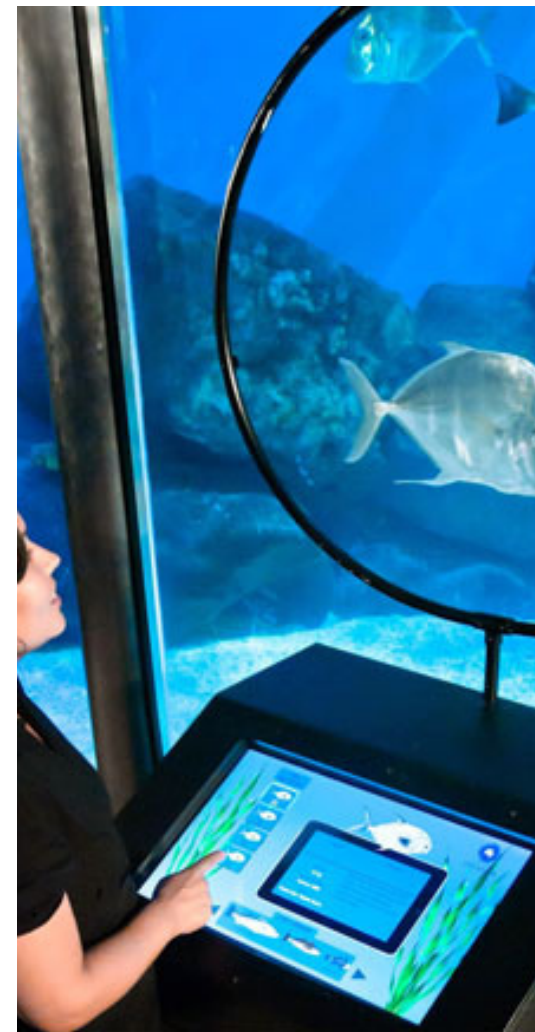
#### Nimble

Your Zoo has the ability to become a test-bed for new solutions with rapid but thoughtful implementation. This will allow it to be even more adaptable to the changes surrounding it, especially in the face of events including pandemics and climate change, and to respond to the shifting demands placed on it.



#### A catalyst

Your Zoo is the community's "kitchen": a place where people come together to share in discussions and innovation that act as positive change-agents both in the local community and the global wildlife community, including being a leader in discussions and action surrounding climate change and its effects on species.



#### Tech-smart

With the ambition to become the most technologically advanced zoo in the world, tech will become a tool for monitoring animals, enhancing research and guest experience, and reducing Your Zoo's footprint through greater monitoring of systems such as water networks onsite, with a view to improving sustainability and reducing energy consumption.



#### Accessible for all

Your Zoo is a space for everyone, and aims to become the most accessible zoo in the world. It will be even more ambitious in offering experiences for guests of all ages and backgrounds, varying by season. By offering variety Your Zoo welcomes diversity in its guests, staff, volunteers, partners, and collaborators.



#### All day, all week, four seasons, forever

Your Zoo is a place that shines differently in different seasons, and at different times of day. The after-hours and shoulder-season Zoo will evolve so that different times of day and seasons present unique explorations, create return Zoo visits, and also allow the Zoo to be more agile and responsive to weather conditions.



# 3. WHAT WE HAVE LEARNED



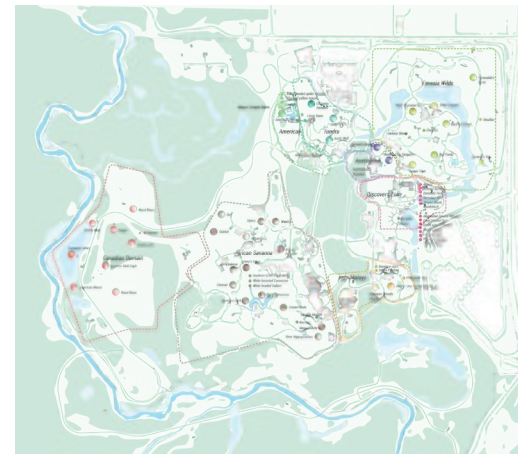
# 3. WHAT WE HAVE LEARNED

## 3.1. MAPPING OVERVIEW

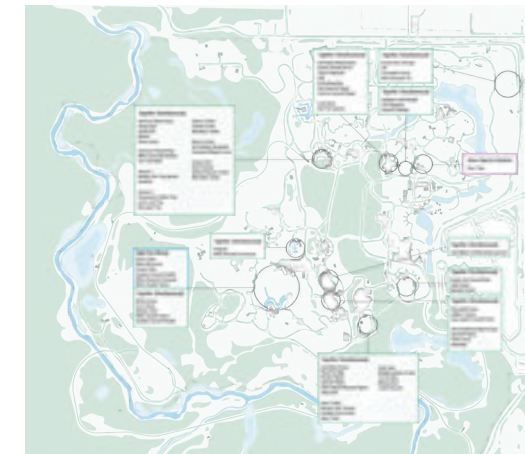
In order to understand the many complex layers that make up Your Zoo, intensive mapping was undertaken. Animal populations and habitat areas were mapped, along with physical site characteristics such as water and forest canopy. Mappings of guest experience layers, such as venues and circulation, were also undertaken to understand how guests use the site. Specific challenge areas, or pain points, were mapped, as well as underutilized assets or areas with great potential. When examined collectively, the mappings provide a diagnostic overview of the site as a whole. A diagnostic overview of specific smaller zones within the site was also compiled. Together, these provide a good understanding of the Zoo's assets and challenges, allowing for a design to emerge that proposes thoughtful and innovative solutions to address many of these areas simultaneously, while building on Your Zoo's existing assets and successes.



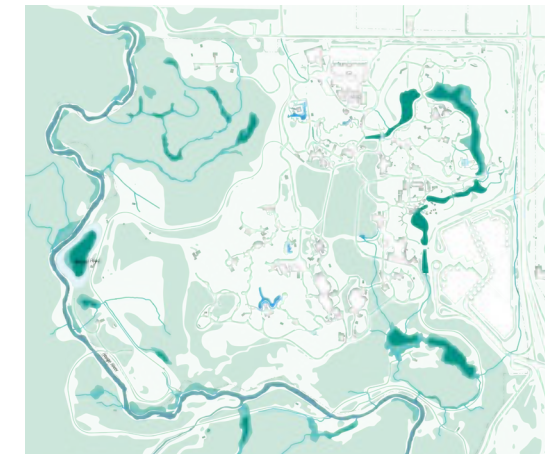
Biomes or habitat groups



Animal population



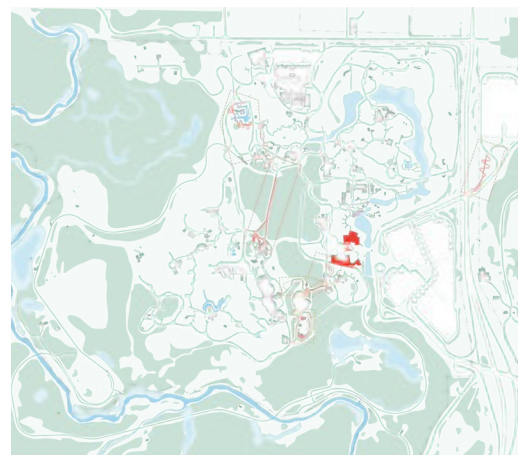
Animal mixing



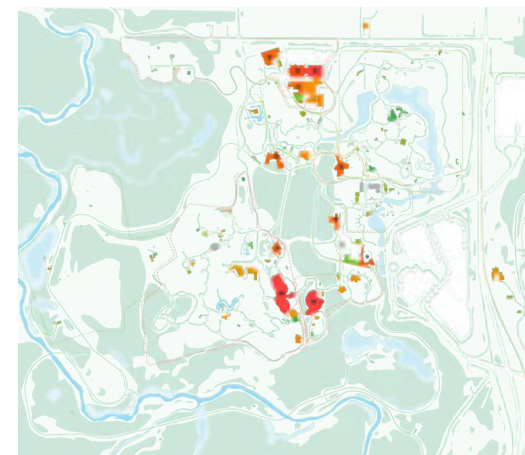
Permeable ground and water bodies



Canopy cover



Ongoing projects



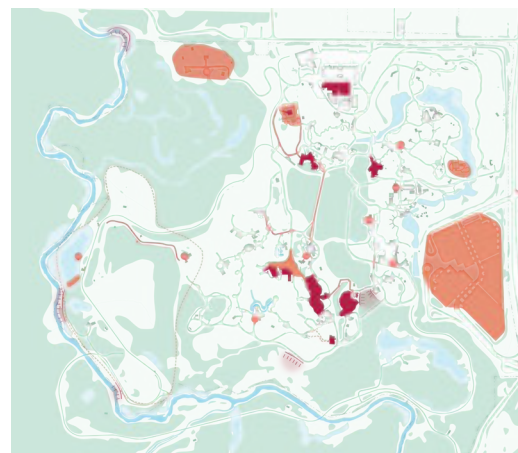
Building audits



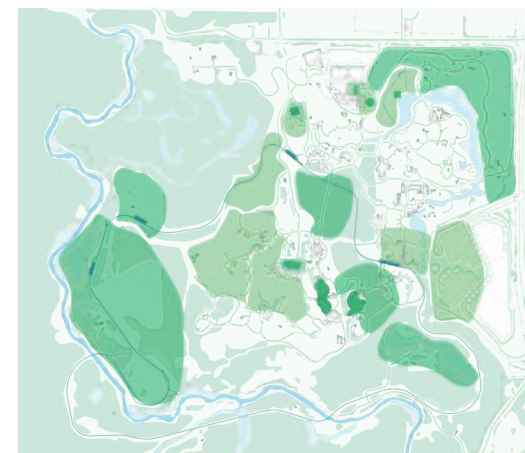
Accessibility/AODA compliance



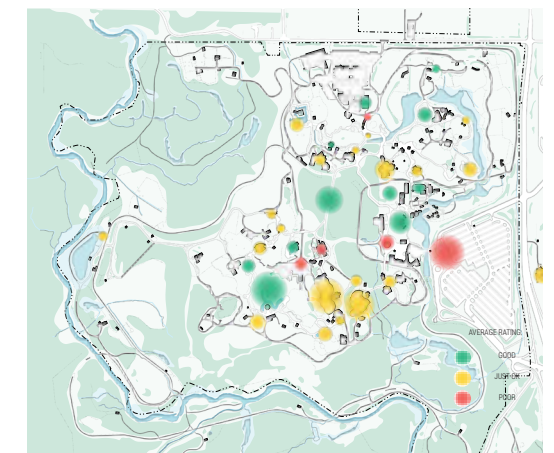
Guest service points



Pain points



Opportunity areas










Overview of site areas

# 3. WHAT WE HAVE LEARNED

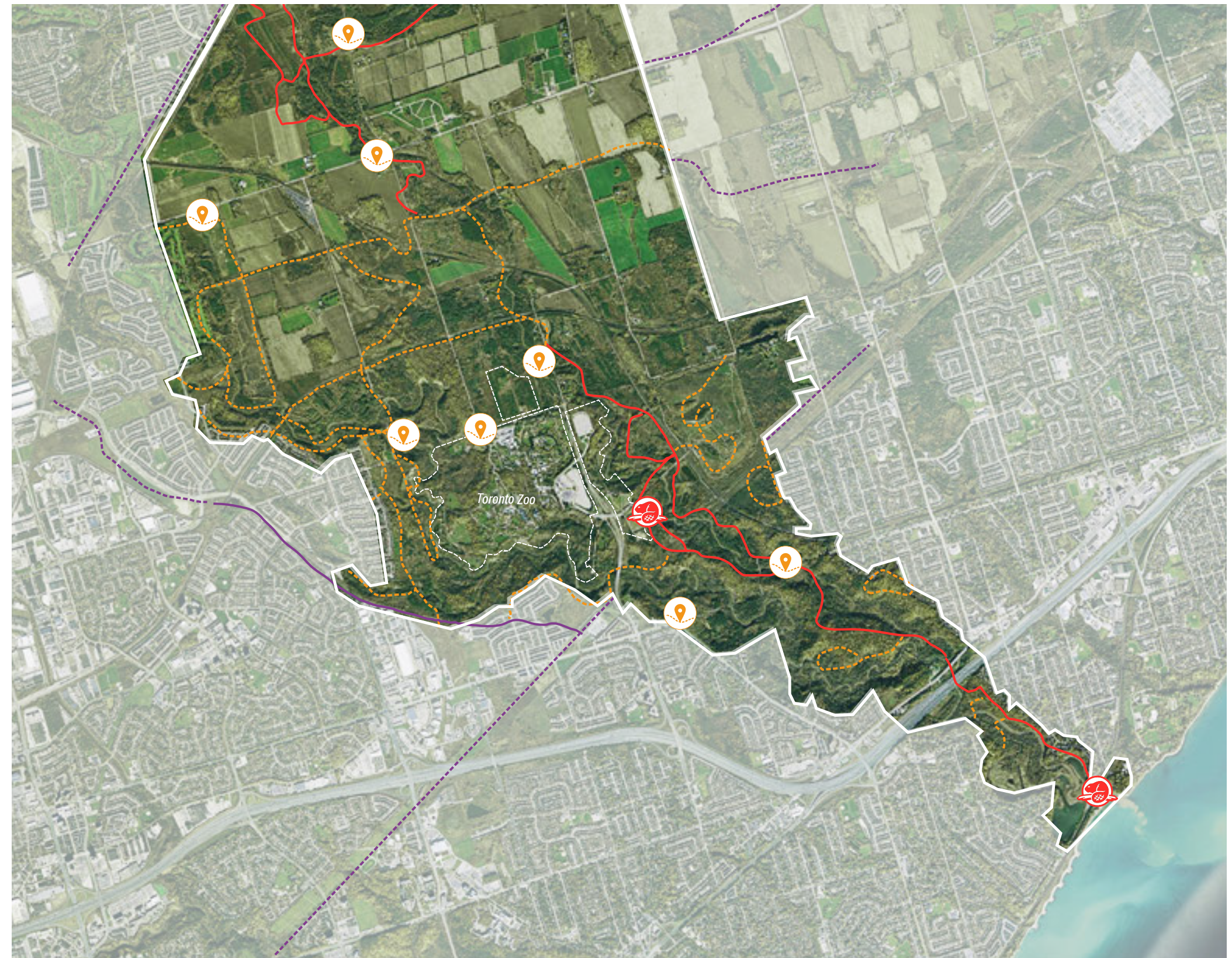
## 3.2. INCREDIBLE CONTEXT

Surrounded by Rouge National Urban Park and partially nestled in the river valley, Your Toronto Zoo is immediately enveloped within a beautiful and lush landscape. Contrasting with this, Your Zoo also sits adjacent to a number of suburban neighbourhoods. These become important elements when designing new opportunities for Your Zoo to better serve its neighbours and its guests, by designing a Zoo that provides both a density of urban activities in some areas, and a richness of vast natural park-like spaces in others.

### Legend

-  Rouge National Urban Park Boundary
-  Existing Trail Corridors
-  Proposed Trail Corridors
-  Potential Trailhead/Parking
-  External Existing Trail Corridors
-  External Proposed Trail Corridors
-  Rouge National Urban Park Entry Area

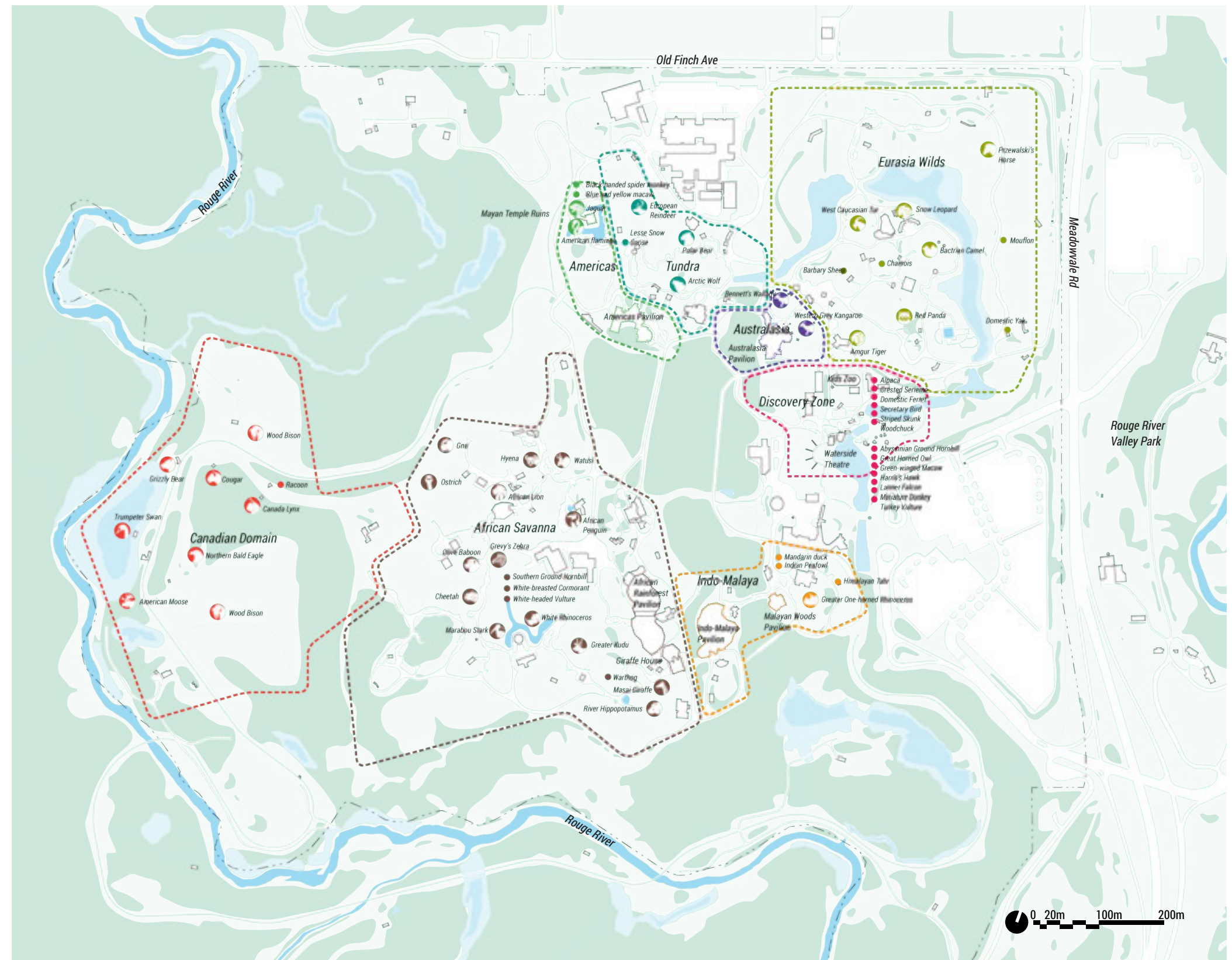
### Rouge National Urban Park Overview



# 3. WHAT WE HAVE LEARNED

## 3.3. A DIVERSITY OF SPECIES

Your Toronto Zoo has a wide range of species organized by biome and distributed between indoor and outdoor spaces across the vast site. This becomes the starting point for establishing even more generous and connected habitats that can better serve species individually and collectively.



### Legend

- Eurasia
- Tundra
- Americas
- Indo-Malaya
- African Savanna
- Canadian Domain
- Australasia
- Discovery Zone



# 3. WHAT WE HAVE LEARNED

## 3.4. GUESTS

Your Toronto Zoo caters to a diverse audience with varying reasons for visiting. The Master Plan builds on this by developing new experiences to increase return visits and to appeal to broader audiences locally, regionally, and globally.

### Who knows about and visits Your Toronto Zoo?

Your Zoo is well known among tourists. It is critical to ensure that the perceptions Ontarians hold of the Zoo are reflective of Your Zoo's progressive conservation goals and education programs. Many guests who visited Your Zoo within the past year feel very familiar with it, assuming they've already seen everything. It is important to change this perception and find new initiatives and ways to reconnect with guests to encourage repeat visitation.

### Who comes to Your Toronto Zoo?

People with kids or who care for kids (especially with children ages 12 and younger) remain the key opportunity targets for increasing attendance and intent to visit. Among the general population, millennials show keen interest in visiting Your Zoo as well.

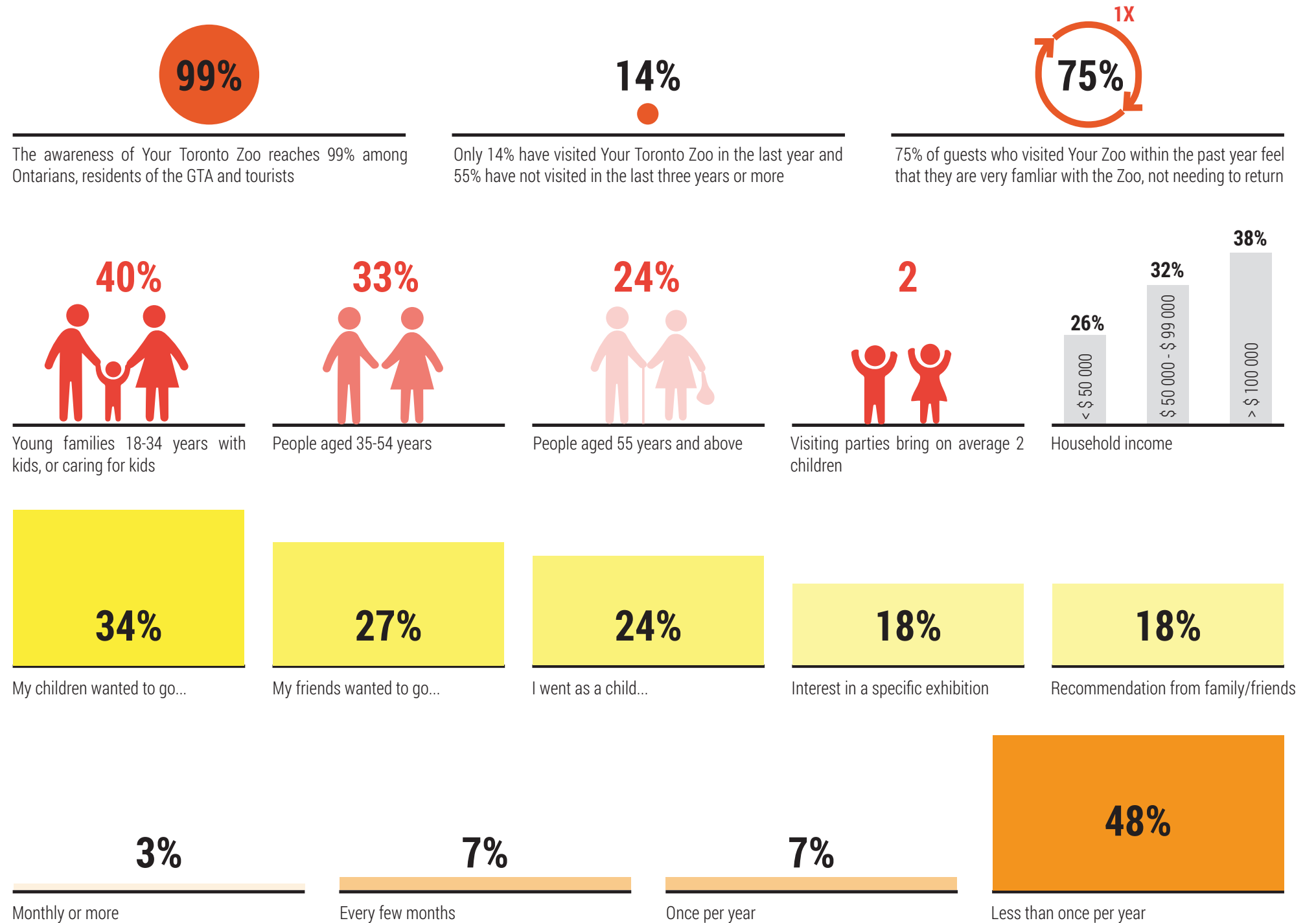
### Why do guests come to Your Toronto Zoo?

External forces are influential in prompting zoo visits. Your Zoo should make attempts to increase visitation by creating a buzz about new animal habitats, and conservation projects, especially for those who have already visited in the past.

### How often do guests come?

Likelihood to visit is low, especially among tourists. Past guests don't find the need to visit Your Zoo again as they are not expecting anything new. Your Zoo will need to communicate and highlight upcoming exhibits and events as well as different paths or ways to enjoy Your Zoo to increase repeat visitation.

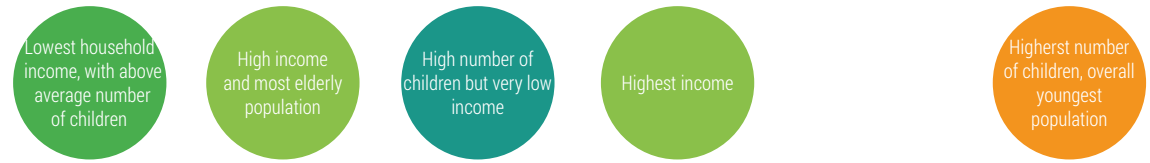
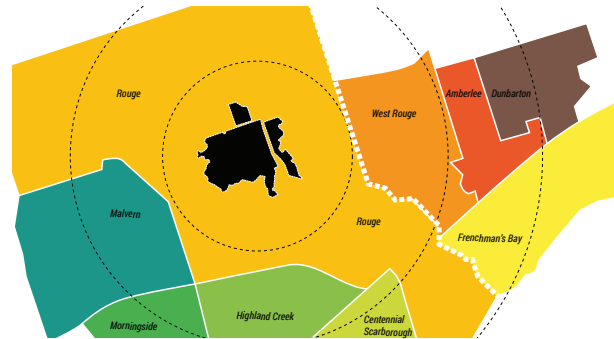
Source: Toronto Zoo Brand and Visitor Research Toronto Zoo Full Report February 2020



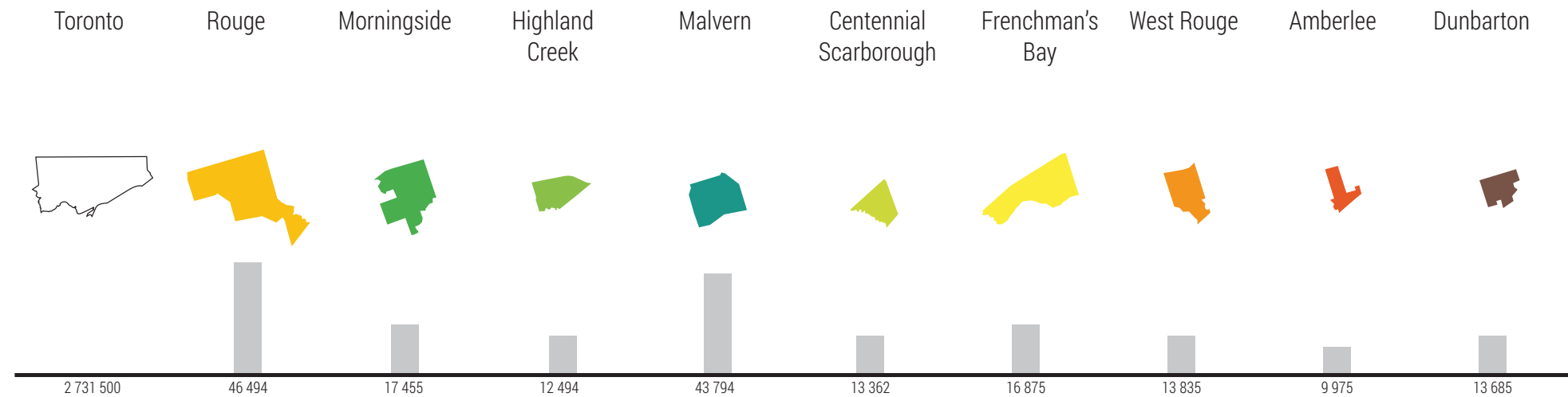
# 3. WHAT WE HAVE LEARNED

## 3.5. COMMUNITY

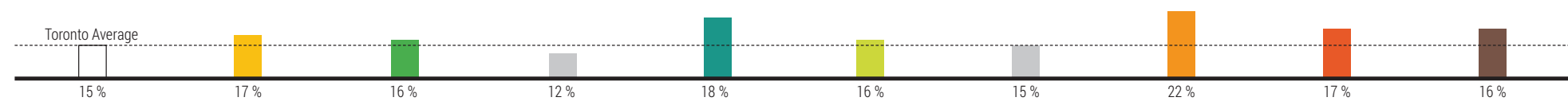
Your Toronto Zoo sits in close proximity to neighbourhoods that collectively are very diverse in terms of age as well as income. The Master Plan builds on this diversity by creating a plethora of offerings and spaces that cater to these different groups, to best serve the community.



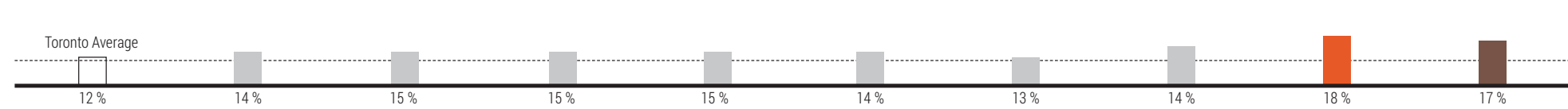
**Population**  
Population per neighbourhood.



**Children 0-14 Years**  
Six neighbourhoods have higher percentages of children than the average.



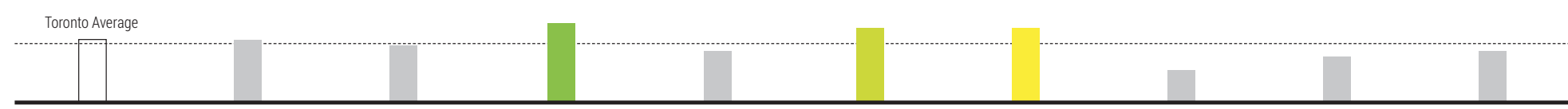
**Youth 12-24 Years**  
With the exception of two neighbourhoods, most have similar populations of youth, around 15%.



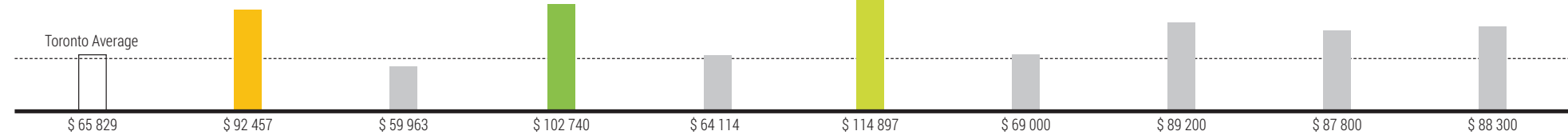
**Working Age 25-54 Years**  
All neighbourhoods are below the Toronto average for populations in the working age bracket.



**Seniors 55+ Years**  
Three neighbourhoods have much higher percentages of their population over 55.



**Median Household Income**  
Three neighbourhoods have lower household incomes than the Toronto average and three have significantly higher.

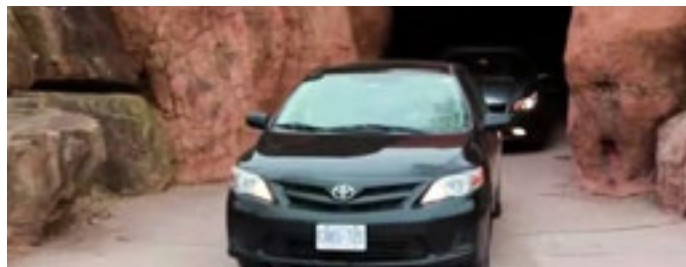


Source: Statistics Canada 2016, Census of Population

# 3. WHAT WE HAVE LEARNED

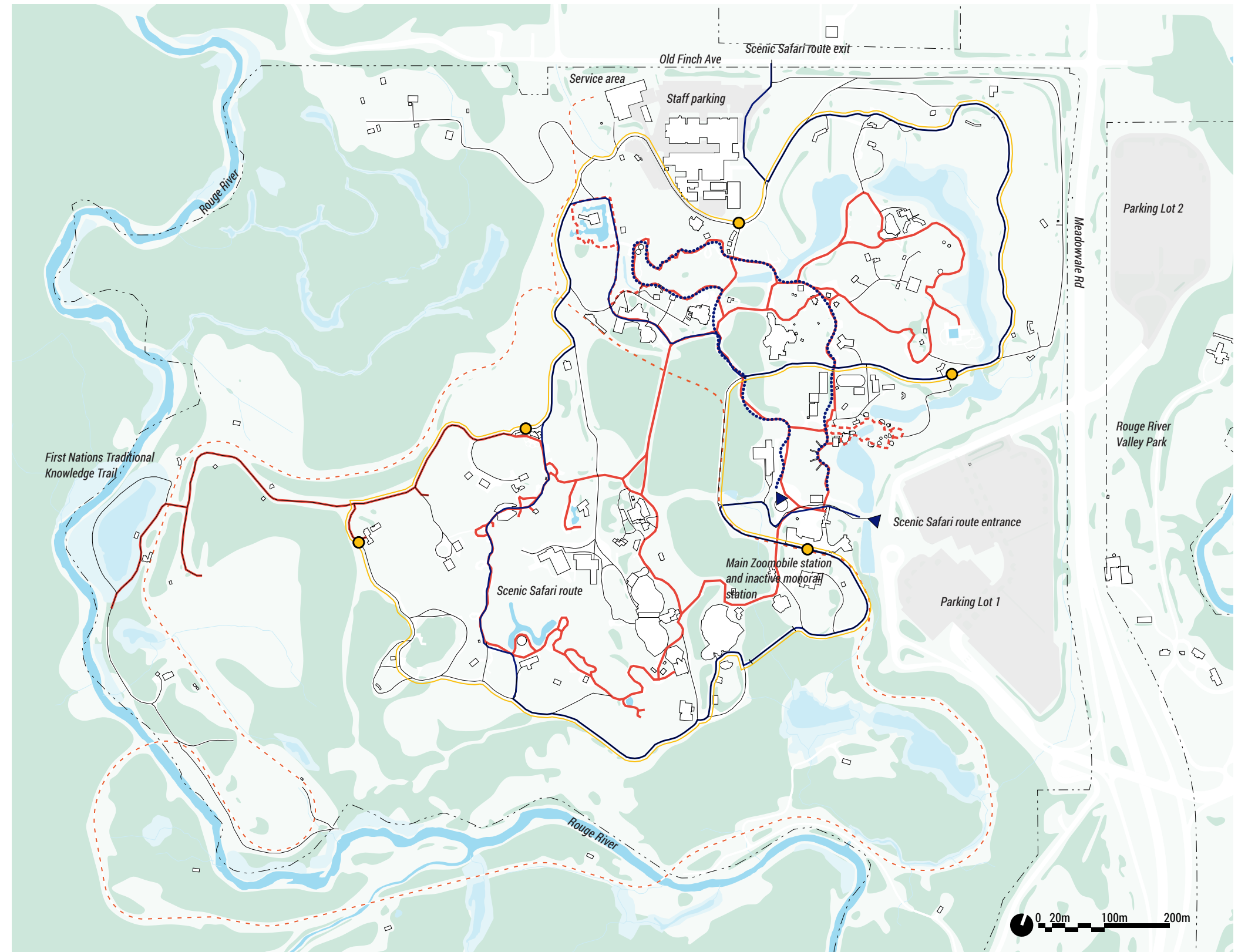
## 3.6. THE SITE: CIRCULATION

Your Toronto Zoo employs a wide range of modes of transportation to move staff and volunteers, guests, and materials around the site. The Master Plan builds on this diversity by further exploring new ways to move around the Zoo to create varied experiences, as well as more efficient ways to move materials around the vast site.



### Legend

- Guest Path
- - - Seasonal Guest Path
- Scenic Safari
- Service Road
- Zoomobile
- - - Terra Lumina immersive multimedia show
- - - Decommissioned monorail infrastructure
- Zoomobile Station



# 3. WHAT WE HAVE LEARNED

## 3.6. THE SITE: OPPORTUNITIES

Your Zoo is full of many areas across the site with potential to be redesigned in a way that builds on existing and often underexplored zones. This will also create new and innovative opportunities that can enhance animal welfare, improve the guest experience and better enable efficiencies for staff and volunteers through improved work areas.

### Legend

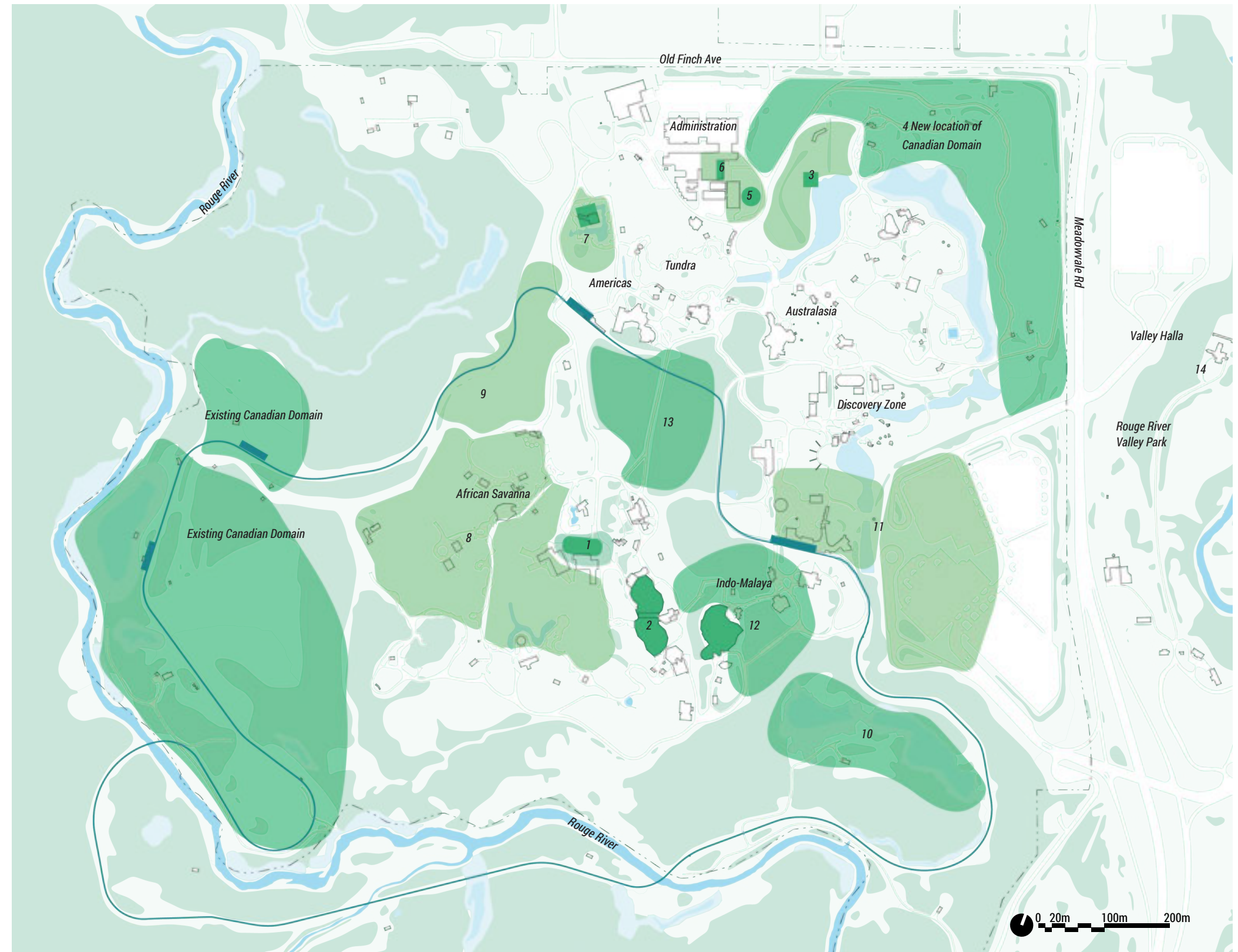
- Modified/added building
- Amplify existing qualities
- Add a new layer to existing qualities

### Capital Projects

- 1 **Addition of Indoor Habitat for African Species**  
(currently not seen during winter, desire to open year-round)
- 2 **Modification of African Rainforest Pavilion**  
(addressing AODA, improving spaces for species and guests)
- 3 **Saving Species Sanctuary**  
(temporary stays for seized, confiscated or rescued animals)
- 4 **Relocation of the Canadian Domain (2 locations)**  
(accessibility and flooding issues due to location in valley)
- 5 **New Nutrition, Welfare, and Enrichment Centre**  
(improve delivery, packaging, distribution of animal food and diet analysis, pair with new guest restaurant program)
- 6 **Optimization of the Wildlife Health Centre**  
(focussing on breeding, desire to expose biotank and labs - densify this area as an active guest hub)

### Additional Opportunity Areas

- 7 Jaguar habitat expansion
- 8 Habitat expansion and connection opportunity
- 9 Forage Farm expanding on existing browse program
- 10 Enhanced stormwater management wetlands
- 11 Arrival/departure experience creating connection and action
- 12 Connected elevated habitats experience
- 13 Core Woods picnic pockets
- 14 Valley Halla, opportunity for temporary events



# 3. WHAT WE HAVE LEARNED

## 3.6. THE SITE: PAIN POINTS

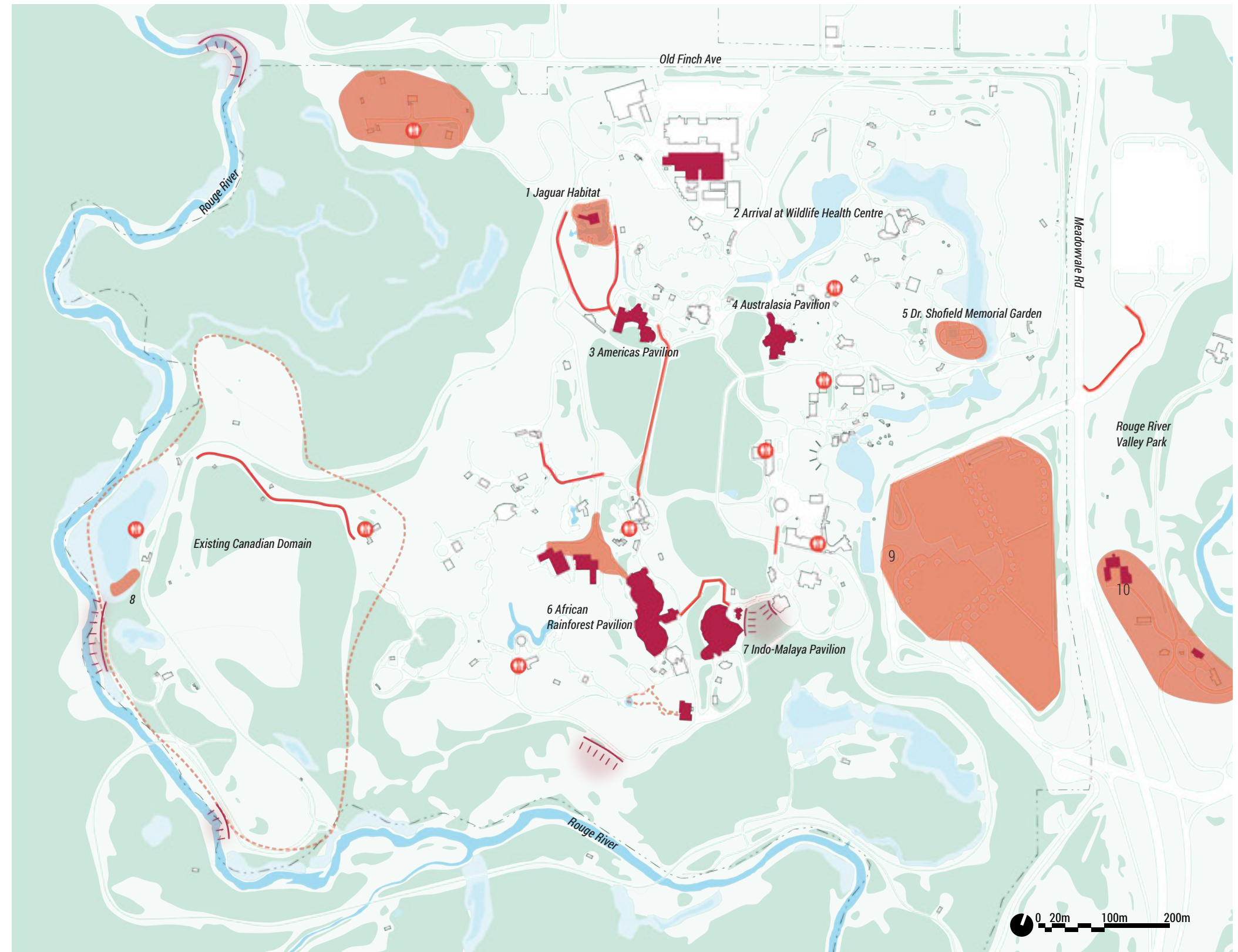
Your Zoo currently faces a number of challenges in meeting the criteria set out in the Accessibility for Ontarians with Disabilities Act, due to steep grades in many places both on paths and in buildings. Additionally, some buildings and outdoor areas require modification to improve holding spaces for animals, experiences for guests, and energy and water sustainability. These challenges present opportunities to design for animal welfare, guest experience, and the environment simultaneously, in a way that is agile and adaptive to both the changing roles of Your Zoo, and the environmental and sustainability challenges of the site.

### Legend

- Underused area with potential
- Problematic building
- Problematic outdoor area
- Washrooms needing improvement
- AODA non-compliant path
- Eroding edge

### Specific Pain Point Areas

- 1 Jaguar enclosure should be expanded, including holding areas; the waterfall is a substantial resource; AODA challenges to access this area
- 2 Feels like back of house - not easy to navigate to Wildlife Health Centre, and no access to second-floor science area
- 3 Very steep internal ramping + flow between here and Tundra Trek could be improved
- 4 No indoor kangaroo viewing in winter
- 5 Forgotten space: Dr. Schofield Memorial Garden
- 6 Very steep internal ramping
- 7 Very steep internal ramping
- 8 Periodic flooding
- 9 Underwhelming arrival and departure experience
- 10 Buildings for conservation breeding program need work - program could be relocated



# 3. WHAT WE HAVE LEARNED

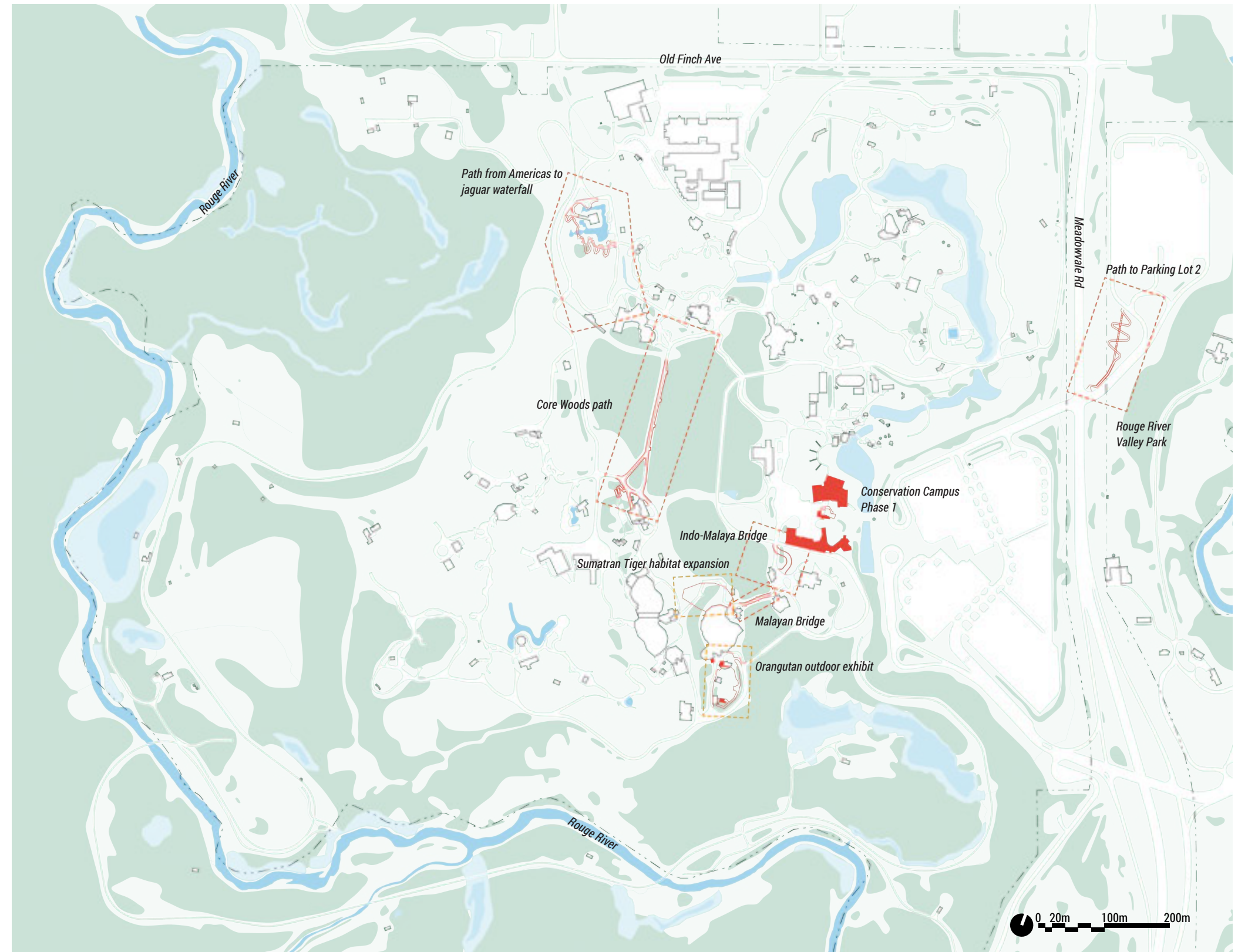
## 3.6. THE SITE: ONGOING PROJECTS

There exist a number of projects that are currently ongoing or in the planning phases, to address accessibility challenges, improve animal welfare and enhance guest experience. Further design of these areas, through the Master Plan, works to strengthen the whole experience in these areas, to go beyond simply addressing the initial challenges.



### Legend

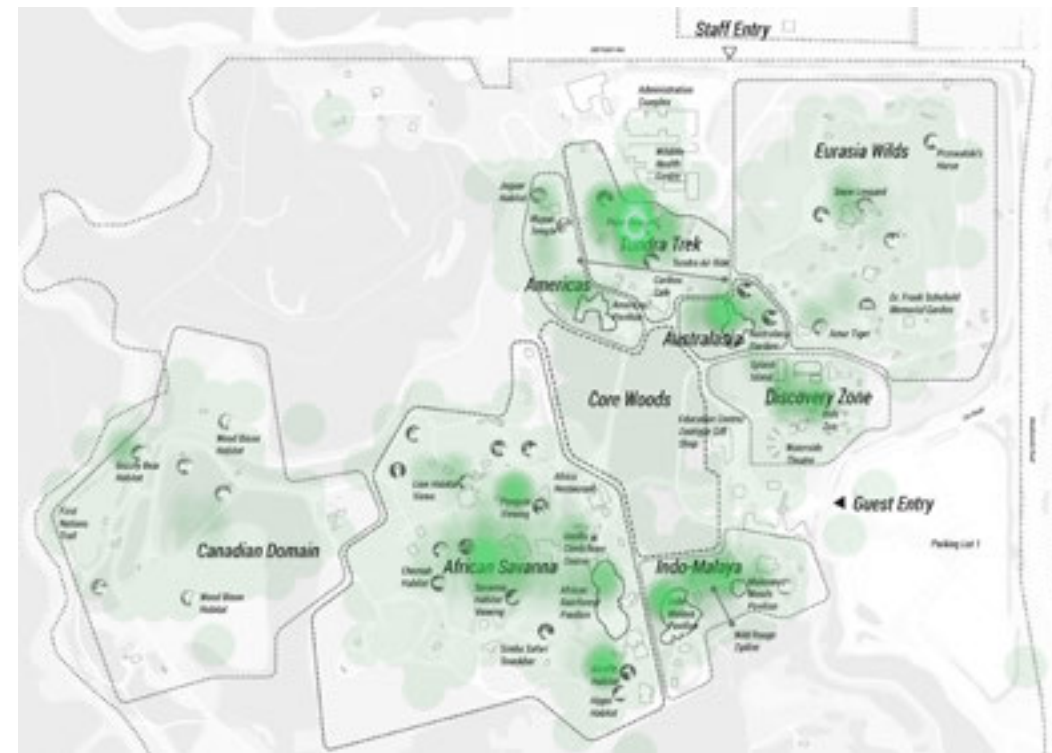
- Site boundary
- New buildings currently in design phase
- Boundary of areas in planning stage to become AODA compliant
- Area under construction for habitat and exhibit improvement



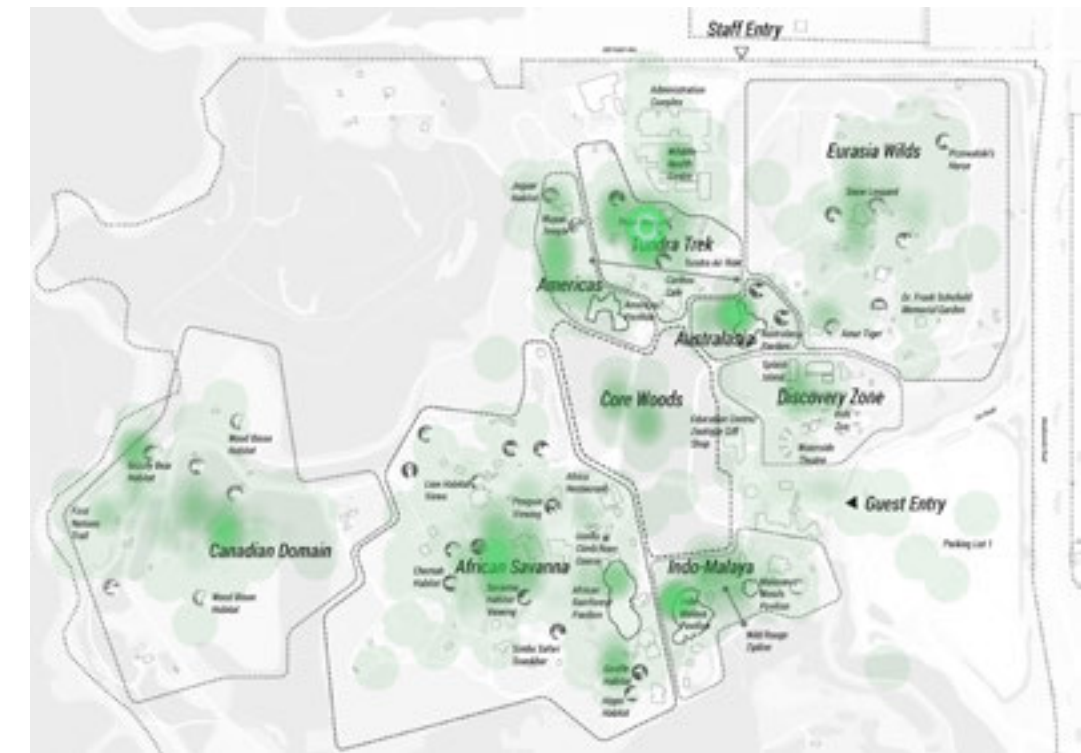
# 3. WHAT WE HAVE LEARNED

## 3.7. WHAT WE HAVE HEARD FROM GUESTS, STAFF, AND VOLUNTEERS

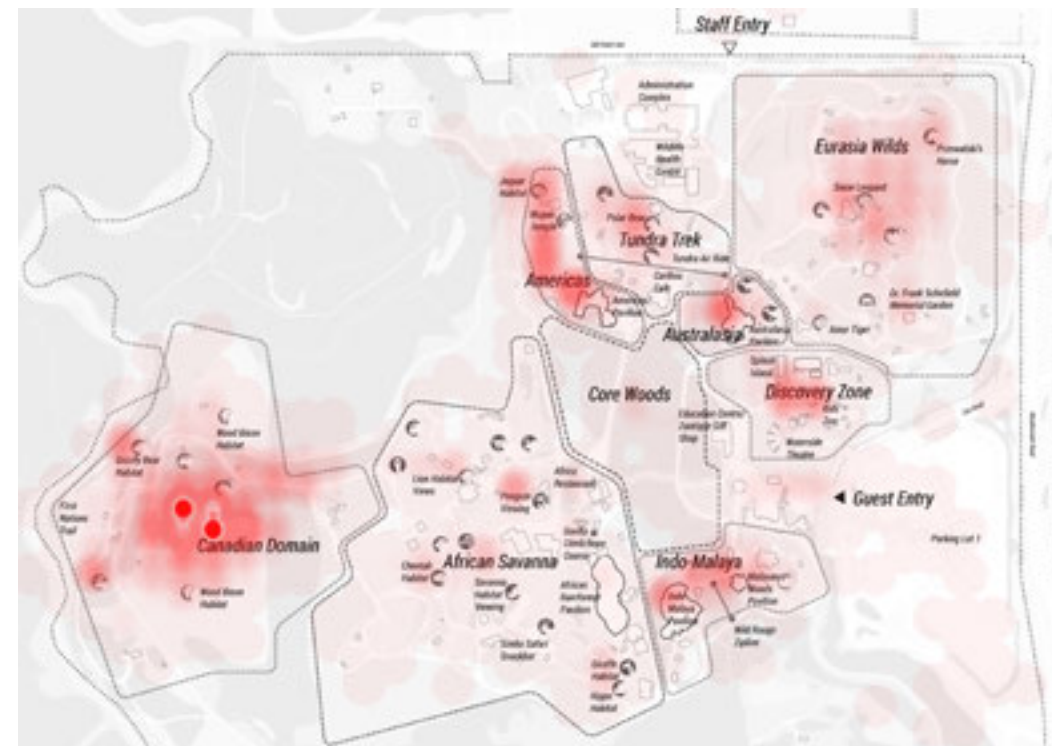
As part of the consultation process, surveys were available online for the public to fill out, with a separate survey sent to Zoo staff and volunteers. An important part of this survey sought to identify most and least preferred areas around the Zoo, as can be seen in these maps, to better understand where Your Zoo is excelling and where it is currently falling short. The Master Plan takes this information and builds on existing successes at Your Zoo, while also renewing undervisited or least preferred areas so that they also become places where guests, staff, and volunteers will love to spend time. Refer to page 122 for the Consultation Appendix.



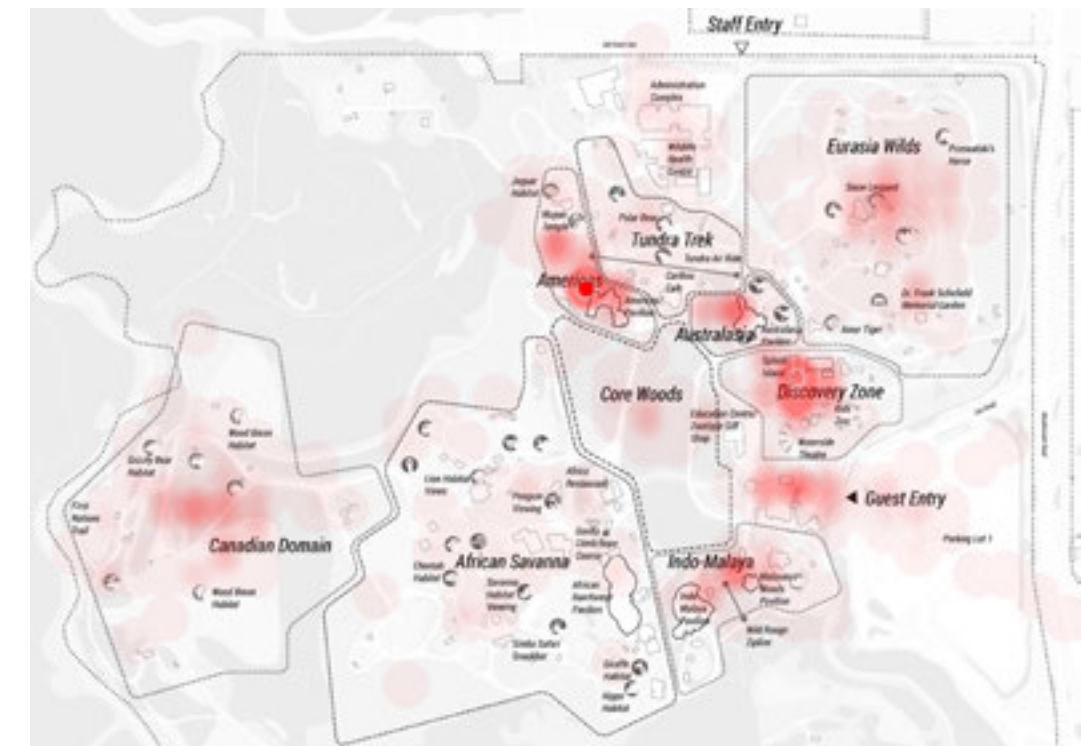
Most preferred areas for guests



Most preferred areas for staff/volunteers



Least preferred areas for guests



Least preferred areas for staff/volunteers



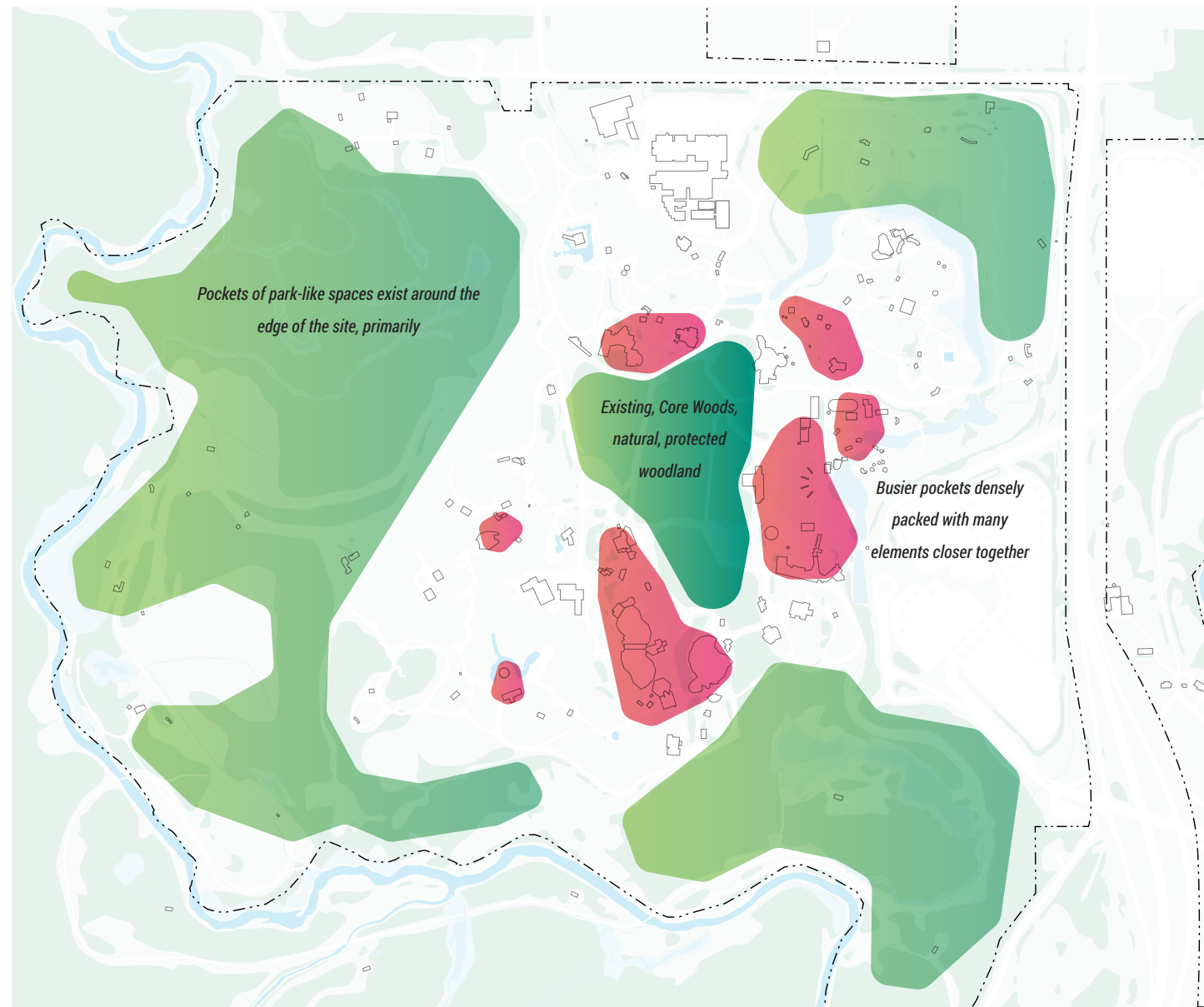
# 4 ● THE BIG IDEA





# 4. THE BIG IDEA

## 4.1. 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.

# 4. THE BIG IDEA

## 4.1. ZOO OF CONTRASTS

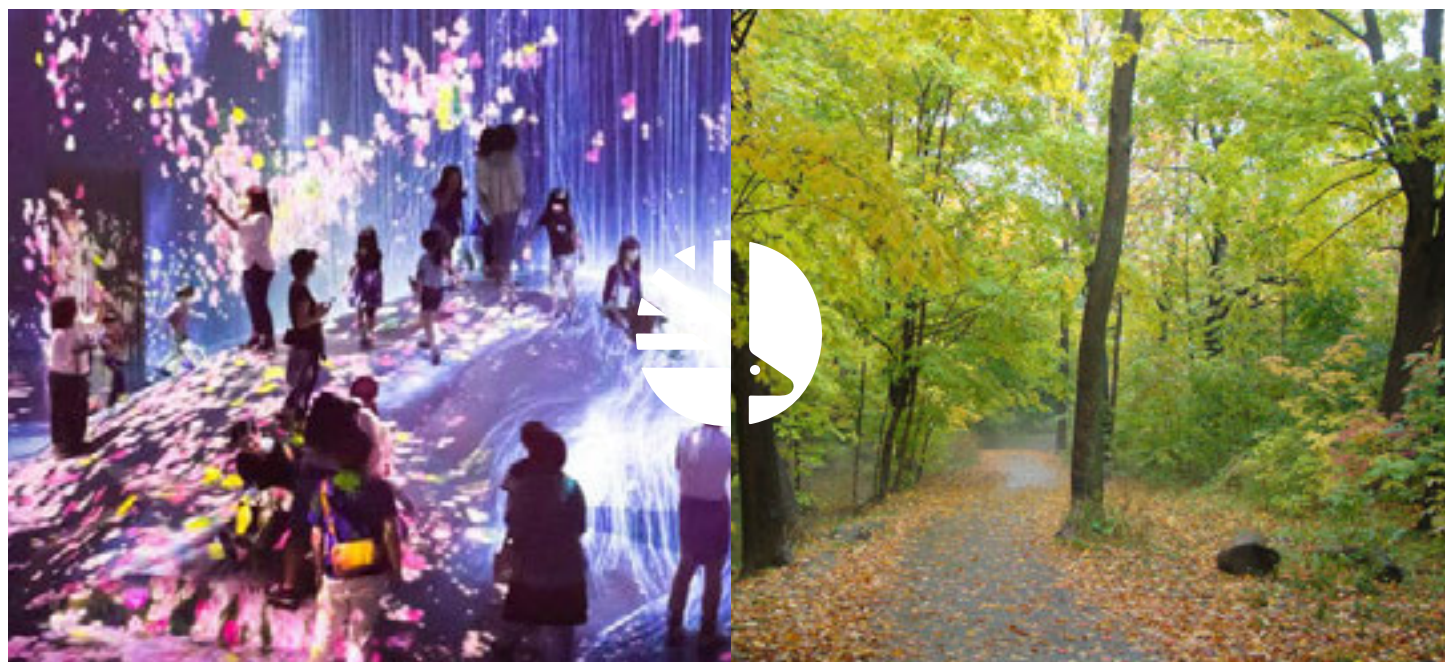
A Zoo of contrasts builds on the huge diversity of existing qualities onsite, amplifying these, and accentuating their differences when in proximity to each other, to make each stronger. By emphasizing contrasts this allows for the diversity of site qualities, species, guest experiences and story telling to really shine. It also enables the creation of more surprising and memorable experiences onsite and beyond the site's boundaries.



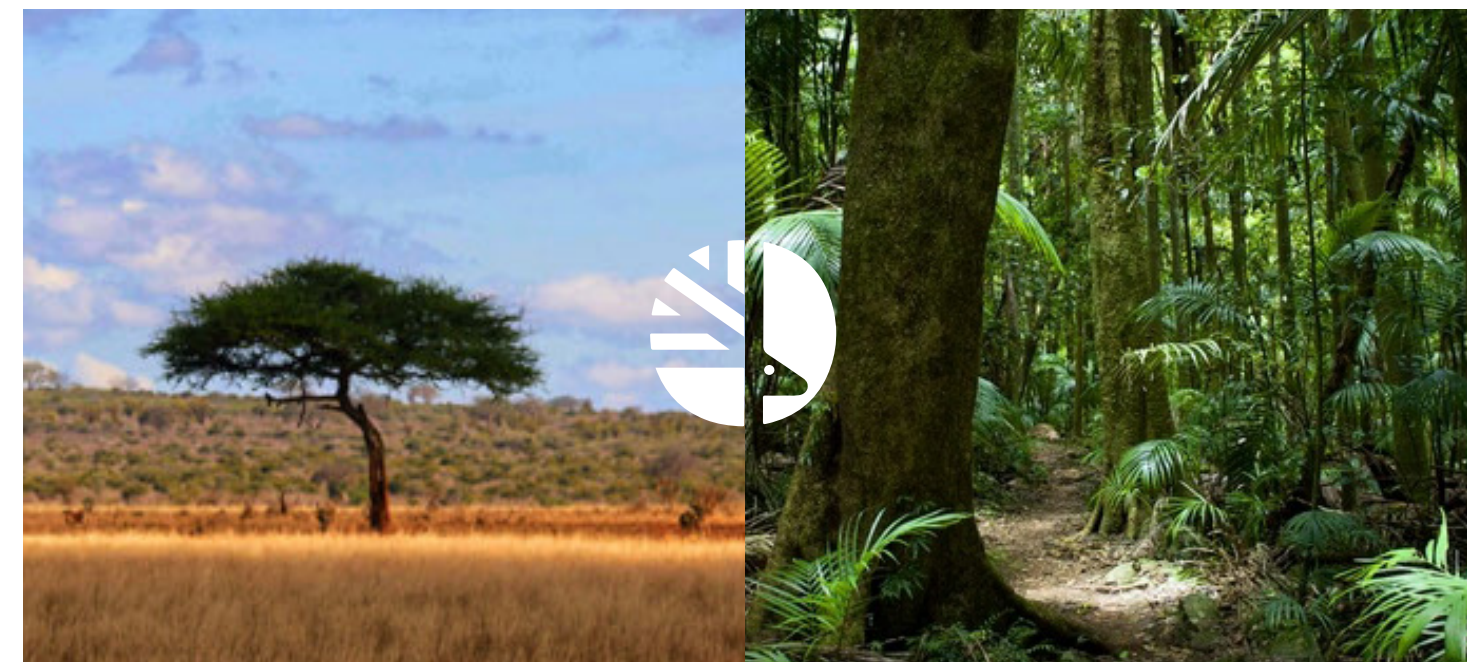
**Diverse site:** bustling, programmed activity areas contrasted with picturesque, open habitat landscapes



**Unique context:** contrasting proximity to the vibrant heart of Toronto to its context nestled in the forest, by the river valley



**Atmospheres:** immersive, high-tech zones for exploration contrasted with serene, contemplative trails to discover



**Landscapes:** broad, open habitats with vast views contrasted with lush, dense environments packed with biodiversity

# 4. THE BIG IDEA

## 4.1. 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.



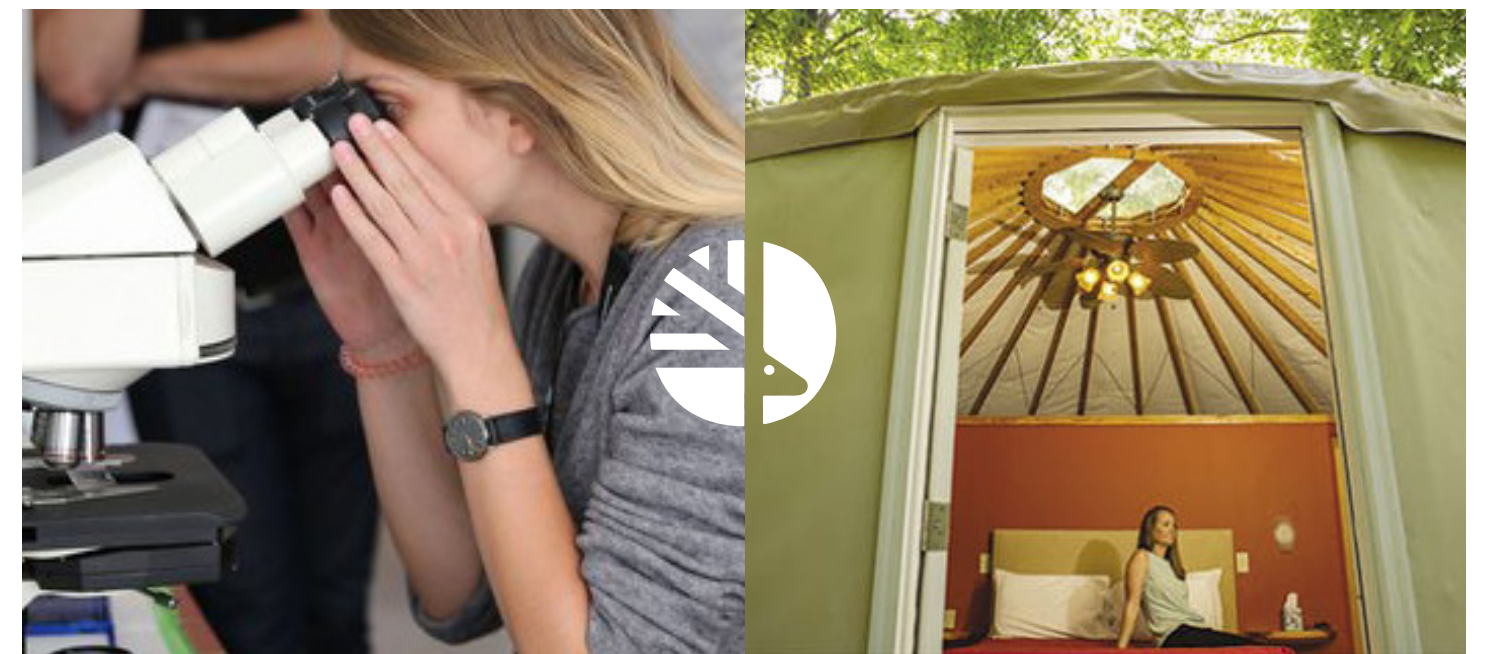
**Species:** small, intriguing species that are important to the ecosystem contrasted with large, charismatic animals



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



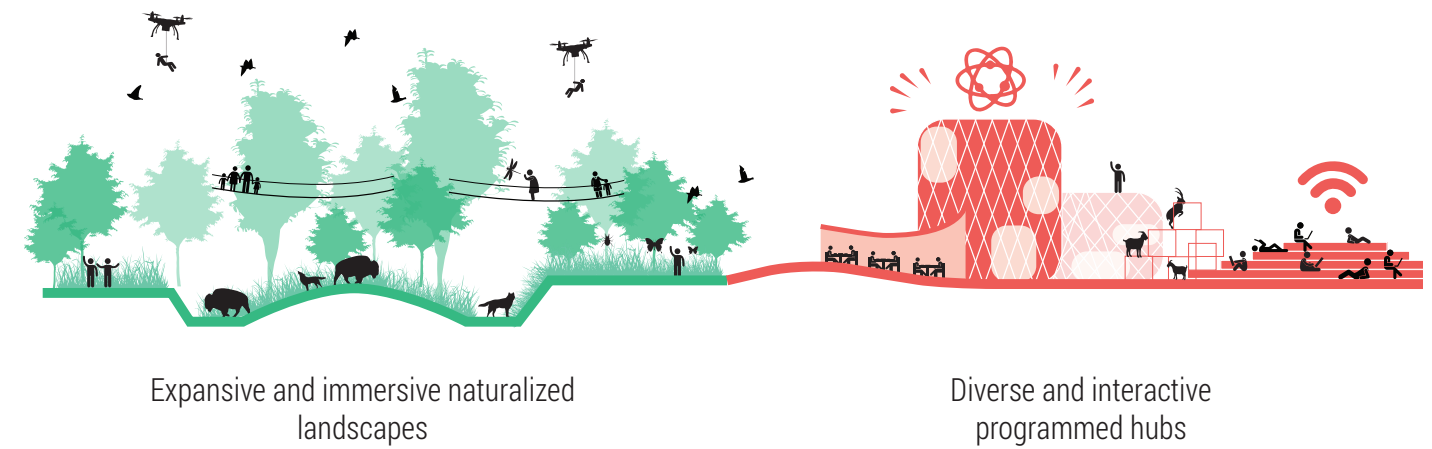
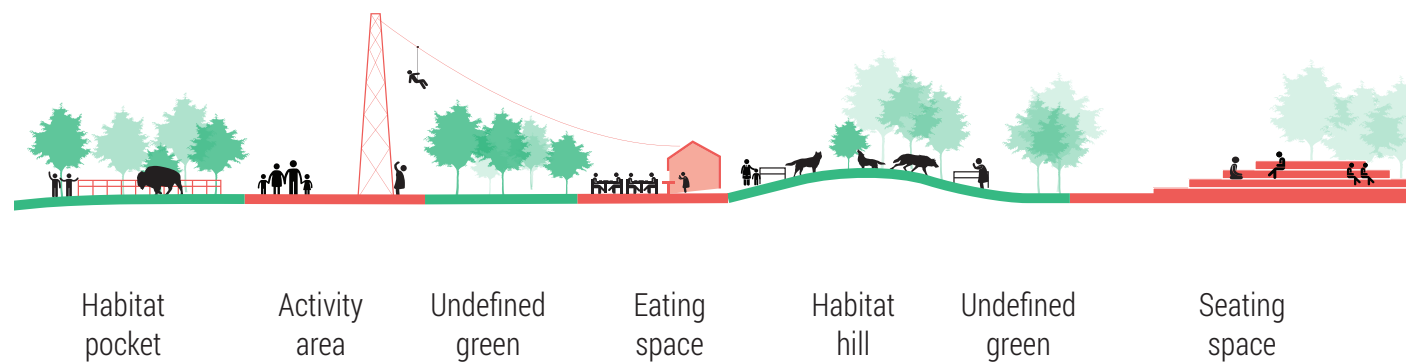
**Seasons:** activities that cater to the hot season contrasted with spaces and programs drawing guests in colder, darker seasons



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

# 4. THE BIG IDEA

## 4.1. ZOO OF CONTRASTS



### Your Zoo today

Today, Your Zoo has many different areas, but two main qualities that stand out from the rest - that of busy, more heavily-programmed, urban pockets, in contrast to natural landscape pockets. These two qualities are interspersed with one another, often close together, and create varying experiences around the Zoo but do not yet work together to give a clear identity to the site. Pockets exist more out of happenstance than design, which is felt through the experience of a Zoo visit today.

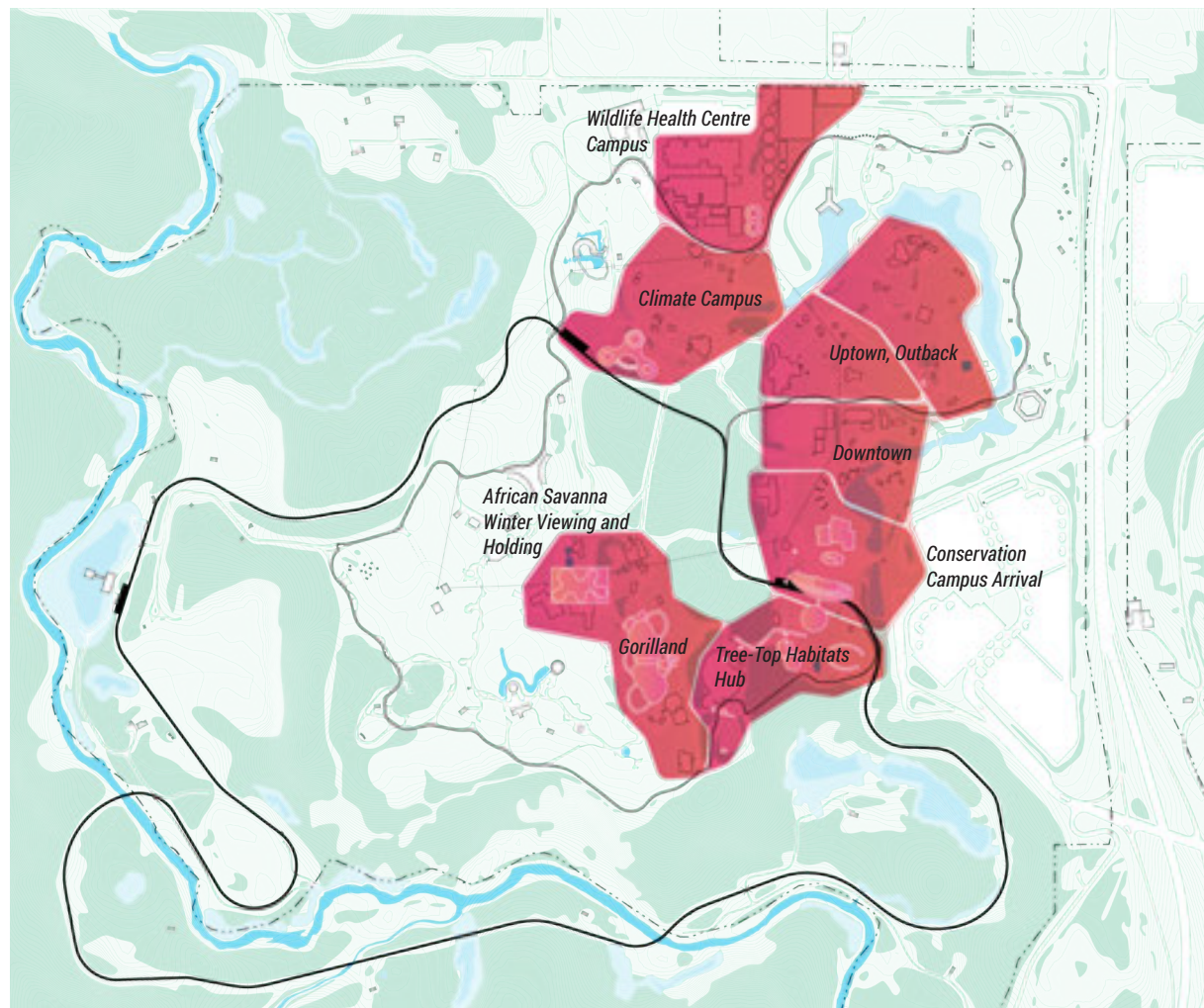
### The vision for tomorrow

Accentuating contrast allows for the creation of a high-tech, highly-active, immersive urban hub as well as a naturalized, expansive landscape that invites guests to be transported momentarily out of the city. Juxtaposed against each other, the contrast brings added richness to the two main qualities that underly Your Zoo, building on these to develop new guest experiences, improve and extend habitats, and enhance and showcase sustainable practices onsite and beyond the site.

# 4. THE BIG IDEA

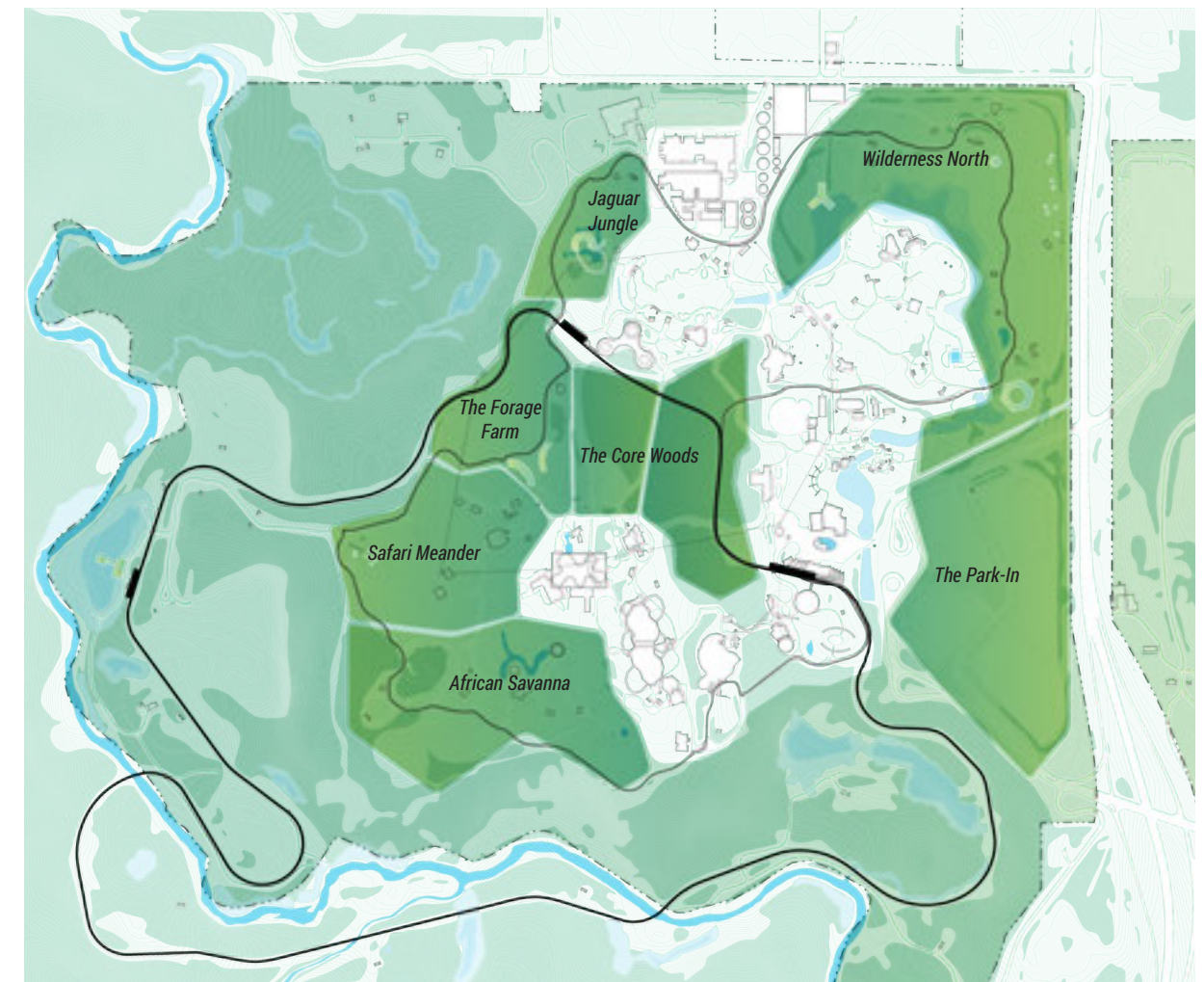
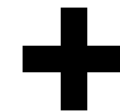
## 4.1. ZOO OF CONTRASTS: TWO MAIN INTERVENTION ZONES

The Zoo of Contrasts Master Plan builds on two incredible qualities that are already found onsite today, that of the lush, green, biodiverse periphery, and the dense, city-like urban core, called The District. These become the two main intervention zones within the Master Plan, creating two types of experience onsite that play off of one another and enrich each other through their differences.



The District

The District is the vibrant, bustling, urban heart of Your Zoo tomorrow. This is where dense hubs of activity will occur, supported by technology and a higher density of programs in central areas.



The Park

The Park zone surrounds the District zone, stretching to Your Zoo site's edges and offering expansive landscapes where it is possible to get momentarily lost in exploration and enjoy both the serenity and tranquility of nature, as well as the exciting experience of "discovering" animals in larger, immersive habitats.



## 4. THE BIG IDEA

### 4.1. ZOO OF CONTRASTS: EXISTING QUALITIES OF THE PARK

Many areas within Your Zoo today have park-like qualities, especially areas near the periphery of the site. These include more open landscapes, often with an edge that is bounded by native plant species, that may also attract native animal species. These landscapes sometimes exist somewhat removed from the Zoo experience itself, in many cases, despite the incredible qualities that exist in them inherently.



## 4. THE BIG IDEA

### 4.1. ZOO OF CONTRASTS: ENHANCING THE PARK EXPERIENCE BY MAKING IT MORE IMMERSIVE

The Zoo of Contrasts builds off of these existing park qualities, using vegetation to further connect many of these vegetated pockets, as well as to embrace the fencing within them and create a sense of immersion in more wild spaces, with a close connection to animals. These park-like landscapes bring a sense of discovery and exploration to a journey around Your Zoo, as guests experience species in larger, lush landscapes, with more diversity in them.



## 4. THE BIG IDEA

### 4.1. ZOO OF CONTRASTS: ENHANCING THE PARK EXPERIENCE BY MAKING IT MORE IMMERSIVE

Connecting vegetated pockets builds corridors for native species, including small species like butterflies and other insects, to move more freely around the site and find food and shelter. Expanding these elements into habitats also creates enrichment for Zoo species, and creates more dynamic and ever-changing experiences for guests onsite.





## 4. THE BIG IDEA

### 4.1. ZOO OF CONTRASTS: EXISTING QUALITIES IN THE DISTRICT

Many areas within Your Zoo today have very urban qualities, including clusters of amenities, ample signage, various seating opportunities, and activity areas with many programs located close together.



## 4. THE BIG IDEA

### 4.1. ZOO OF CONTRASTS: INTENSIFYING THE DISTRICT EXPERIENCE BY MULTIPLYING OFFERINGS

The Zoo of Contrasts builds off of these existing urban successes, and brings a new identity to spaces within The District by embedding technology into interactive display areas, as well as tech wayfinding, maps, and messaging boards that become much more flexible and engaging. These spaces that help to define the district are places of gathering and connecting with each other, as well as with information and programming, and with species onsite and beyond the site.



## 4. THE BIG IDEA

### 4.1. ZOO OF CONTRASTS: INTENSIFYING THE DISTRICT EXPERIENCE BY MULTIPLYING OFFERINGS

Embedding technology in these urban hubs allows for these to become places for wayfinding as well as for learning about what Your Zoo is doing beyond the site to further conservation, as well as initiatives, projects, and partnerships that Your Zoo is leading and is involved in. They also become places to celebrate the unique ways in which animals orient themselves and move, using technology to showcase some of these unique behaviours and incorporating this as part of the wayfinding story.



# 4. THE BIG IDEA

## 4.1. 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.

# 4. THE BIG IDEA

## 4.2. TEN GUIDING STRATEGIES

In order to design Your Zoo as a whole, as well as specific projects within the Master Plan, a series of strategies was developed as a toolkit providing a clear "how-to" for developing the site. These build off of Your Zoo's mission and vision, ensuring that each project strengthens the mission. The strategies also help the Zoo to build on the theme of "Zoo of Contrasts", creating a way to continually invite new experiences and a new energy into each project as the site constantly enhances and renews itself. The strategies were identified and then prioritized through an inclusive process with Your Zoo's leadership and Master Plan Project Steering Committee, as well through input from staff representatives.

- |  |  |   |
|--|--|---|
| <b>1. Densify strategically!</b>               |  | <p>By filling in the gaps, qualifying the unqualified areas on guests' routes<br/>         By thinking 3-dimensionally<br/>         By creating hubs with identity that are animal-centric, and offering shelter, food &amp; beverages<br/>         By adding animals and animal supporting programs on peoples' routes<br/>         By using technology to deliver messages at strategic decision making points, sharing information to emphasize the journey</p>  |
| <b>2. Welcome the community!</b>               |  | <p>By welcoming programs that directly serve the community in their daily lives<br/>         By creating semi-structured spaces with programs that invite guests to make those spaces their own<br/>         By creating shared facilities between the community and the Zoo<br/>         By using technology to help the community know about and engage with the amenities that the Zoo already has to offer<br/>         By creating specific spaces that recognize and celebrate donor contributions and volunteer contributions, and act as gathering places</p>   |
| <b>3. Optimize the existing!</b>               |  | <p>By optimizing the uses, combinations, and placement of objects onsite<br/>         By optimizing resources, such as water use onsite, to maximize reuse and reduce the need for additional resources where possible<br/>         By using technology for metrics onsite to improve efficiency and for automation of some systems<br/>         By making moments out of "musts", inviting people to lend a hand with animal welfare activities<br/>         By housing animals in enclosures that work well for their size and timesharing habitats/mixing species</p>  |
| <b>4. Turn pain points into opportunities!</b> |  | <p>By adding an engaging program and solving the pain points simultaneously<br/>         By prioritizing places where there are two or three problems to solve, doing it with one move, and adding a fun experience<br/>         By building surprising animal encounters into moments where guests must wait<br/>         By slowing the experience and making it about the journey, not only the destination<br/>         By using technology to help visitors report and resolve maintenance pain points on the go</p>   |
| <b>5. Activate winter/accommodate summer!</b>  |  | <p>By adapting some of the strongest parts of the summer programs that are indoors, building on successes knowing what works in the hot season<br/>         By creating season-specific experiences through programs and landscapes and technology celebrating snow, ice, cold and darkness<br/>         By maximizing indoor options for kids and families during cold months and providing cooler indoor and outdoor experience areas in hotter months<br/>         By energizing areas that shine even more in winter, such as charismatic Canadian winter species habitats<br/>         By designing/facilitating cool retreats and stations for heat-sensitive animals on exhibit, as well as guests, during the warmer months</p> |
| <b>6. Use nature!</b>                          |  | <p>By expanding browse and diet crop production onsite and in strategic locations<br/>         By utilizing nature for landscape performance (for water management, for shade, for hiding fencing)<br/>         By using nature to blur boundaries and create immersion such that guests feel more connected to animals in their habitats<br/>         By composing landscape elements to create comfortable microclimates<br/>         By diversifying nature to create dynamic, changing seasonal experiences that are very photogenic</p>  |
| <b>7. Make the fences/barriers disappear!</b>  |  | <p>By folding the landscape to safely separate guests and animals, and animals from animals<br/>         By hiding fencing and barriers in landscape elements, and removing superfluous fences near non-dangerous animals<br/>         By inverting the roles between humans and animals, sometimes enclosing humans to give animals more freedom to roam<br/>         By allowing free-roaming animals where possible, making the experience feel more immersive and park-like</p>   |
| <b>8. Go multimodal!</b>                       |  | <p>By offering different ways to navigate the site, with different speeds of experience<br/>         By offering different experiences with each mode of transportation, including different vantage points such as from a monorail or raised walking path<br/>         By building technology that empowers guests to book and track different forms of transportation while onsite, and for their next visit<br/>         By planning intermodality the same way a city does, programming hubs of activities where different modes are crossing</p>   |
| <b>9. Celebrate the edge!</b>                  |  | <p>By adding new programs on the fence line, accessible from both sides<br/>         By creating unique vantage points along the edge, inside habitats and outside in the valley<br/>         By embedding changing landscape experiences along the edge<br/>         By making the edge an infrastructure piece serving the inside and/or the outside of the Zoo<br/>         By using technology to fill in the gaps between onsite and off-site visits and experiences</p>   |
| <b>10. Clean up the attic!</b>                 |  | <p>By removing all outdated technology and signage<br/>         By only keeping what serves animal, staff and guests simultaneously<br/>         By only keeping what matters and determining criteria for what to keep with the community<br/>         By celebrating nostalgia by contrasting old with new<br/>         By using technology to create more serene environments by sharing information to guests' personal devices</p>   |

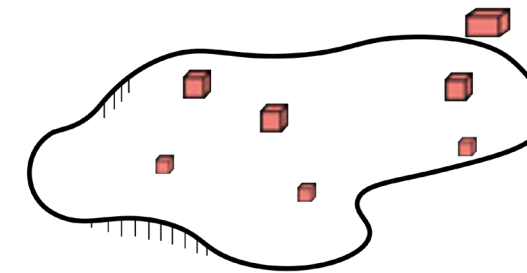
# 4. THE BIG IDEA

## 4.2. TEN GUIDING STRATEGIES

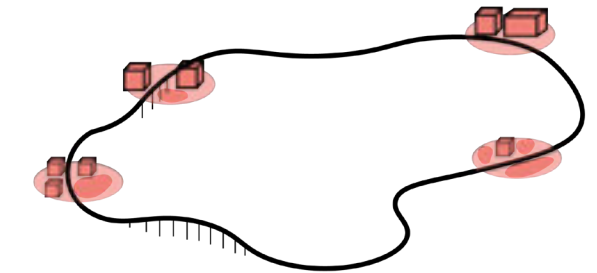


### 1. Densify strategically!

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.



Attractions spread over a large area



Dense hubs of attraction



### 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.



Clear boundary separating the Zoo from its context

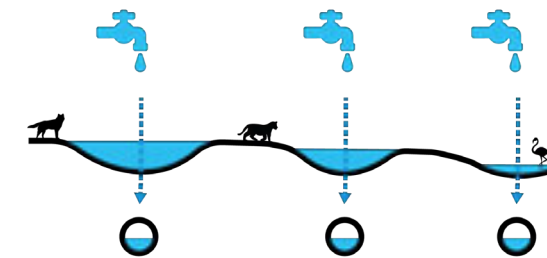


Shared spaces serving the Zoo and community

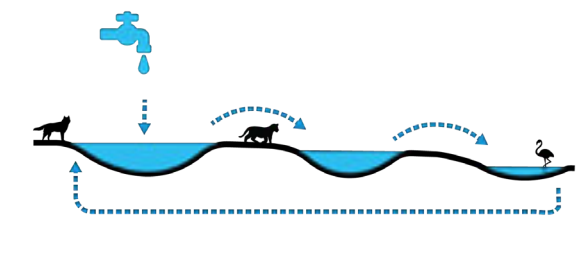


### 3. Optimize the existing!

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.



Linear water use



Optimized water use

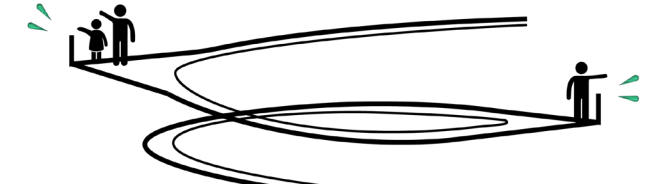


### 4. Turn pain points into opportunities!

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.



Existing site challenges

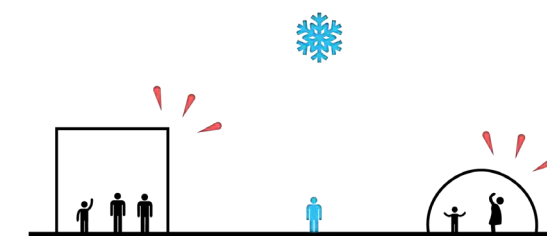


Unique new site experiences



### 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.



Reduced program in winter



Expanded indoor and outdoor winter program

# 4. THE BIG IDEA

## 4.2. 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.



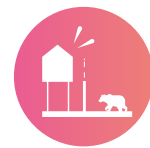
### 7. Make the fences/barriers disappear!

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.

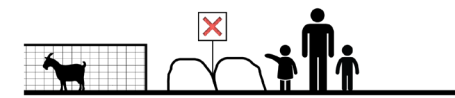


Nature for food on site

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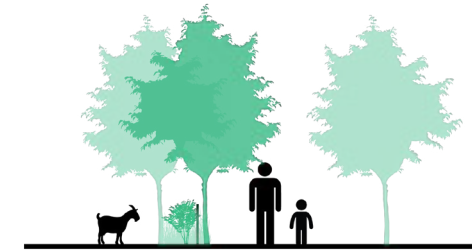


Nature creating experiential landscape barriers

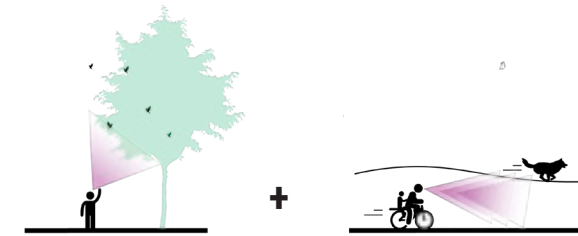


Barriers detracting from experience

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Barriers to enhance experience and habitats

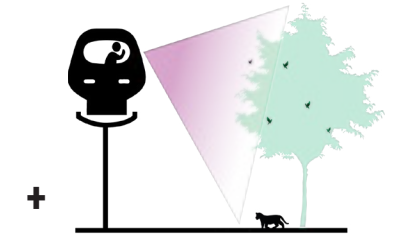


New speeds, new experience

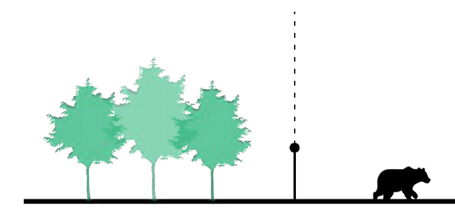
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Immersive experiences

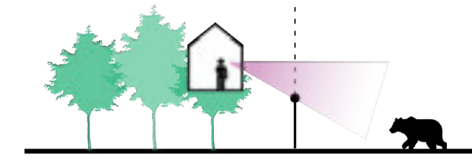


New vantage points

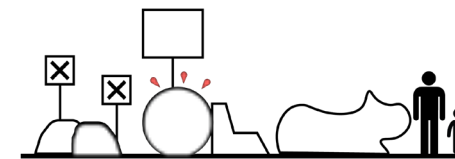


Site edge as boundary

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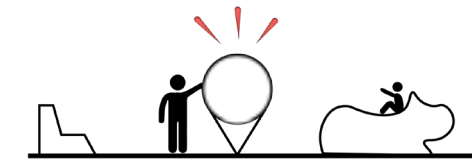


Site edge as new experience



Many objects creating visual distraction

→



Important artifacts celebrated, excess removed

# 4. THE BIG IDEA

## 4.2. TEN GUIDING STRATEGIES

Projects within the Master Plan must incorporate at least five strategies in order to be considered. While the strategies work at the site-level to frame redevelopment, they also inform how each project fits into the larger context. It is in using the tools collectively that the strategies bring a more holistic approach to redeveloping Your Zoo's site. By using a series of strategies together, the projects are able to focus on animal welfare enhancement, guest experience improvements, site sustainability, and the larger role of technology within Your Zoo in the future, simultaneously.





## 4. THE BIG IDEA

### 4.3. 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.



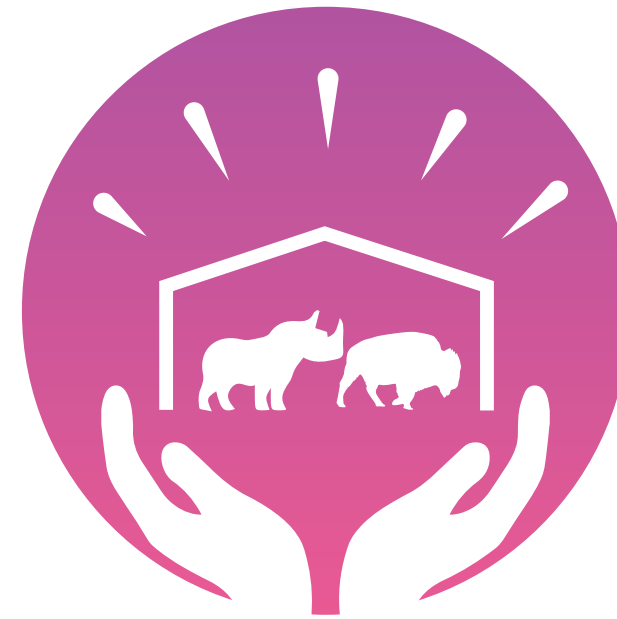
#### Digital guest experience

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.



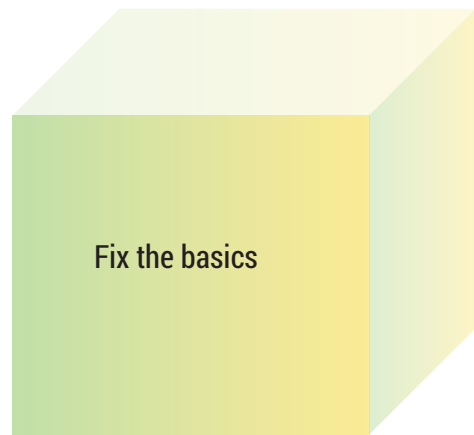
#### A resilient organization

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.

# 4. THE BIG IDEA

## 4.3. YOUR ZOO OF THE FUTURE: TECHNOLOGY AS AN INTEGRAL PLAYER

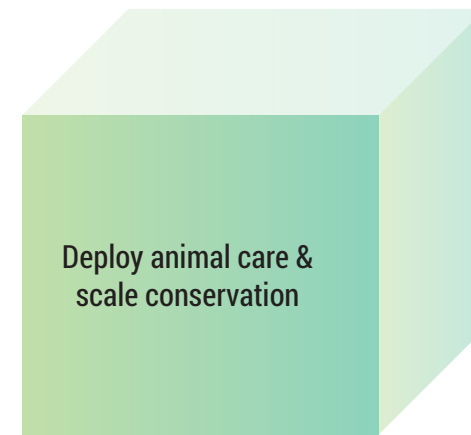
The four core themes established in the Technology Master Plan are further detailed through the creation of 8 building blocks that group critical projects together to be addressed by Your Zoo. While improvements and advances in technology at the Zoo are very much tied in with guest experience and improving operations on site, there is a strong focus within Your Zoo's Technology Master Plan on how projects are related to conservation initiatives both onsite and offsite, as described below. As a critically important piece of conservation involves building awareness and getting people engaged, many elements of the plan focus on how technology can be used to build interest, awareness, and enthusiasm around species conservation and the broader mission of Your Zoo. More information on the Technology Master Plan can be found in Appendix 5.



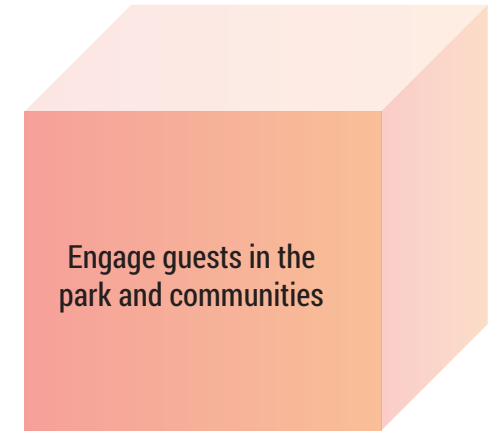
A new network will open up the ability to develop and scale systems promoting conservation education and fundraising.



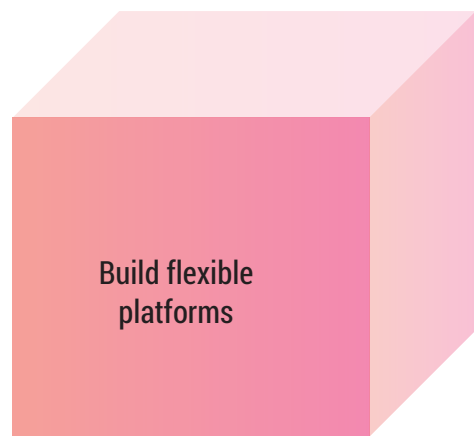
A stronger IT organization will bring continuous improvement to Your Zoo and facilitate the scaleup of education programs and transactions.



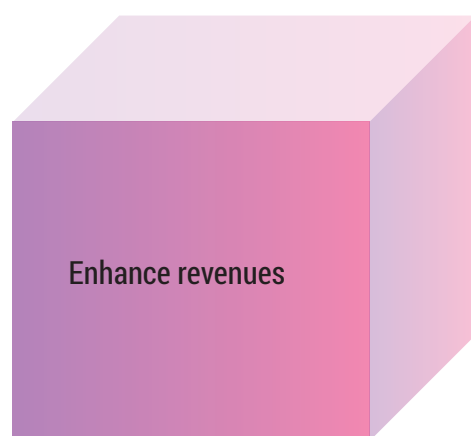
Better animal data will allow Your Zoo to advance the research on specific species which will help save animals in the wild.



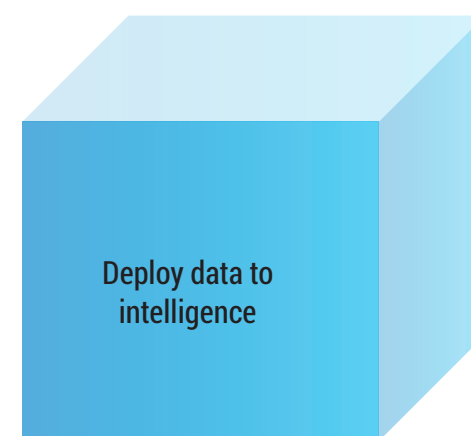
Guests will learn about conservation through the new app experiences, digital conservation exhibits and online tools.



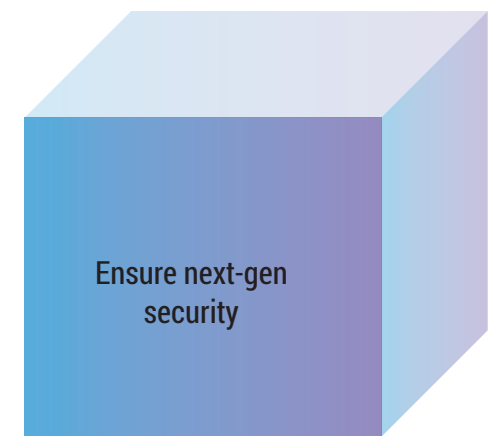
Better platforms will open the path for clear data collection and curation, enhancing conservation efforts.



New tap to donate options, as well as digital gifts, will enable greater conservation funding for Your Zoo.



Showcasing animal data to the public to accelerate response rates, as well as metering and monitoring of flows and resources onsite to expand sustainability onsite and beyond.



Enhanced safety systems will safeguard animals, staff, volunteers, and guests within Your Zoo.

## 4. THE BIG IDEA

### 4.3. YOUR ZOO OF THE FUTURE: TECHNOLOGY CONNECTING YOUR ZOO TO THE WORLD

#### Proposed experience of IT projects:

With significant technological developments on site, Your Zoo is able to expand the many facets of operations and experiences offered beyond its borders. The digitization of nutrition metrics allows for data like these to be used by educators far from the Zoo. Using cameras and sensor information gathered on site and around the world, Your Zoo is able to develop an even more engaging and robust virtual conservation education program, with the opportunity to use real-time data and livefeeds to examine animal behaviour, care, nutrition, health, and reproduction, to promote saving wildlife. Development of Virtual Reality technology allows Your Zoo to create a virtual Zoo experience, at a distance, creating a fun, memorable and impactful journey.

#### Building blocks of the Information Technologies (IT) strategy for this area:



#### IT projects recommended to be investigated in this capital project (refer to Appendix 5 for the full Technology Master Plan):

- 2.1. Manage Technology Partnerships / Become an innovation zone
- 3.1. Scale worldwide conservation: Animal tracking
- 3.2. Scale worldwide conservation: Poaching tracking
- 3.8. Centralized Animal Database in warehouse (reproduction, welfare, nutrition)
- 3.9. Digitize nutrition information to Zoo staff, volunteers & guests
- 4.20. Build Zoo App Education V2
- 4.21. Implement VR/AR experience
- 7.4. Track key nutrition metrics



A virtual Zoo class, using footage and sensor data gathered on site, with the option to livestream animal behaviour real-time.

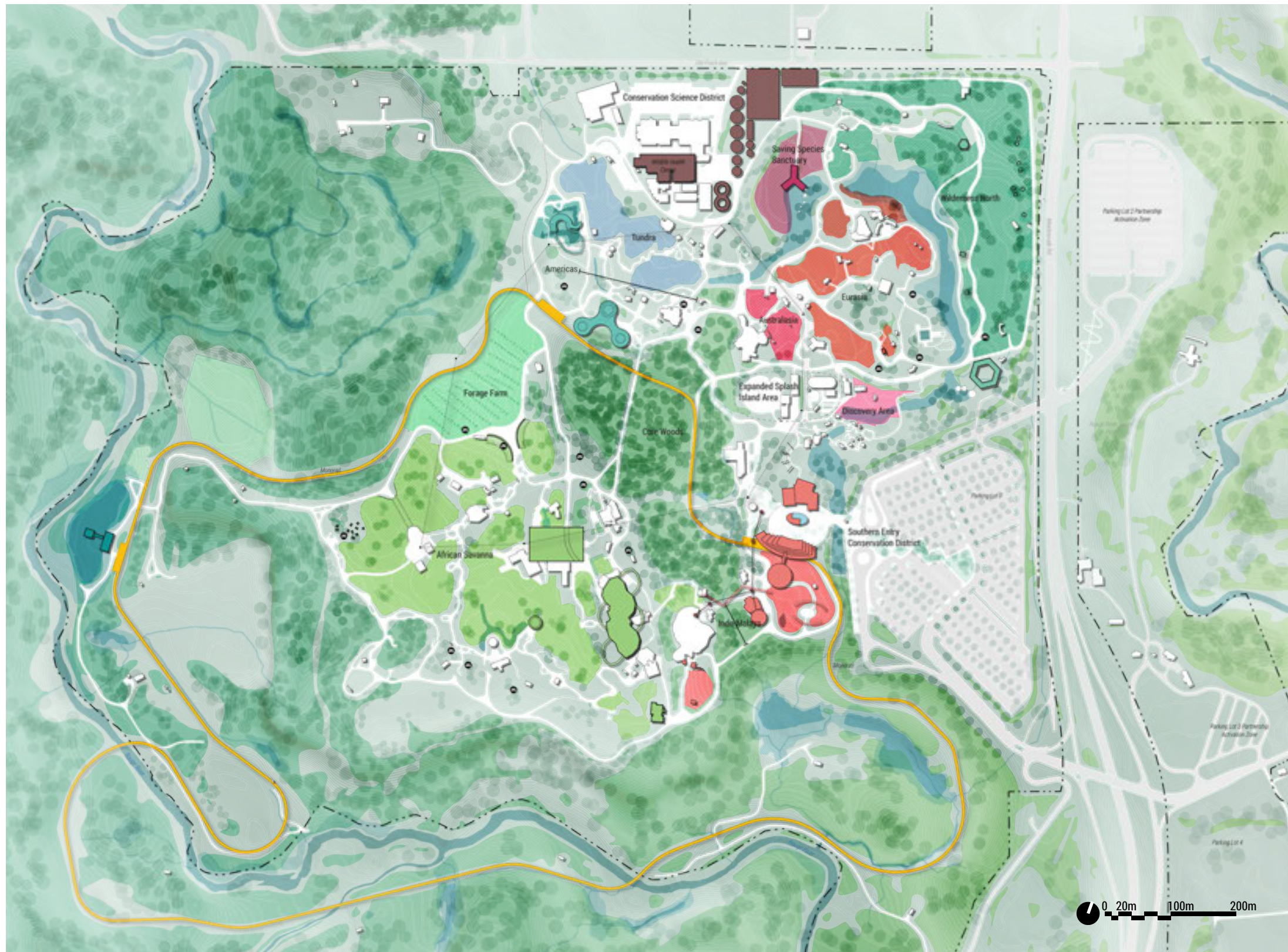


**5.** ● THE NEW MASTER PLAN



# 5. THE NEW MASTER PLAN

## 5.1. 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

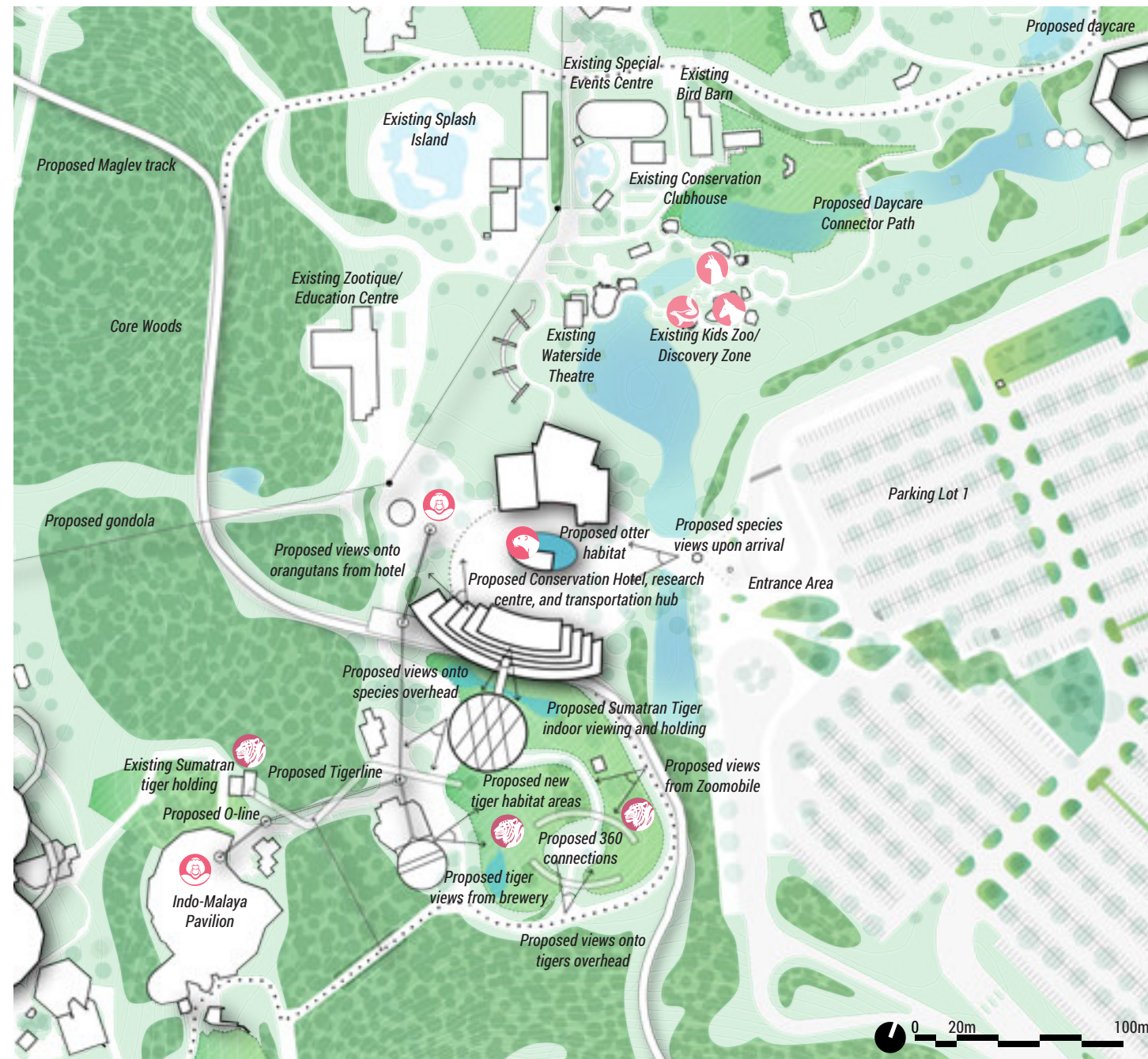
**Note:** All project names indicated in the Master Plan are indicative of what these spaces can become, but specific names will be decided together in collaboration with project partners.



# 5. THE NEW MASTER PLAN

## 5.2. ZOOM-IN AREA 1: ARRIVAL AND CONSERVATION CAMPUS DISTRICT

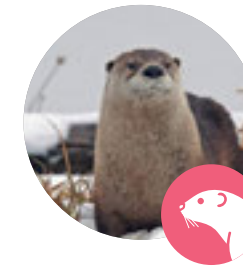
Iconic species in the Conservation Campus entry area, as well as the Kids Zoo/Discovery Zone, bring some charismatic species right near Your Zoo's entrance. Bringing playful, curious species to these areas creates an immediate connection between guests and species as they enter - and exit - Your Zoo, setting the stage for their exploration around the rest of Your Zoo as well as serving as a catalyst for their actions beyond Your Zoo's gates upon leaving.



### Iconic Species in Entry Area



Sumatran Orangutan



River Otter

### Iconic Species in Kids Zoo/Discovery Zone



Alpaca



Striped Skunk



Miniature Donkey

### Iconic Species in Indo-Malaya



Sumatran Tiger

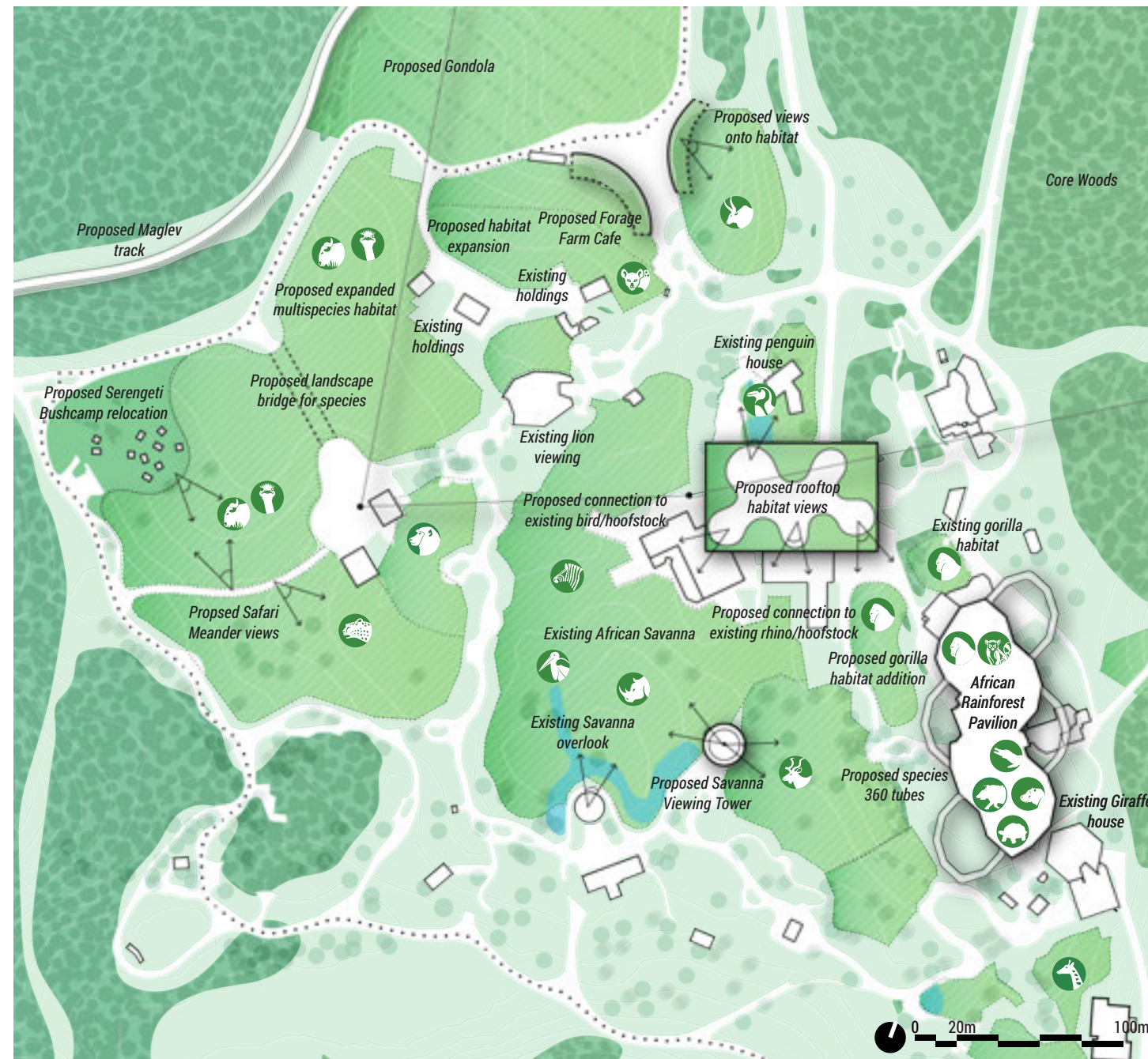




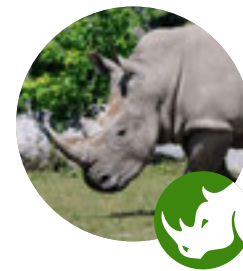
# 5. THE NEW MASTER PLAN

## 5.2. ZOOM-IN AREA 2: AFRICAN SAVANNA

Iconic species in the outdoor African Savanna and Safari Meander habitats focus on larger, charismatic species celebrated by the large landscapes that they occupy here. Focal species in the African Rainforest Pavilion vary in size, speed of movement, as well as the spaces that they occupy within the pavilion, being it submerged in pools of water, perched on lower outcrops or in lush plantings, or climbing high in the canopy for better views. By combining these species strategically within the pavilion, the existing expansive vertical spaces within the building can be used to their full potential, and eye-to-eye experiences can be created close to the ground as well as up in the canopy, as both guests and species move through these different levels throughout the pavilion.



### Iconic Species in African Savanna and Safari Meander



White Rhinoceros



Cheetah



Masai Giraffe



Grevy's Zebra

### Iconic Species in African Rainforest Pavilion



Western Lowland Gorilla



Red River Hog



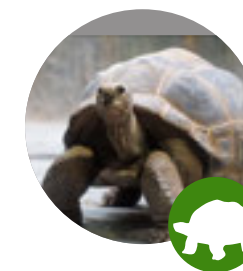
West African Dwarf Crocodile



Ring Tailed Lemur



Pygmy Hippopotamus

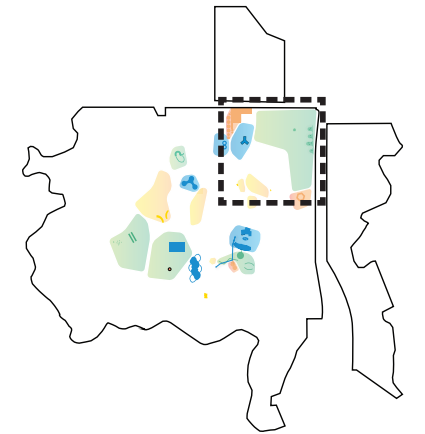


Aldabra Tortoise

# 5. THE NEW MASTER PLAN

## 5.2. ZOOM-IN AREA 3: WILDERNESS NORTH

Focus of redevelopment in this area is on bringing Canadian species into a more accessible part of Your Zoo to be celebrated, and to showcase Your Zoo's mission. A cultural layer is also added to this narrative, with a Cultural Pavilion and artwalk embedded in this space. Creation of the Saving Species Sanctuary further forefronts Your Zoo's focus on connecting people with the plight of species at risk in Canada as well as those in peril around the globe. Addition of an air-conditioned viewing building to see red pandas in summer creates more comfortable and inviting experiences for guests throughout the year.



### Legend

#### Forms:

- Habitats
- Building - New or Redeveloped
- Building - Existing
- Designated gathering space
- Decision-making Points
- Stormwater Ponds
- Habitat Water Body
- Floating Wetlands
- Existing Site Topography - 1m Contours
- Site Boundary
- Fences

#### Flows:

- Main guest path
- Secondary guest paths
- Zoomobile route
- Z Zoomobile stops

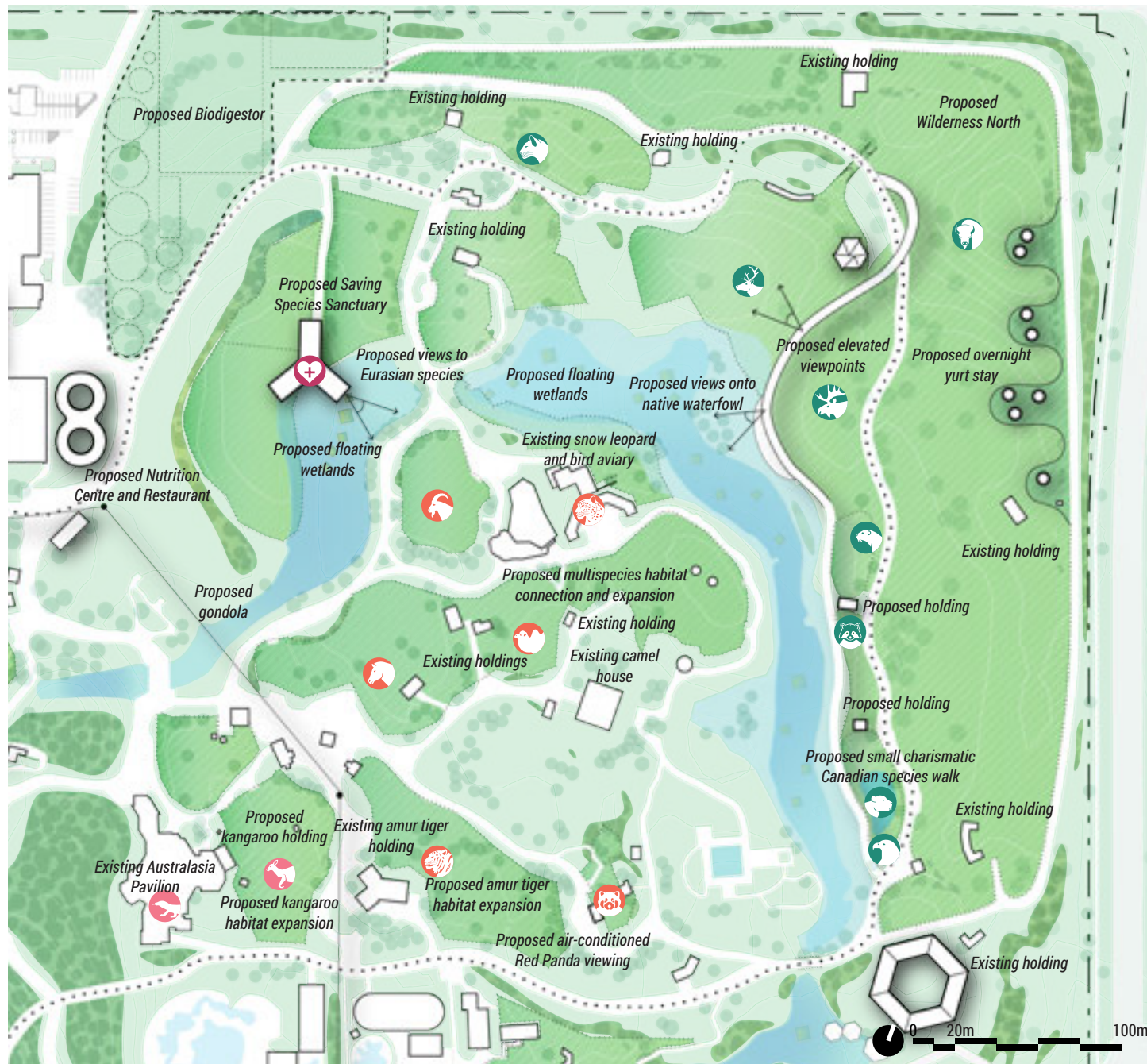
#### Guest Amenities:

- W Water Play Area
- W Washrooms
- F Food
- \$ Retail
- D Donor/Volunteer Recognition Area
- P Picnic Area

# 5. THE NEW MASTER PLAN

## 5.2. ZOOM-IN AREA 3: WILDERNESS NORTH

Iconic species in this area showcase Your Zoo's continued and strengthened commitment to preserving species globally, while specifically bringing to the forefront the incredible work that is being done on species right in our collective Canadian backyard. While species in the Saving Species Sanctuary will not call this home longer-term, the work of the Sanctuary highlights the trafficking of exotic species globally, as well as more local threats to injured, orphaned and confiscated species.



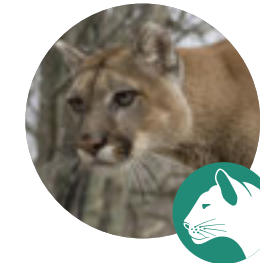
### Iconic Species in Wilderness North



Wood Bison



Porcupine Caribou



Cougar

### Iconic Species in Eurasia



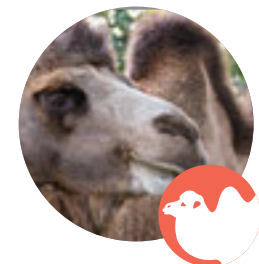
Amur Tiger



Red Panda



Snow Leopard



Bactrian Camel



Asian Wild Horse

### Iconic Species in Australasia



Komodo Dragon



Western Grey Kangaroo

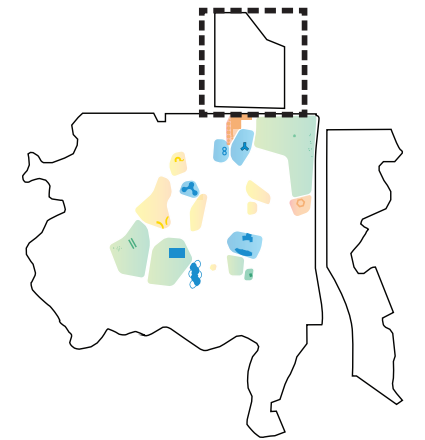




# 5. THE NEW MASTER PLAN





## 5.2. ZOOM-IN AREA 5: NORTH OF OLD FINCH AVENUE

This underutilized Zoo land on the North side of Old Finch Avenue becomes a space that will host two new programs. The Conservation Breeding Program makes use of the existing barn site with a new building combining all three structures, and ample sheltered habitat space behind this, where sensitive species can be bred in a quiet, secluded space. In the middle of this area, set back from the road for privacy, is a space reserved for indigenous programming and cultural gatherings. Both of these programs are protected from the noise and foot traffic of the day-to-day Zoo activities, but are in close proximity to Your Zoo's main site, enabling Your Zoo to have the opportunity to welcome groups, if desired.



### Legend

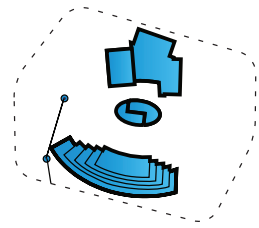
Forms:

-  Habitats
-  Building - New or Redeveloped
-  Building - Existing
-  Site Boundary
-  Fences

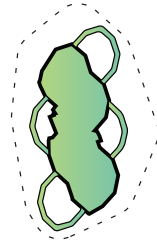
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: HEAVY LIFTERS, MIGHTIES, LOW-HANGING FRUIT AND PARTNERSHIP-FUNDED

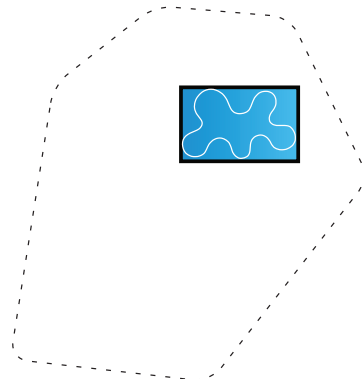
Many capital projects are presented in the Master Plan, including varying degrees of detail. Each of these projects has been developed as a starting point for establishing the principles for further detailed design of the building massing and spaces, in an attempt to create a cohesive site as each of these projects and areas are developed. While building forms are suggested in many projects, this is very flexible and will be further studied through the detail design of each project as they move forward, to establish the best massings, materials, and spatial layouts that work collectively to enhance Your Zoo, building off of the principles established in this Master Plan. Specific project names will be decided together in collaboration with project partners.



Conservation Campus



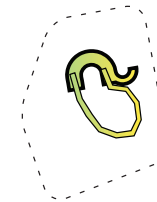
Goriland



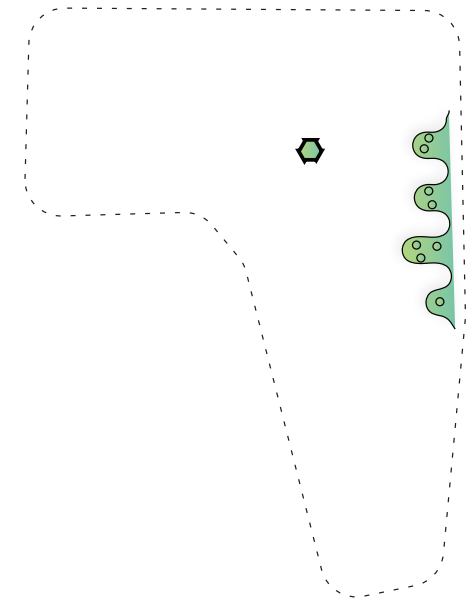
Indoor Winter Viewing and Holding



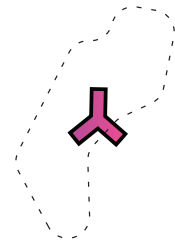
Nutrition Centre and Restaurant



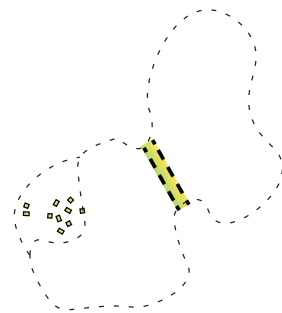
Jaguar Jungle



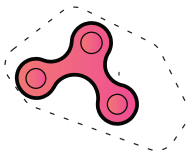
Wilderness North



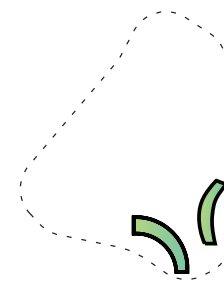
The Saving Species Sanctuary



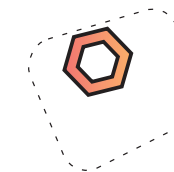
Safari Meander



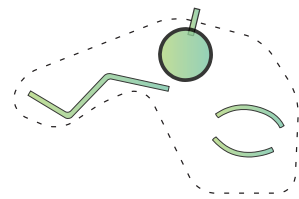
Americas Pavilion



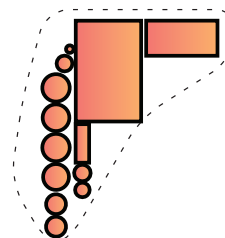
The Forage Farm and Demonstration Site



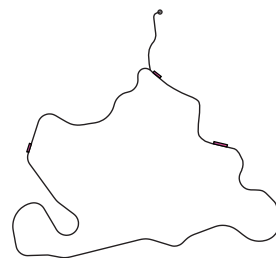
The Daycare



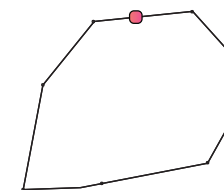
Sumatran Tigerline



The Biodigestor



The Monorail Path



The Gondola



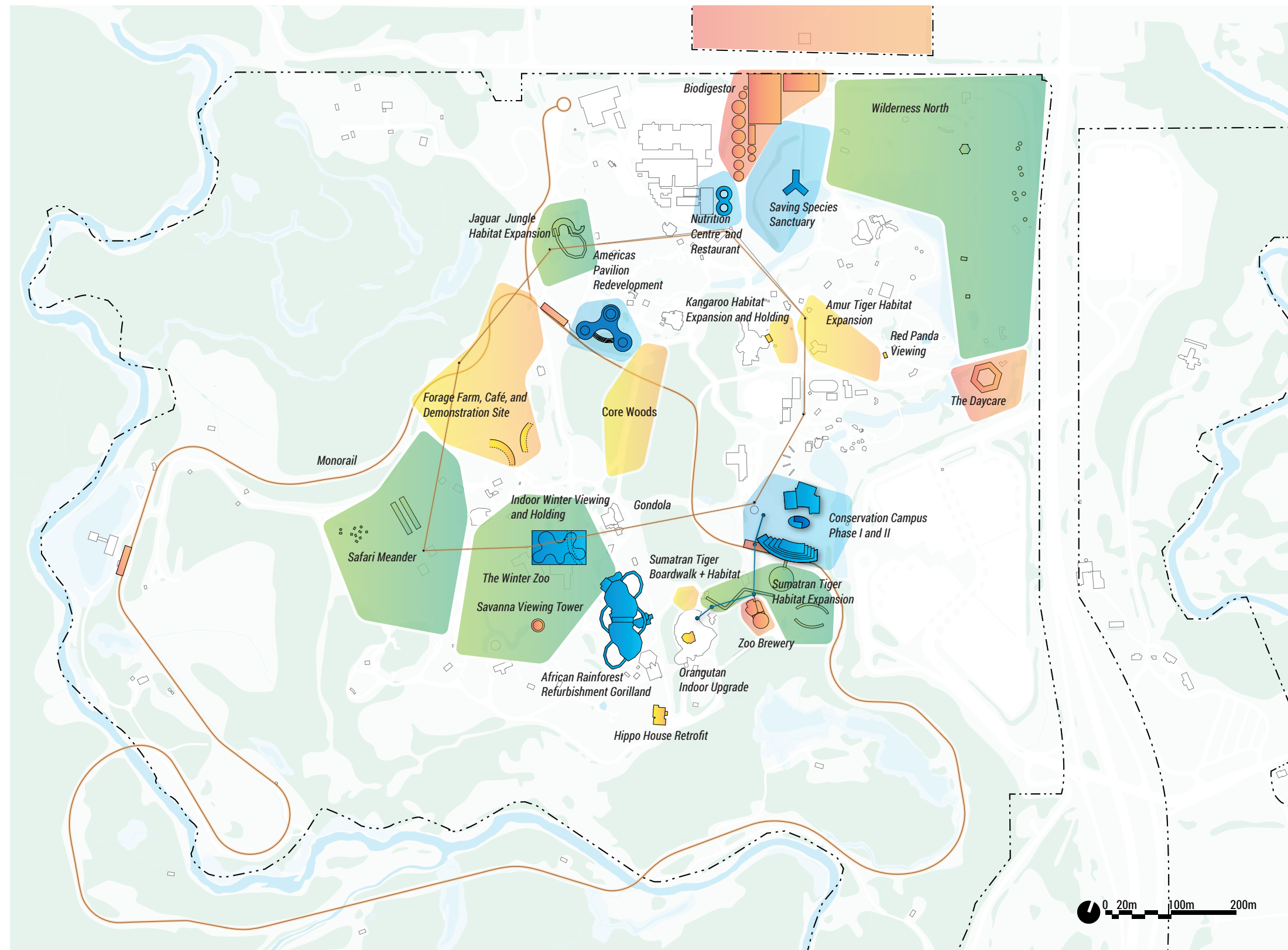
Zoo Brewery + Malayan Woods Renewal



Savanna Viewing Tower

# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: HEAVY LIFTERS, MIGHTIES, LOW-HANGING FRUIT AND PARTNERSHIP-FUNDED



### Legend

- Heavy Lifters area modification
- Heavy Lifters new or modified building
- Mighties area modification
- Mighties new or modified building
- Low-hanging Fruit area modification
- Low-hanging Fruit new or modified building
- Partnership-Funded area modification
- Partnership-Funded building or structure

### Heavy lifters

These are projects that are bigger in scope, often involving new buildings, and requiring much more investment on the part of Your Zoo, although ideally external funders will also be secured. These projects will occur over a much longer timeline and will be the most impactful and exciting projects at Your Zoo, drawing in many new guests.

### Mighties

These projects have a slightly smaller scope, could be funded through the Capital Works Program through city funding either as exhibit refurbishments or separate projects, and are still very impactful and will bring new guests.

### Low-hanging fruit

These projects are much smaller in scope and budget, having a much shorter construction timeline, and often target pain points that can be addressed more quickly and at lower cost.

### Partnership-funded

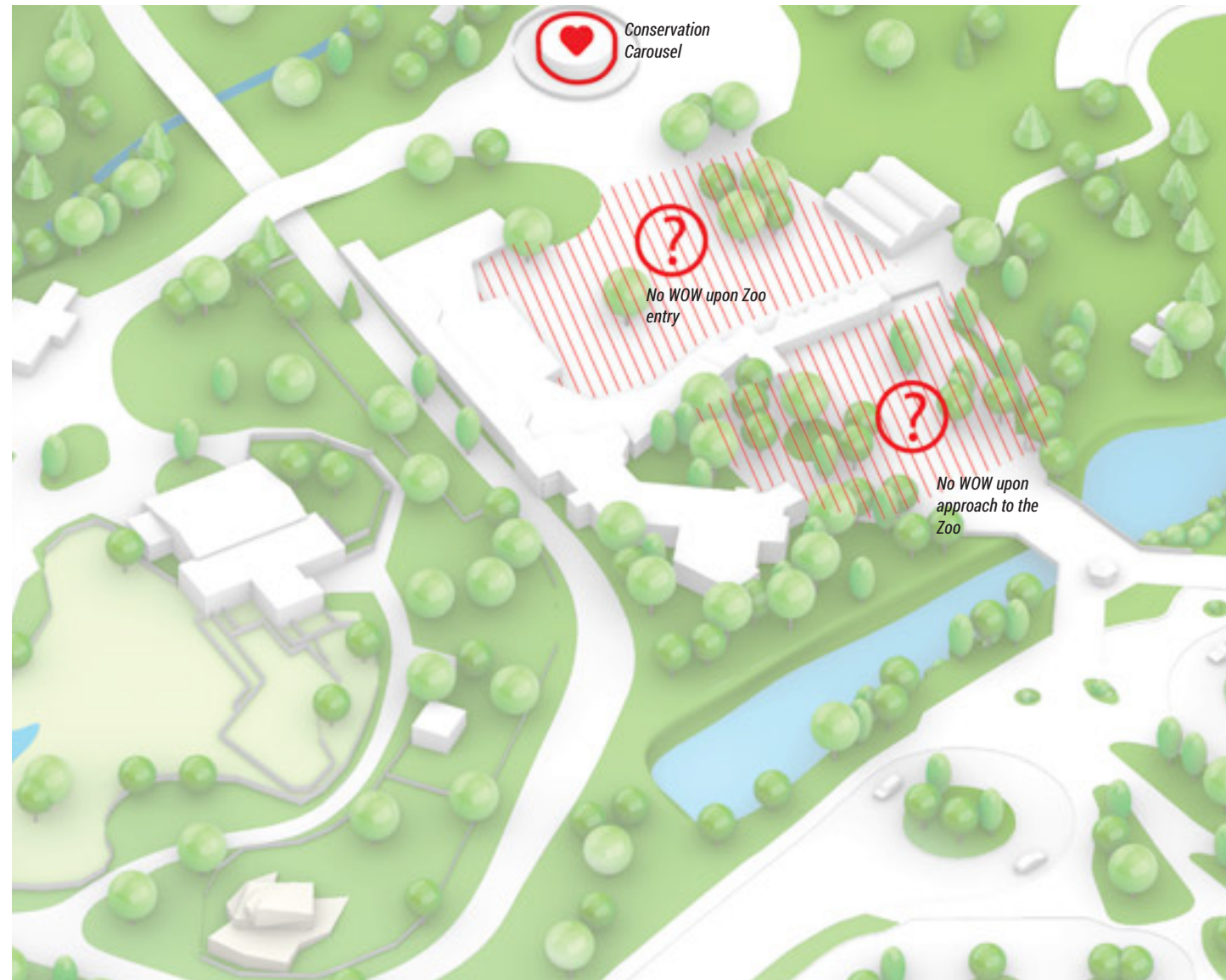
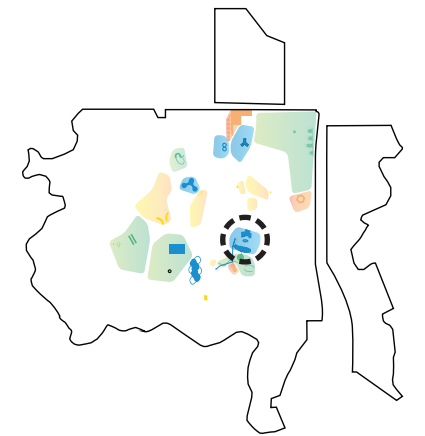
These projects, while incredibly impactful in scope, will be externally funded, creating win-win partnerships for the Zoo and the funding partners. These are more infrastructural projects, that create incredible site experiences, offering new views onto the site, or views into different site processes.



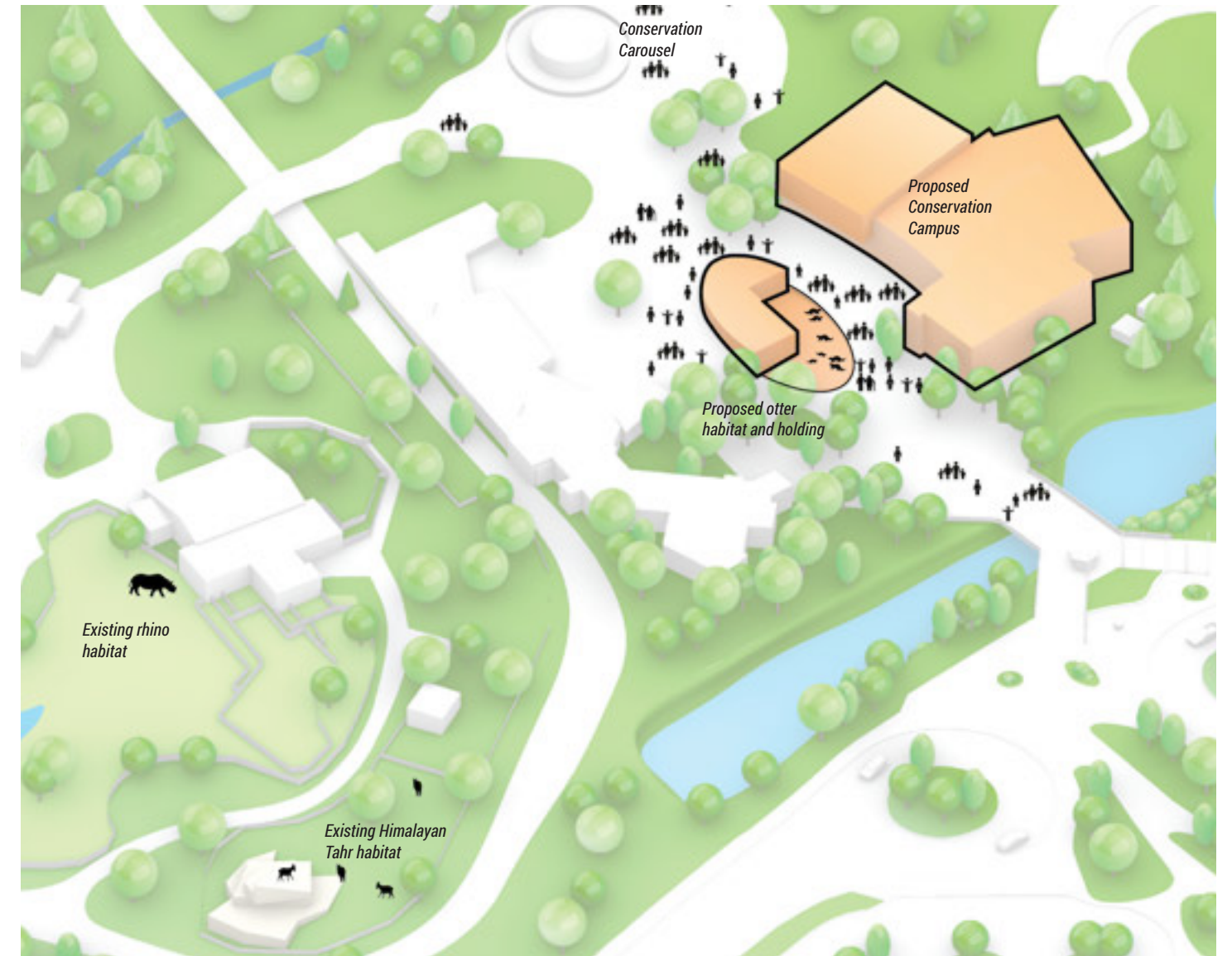
# 5. THE NEW MASTER PLAN

## 5.3. 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

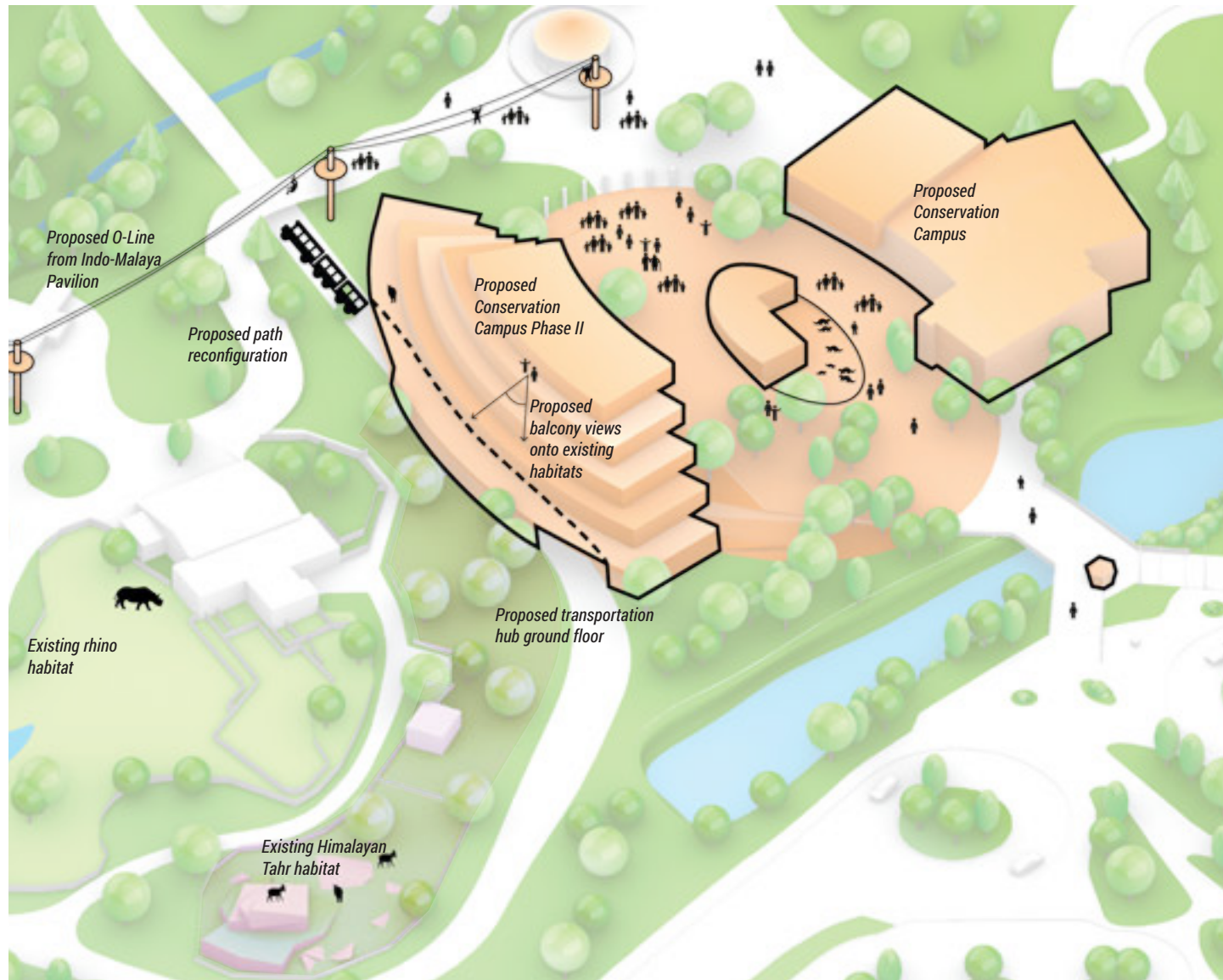
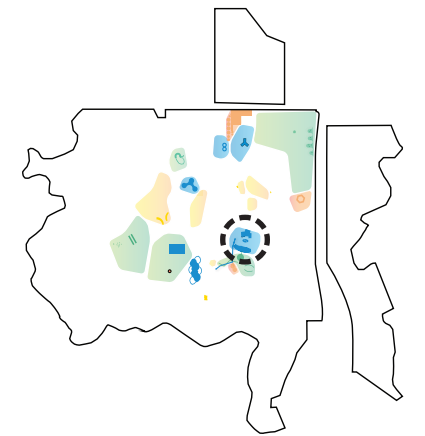
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: CONSERVATION CAMPUS PHASE II (PARTNERSHIP PROJECT)

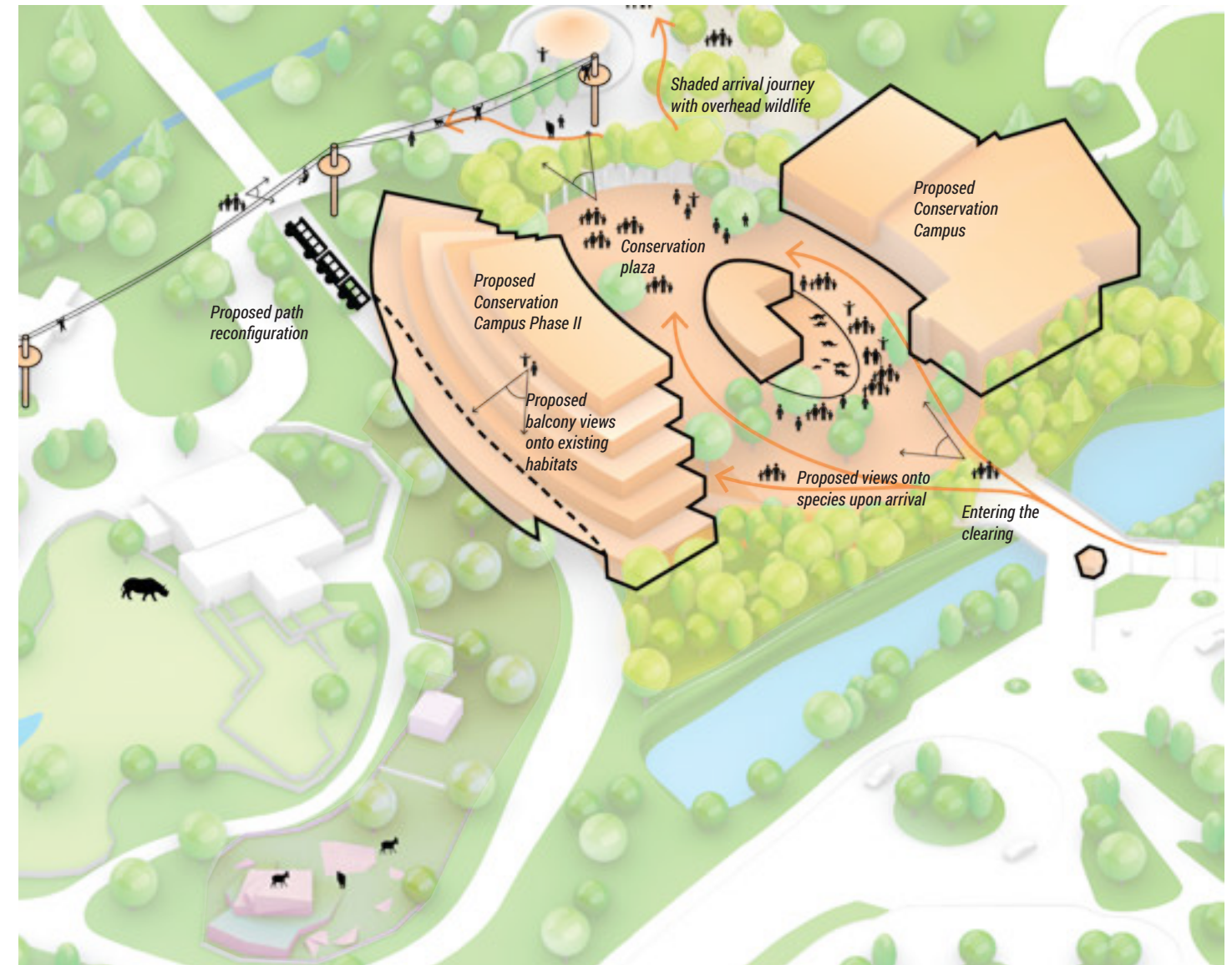
To bring even more energy to the arrival experience, Phase II of the Conservation Campus will see Your Toronto Zoo working with key partners to develop a hotel, theatre hall, changing exhibit hall, and wildlife conservation research centre. The ground floor remains entirely public, housing a transportation 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

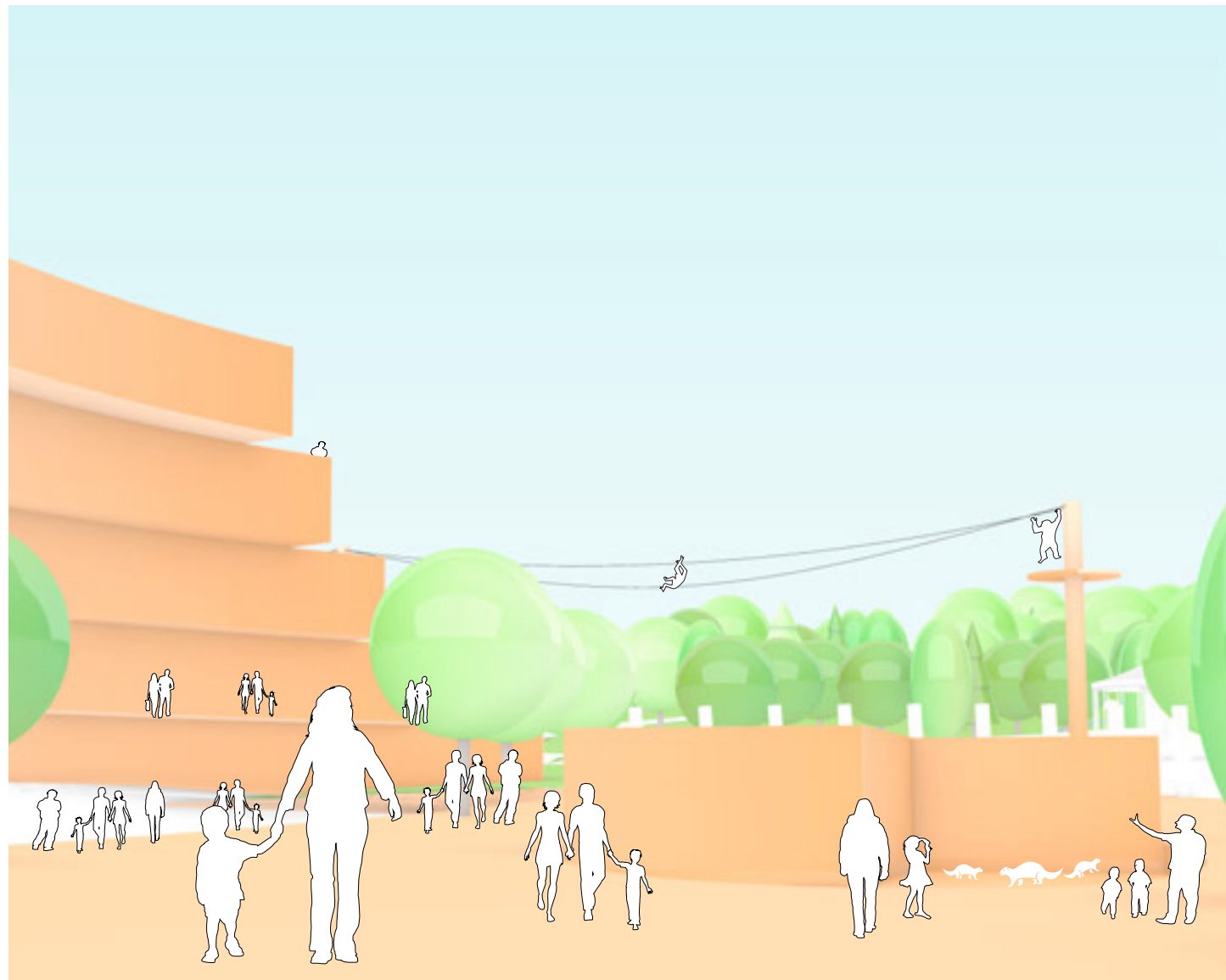
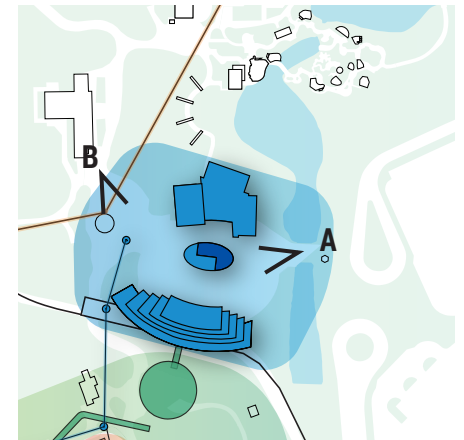


Conservation Campus Phase II Proposal Step 2

# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: CONSERVATION CAMPUS PHASE II VIEWS

The new Conservation Campus and Conservation Hotel provide guests with an inviting first glimpse into Your Zoo's mission and vision, both forefronting the importance of conservation and spending more time with animals, as well as developing programs that financially support these missions. The entrance experience also celebrates larger enclosures and more freedom of choice creating an enriching experience for both animals and guests. In the same way that they are greeted with a sense of awe upon arrival, an orangutan transfer line leaves guests with a memorable and important experience as they depart - a unique connection to animals, and especially animals that feel free-roaming, as they use the Zoo as their playground.



View A: an inviting arrival being greeted by river otters and orangutans near the Conservation Hotel upon entering

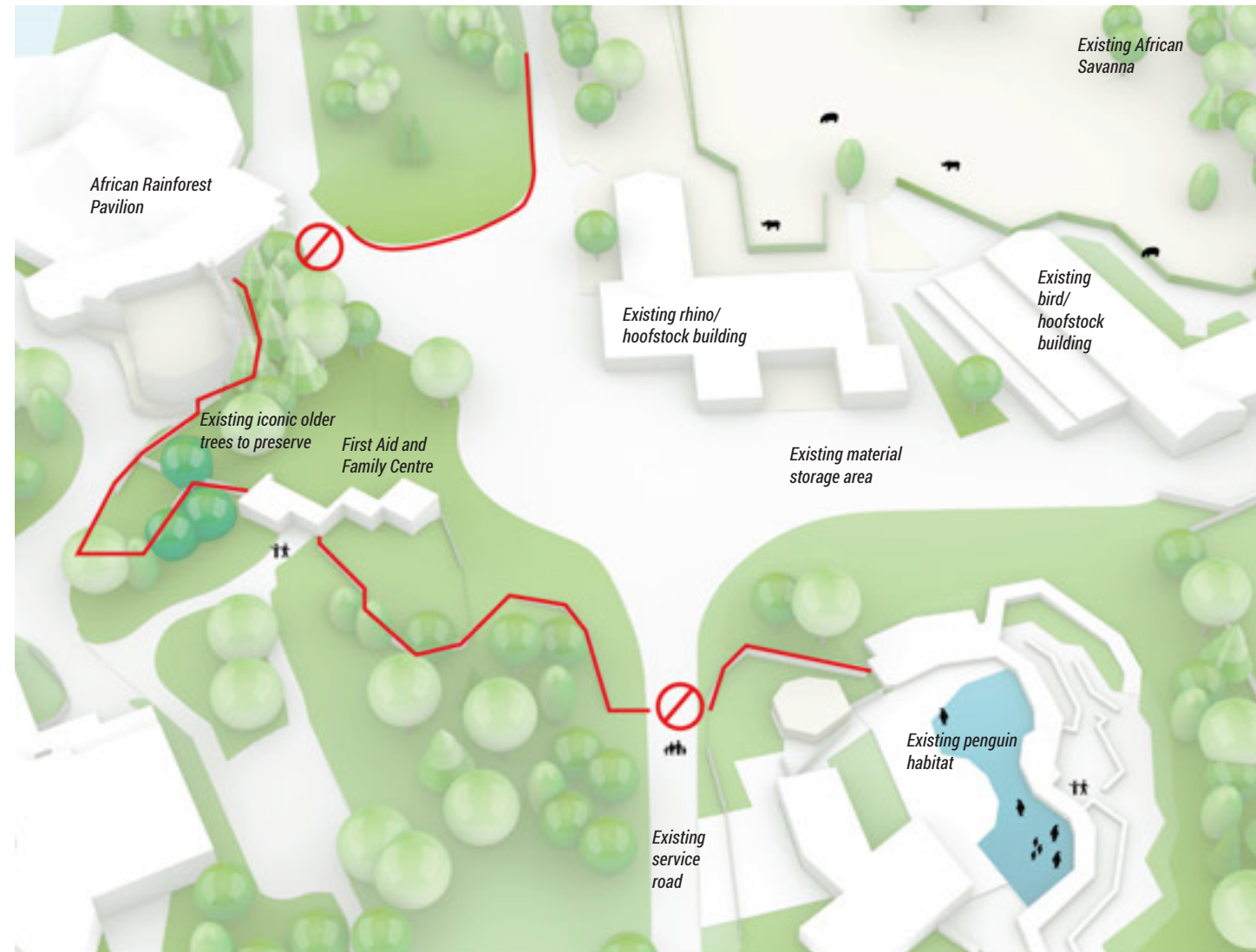
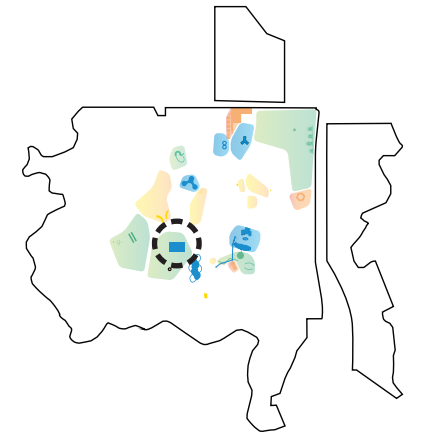


View B: views onto the Conservation Carousel and Conservation Hotel with species alongside you as you depart Your Zoo

# 5. THE NEW MASTER PLAN

## 5.3. 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

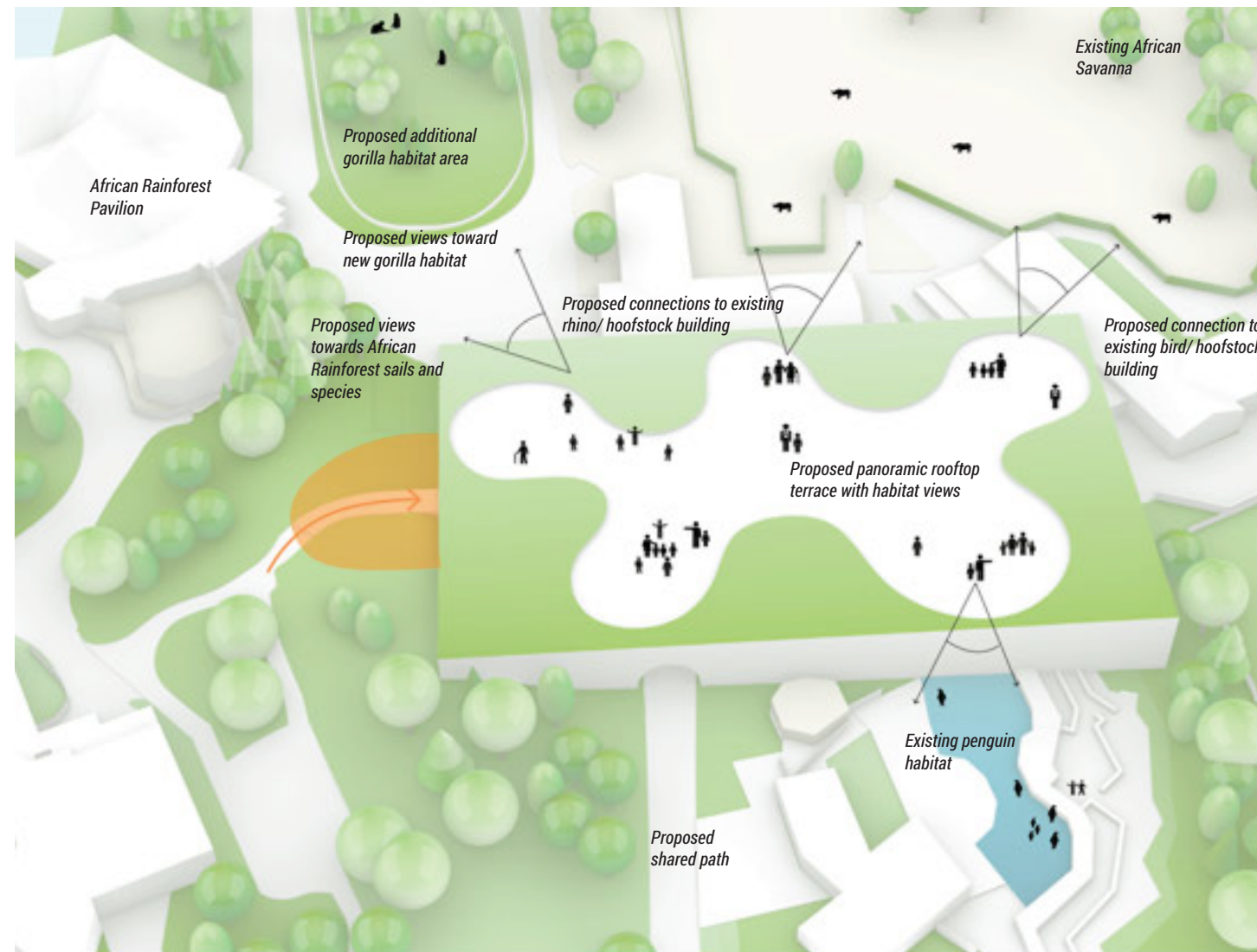
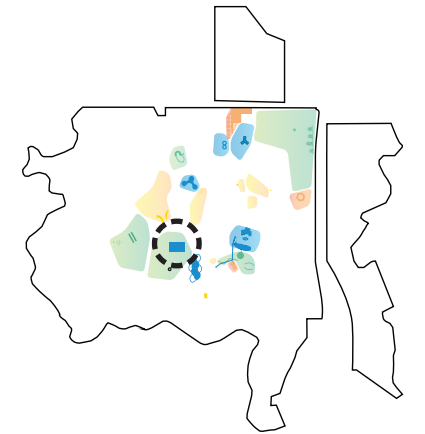
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: INDOOR WINTER VIEWING AND HOLDING

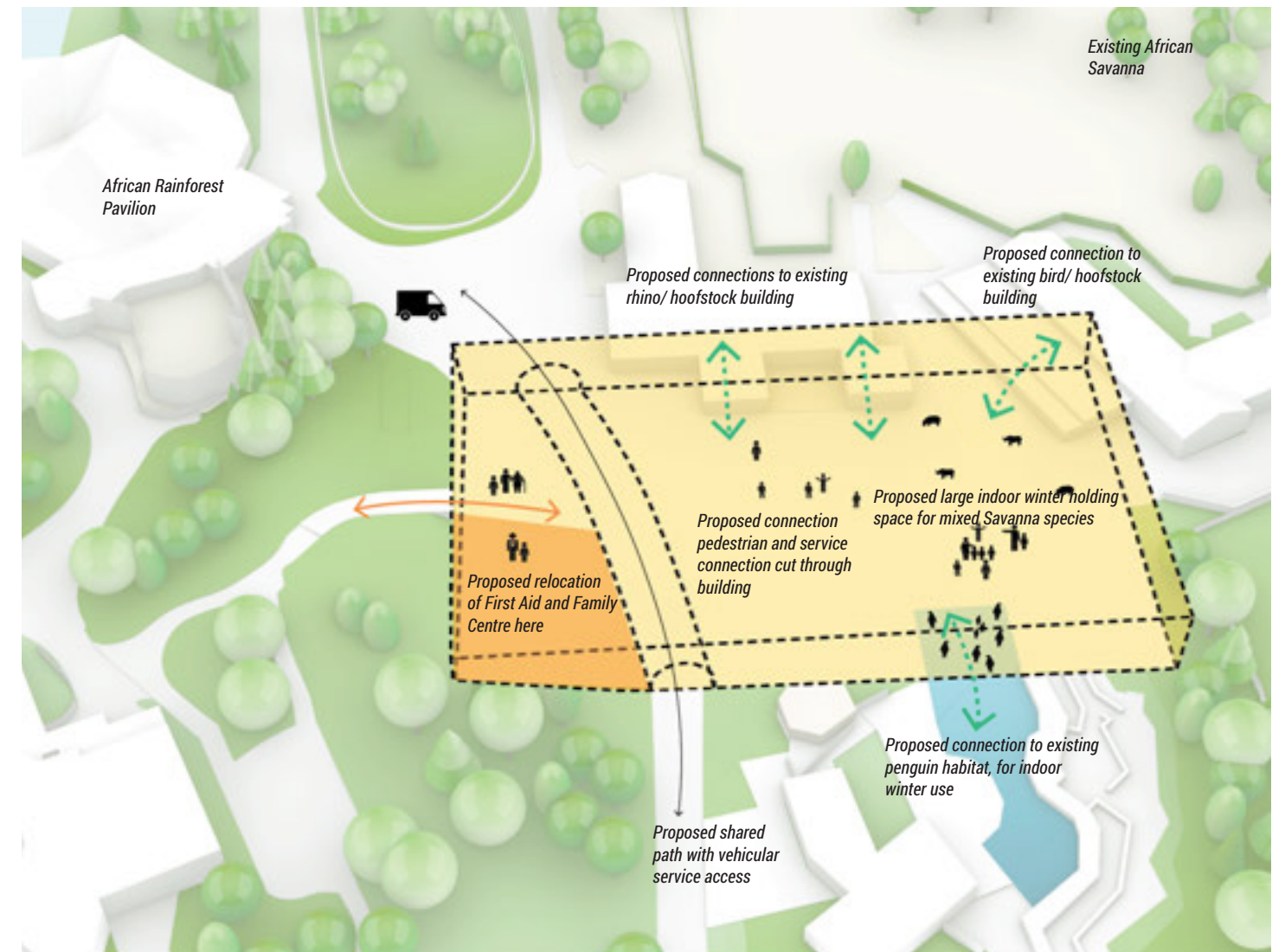
Outdoor habitats become an extension of the indoor pavilion habitats, and many species can be housed and viewed together in this pavilion, with ample space for all. While African species are outside during the summer, the pavilion has areas that can be rented and used as venues for events, with unique 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

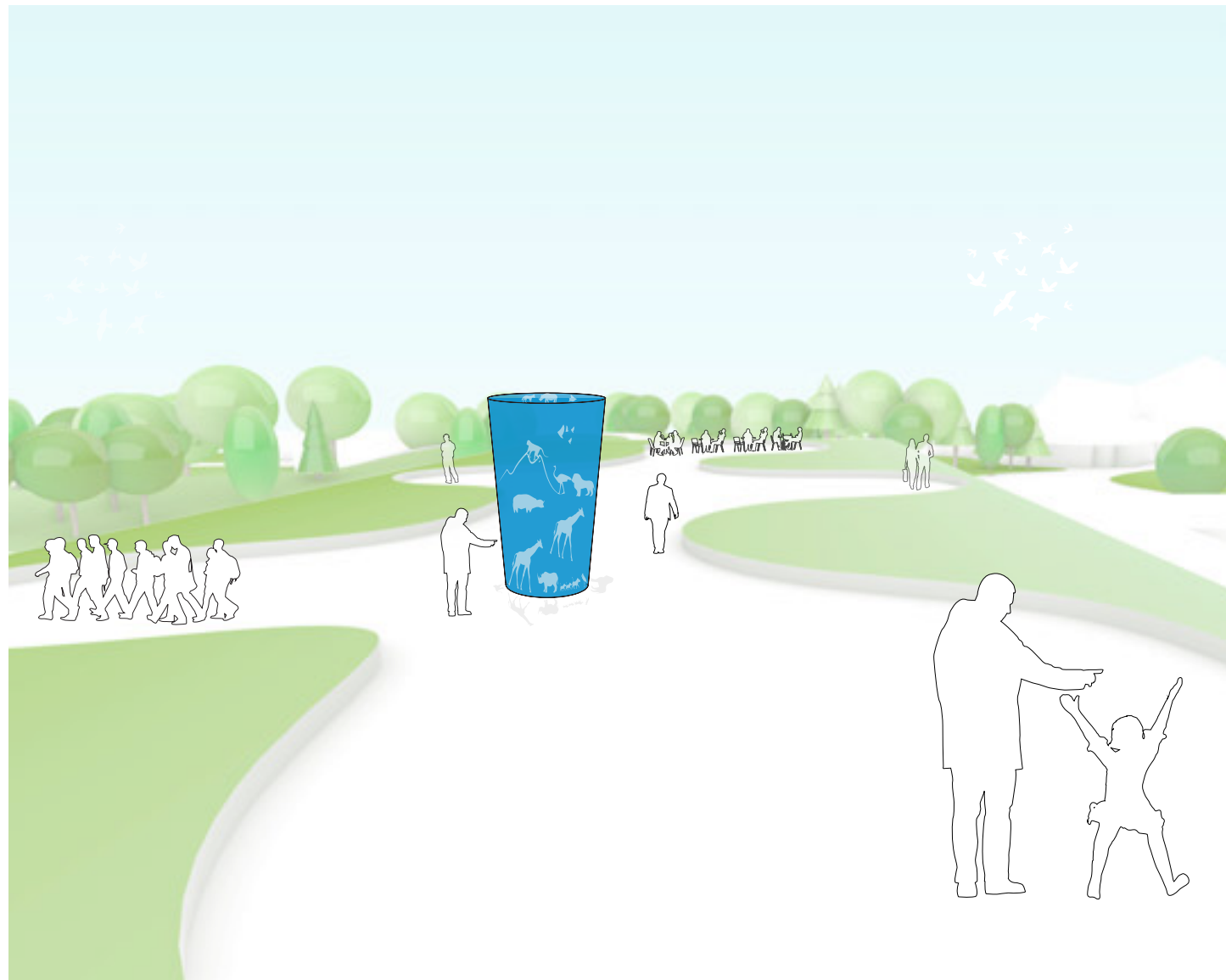
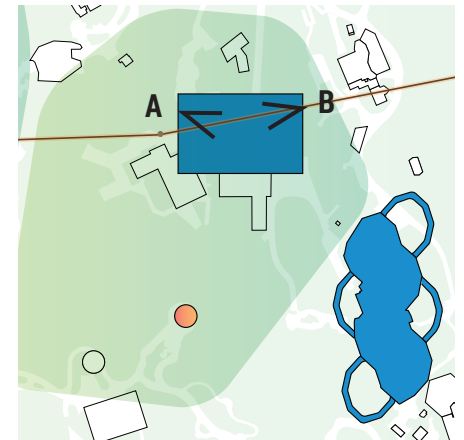


Proposal Step 2: internal connections

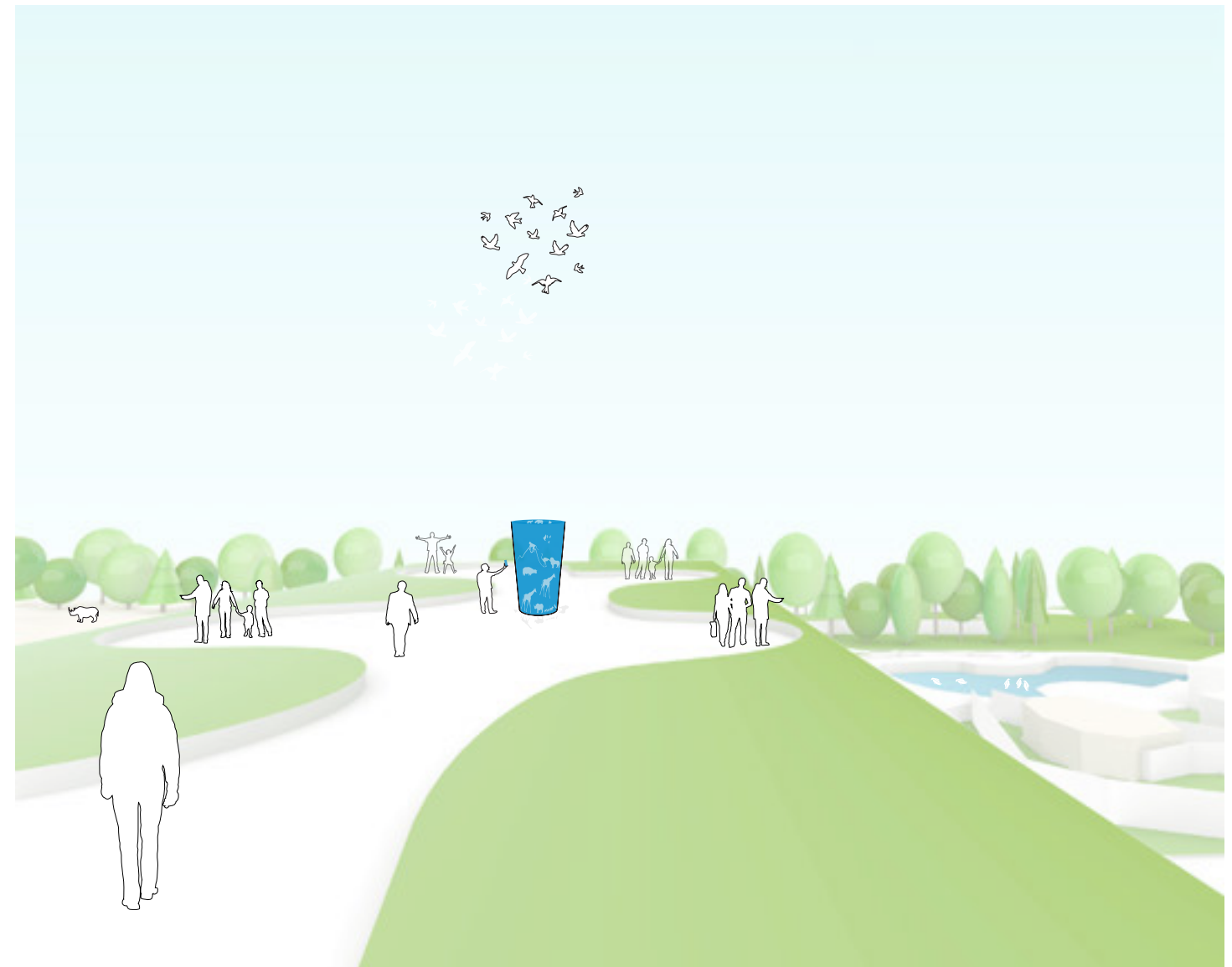
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: INDOOR WINTER VIEWING AND HOLDING VIEWS

The Indoor Winter Viewing and Holding offers new views indoors onto species not currently seen in winter at Your Zoo, while also creating new vantage points looking out over the large Savanna habitat. With an outdoor illuminated lantern, as well as seating, the rooftop becomes a destination for gathering in all seasons. The installation brings together stories about African species, as well as data about conservation status and reports from the field, from conservation partners on the ground in Africa. Interactive technology turns the lantern into a jukebox, allowing visitors to select audio to play using their Zoo Passport app. The jukebox features music from the countries and cultures of animals in the winter viewing area and can also offer broadcasts of ambient soundscapes that express the sonic qualities of their natural environment. This roof space becomes a backdrop for theatre, film, dance, music, or spoken word performances, further enlivening the landscape, and creating additional opportunities for conversation and the presentation of new community-generated art.



View A: looking across the large roovescape towards the illuminated interpretive lantern and rooftop café space



View B: views onto species on all sides of the building, from the rooftop terrace space

## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: HOLDING WELCOMING SAVANNA ANIMALS DURING WINTER



## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: HOLDING AS A FANTASTIC VENUE THROUGHOUT THE SUMMER





# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: THE INDOOR WINTER VIEWING EVENT SPACE

### Proposed experience of IT projects:

Implementing audiovisual equipment here helps to create a rich event space, allowing for more flexibility in the uses of this area, creating opportunities for one-of-a-kind mission-based community and VIP events. This added technology creates more opportunities for inviting the creative community into this space as well, creating more cross-pollination between the scientific and conservation community onsite and the creative communities. Implementation of a Centralized Inventory Management System allows for amenities and supplies onsite to be easily found, used, and rented, further facilitating event setup in this new event space.

### Building blocks of the Information Technologies (IT) strategy for this area:



### IT projects recommended to be investigated in this capital project: (refer to Appendix 5 for the full Technology Master Plan):

- 1.1. Implement Wifi site wide / Install Network
- 1.7. Implement guest distress system / Zoo wide alarm
- 2.10. Implement Centralized Inventory Management System
- 3.3. Implement animal cameras and sensors (heat, location)
- 4.5. Implement AV equipment for boardrooms and event spaces
- 4.19. Build Zoo App V2
- 7.12. Implement Smart Washroom Facilities



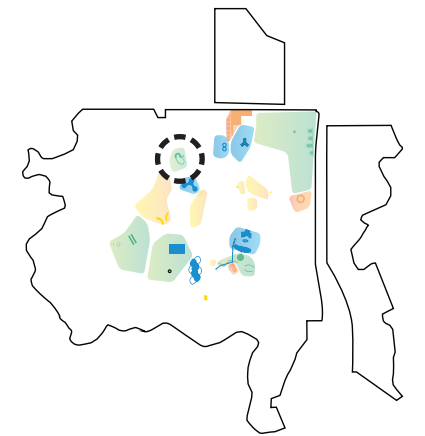
Community events and VIP events facilitated by audiovisual technology, high-tech security, and wifi.

The Centralized Inventory Management System facilitates events with up-to-date information on supplies.

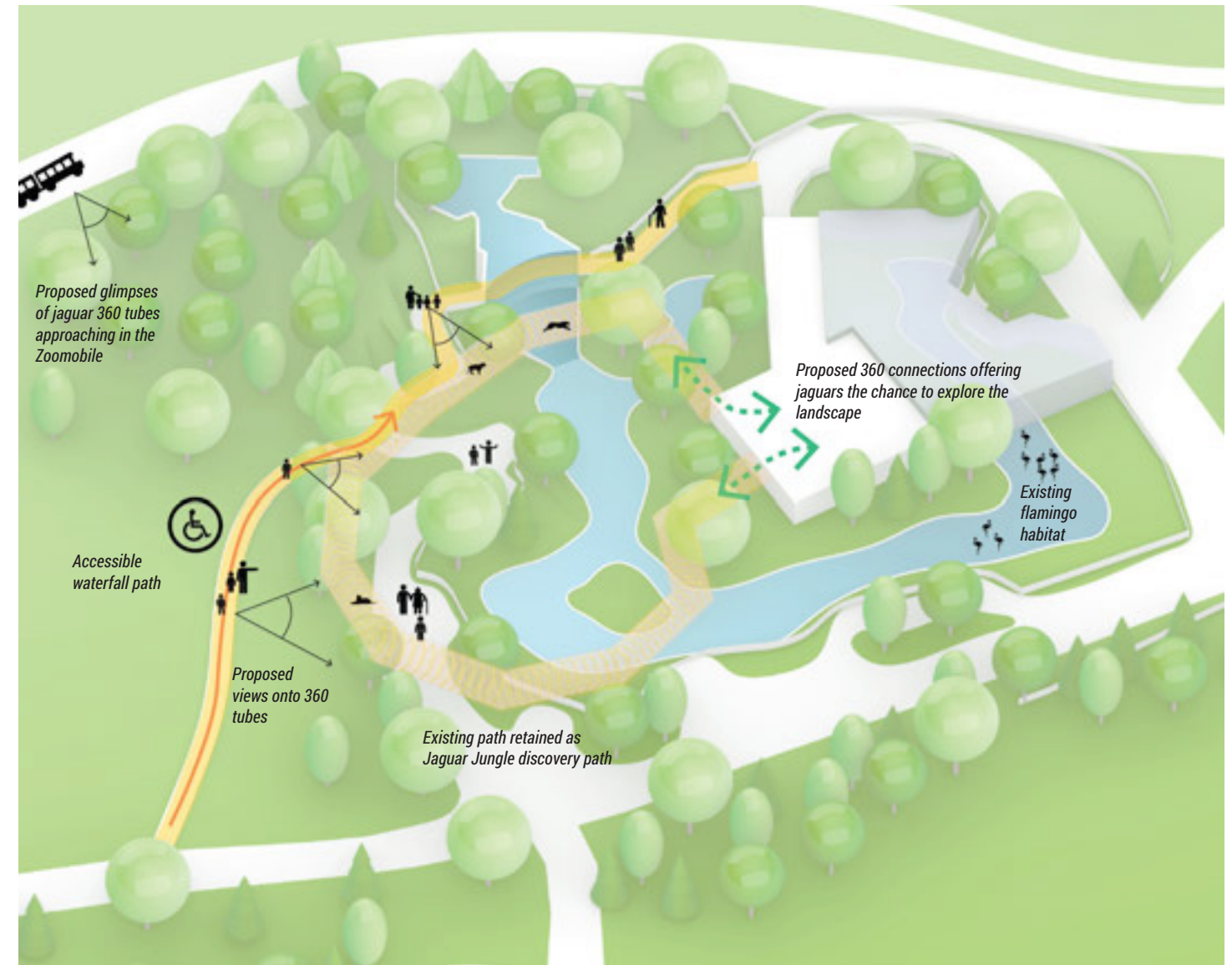
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: JAGUAR HABITAT AND WATERFALL

The waterfall and habitat in the Americas section at the Northwestern part of Your Zoo is an incredible landscape, however accessibility challenges exist on the route to the waterfall, and the jaguars and other species here could benefit from larger holding and larger habitat spaces. In the first phase of the proposal, a new, accessible path brings guests up to the waterfall. The proposed habitat takes advantage of the monumental landscape, giving space back to jaguars here by creating 360 tubes that extend far out into their landscape, allowing them to lounge and explore above guests. This brings them past the waterfall and close to the treetops in many places, providing them with many enrichment opportunities. Similarly, guests feel much more immersed in the jaguar jungle, as they move up to the waterfall, with jaguars watching them from overhead, and in some places offering new eye-to-eye encounters.



Existing



Proposal Step 1

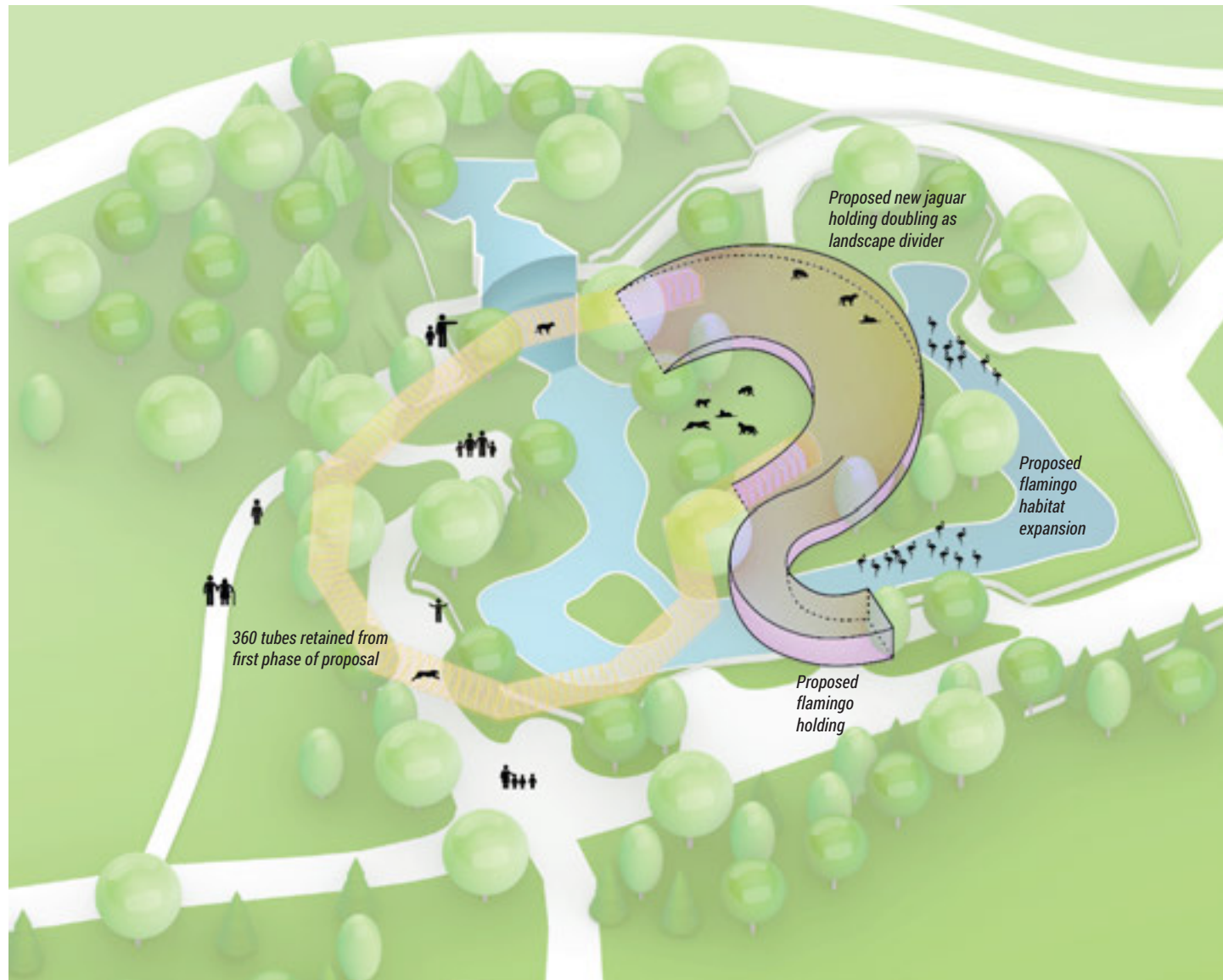
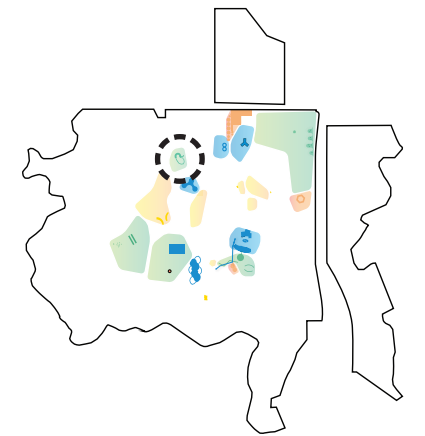
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: JAGUAR HABITAT AND WATERFALL

Building upon the 360 tubes implemented in the first phase here, in the second phase of redevelopment even more space is given to jaguars by creating a larger holding building that also acts as a landscape barrier that jaguars are able to occupy. Smaller, charismatic species such as the flamingoes are still able to feel barrier-free, while the jaguars get an improved and expanded habitat with much more natural enrichment and guests get more views onto this iconic species, in a stunning landscape.

### Preliminary program

- **6 760 sqft total building**
- 1 level, with 6m ceiling at tallest point, 4.5m ceiling in smallest arc near path
- two internal spaces - small arc holding for flamingoes, large arc holding for jaguars
- **150 m of 360 tubes**, allowing jaguars to move and explore above habitat spaces
- new gently sloping path leading up to waterfall (60 m long)



Proposal Step 2

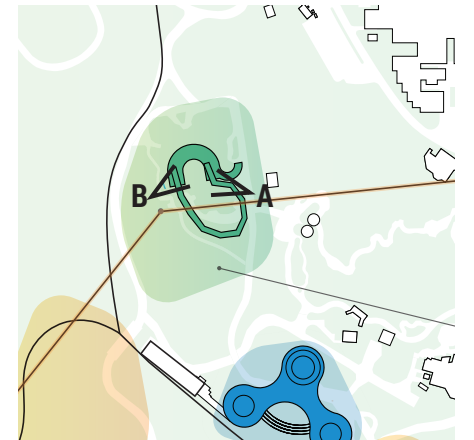


Proposal Step 2: building connections

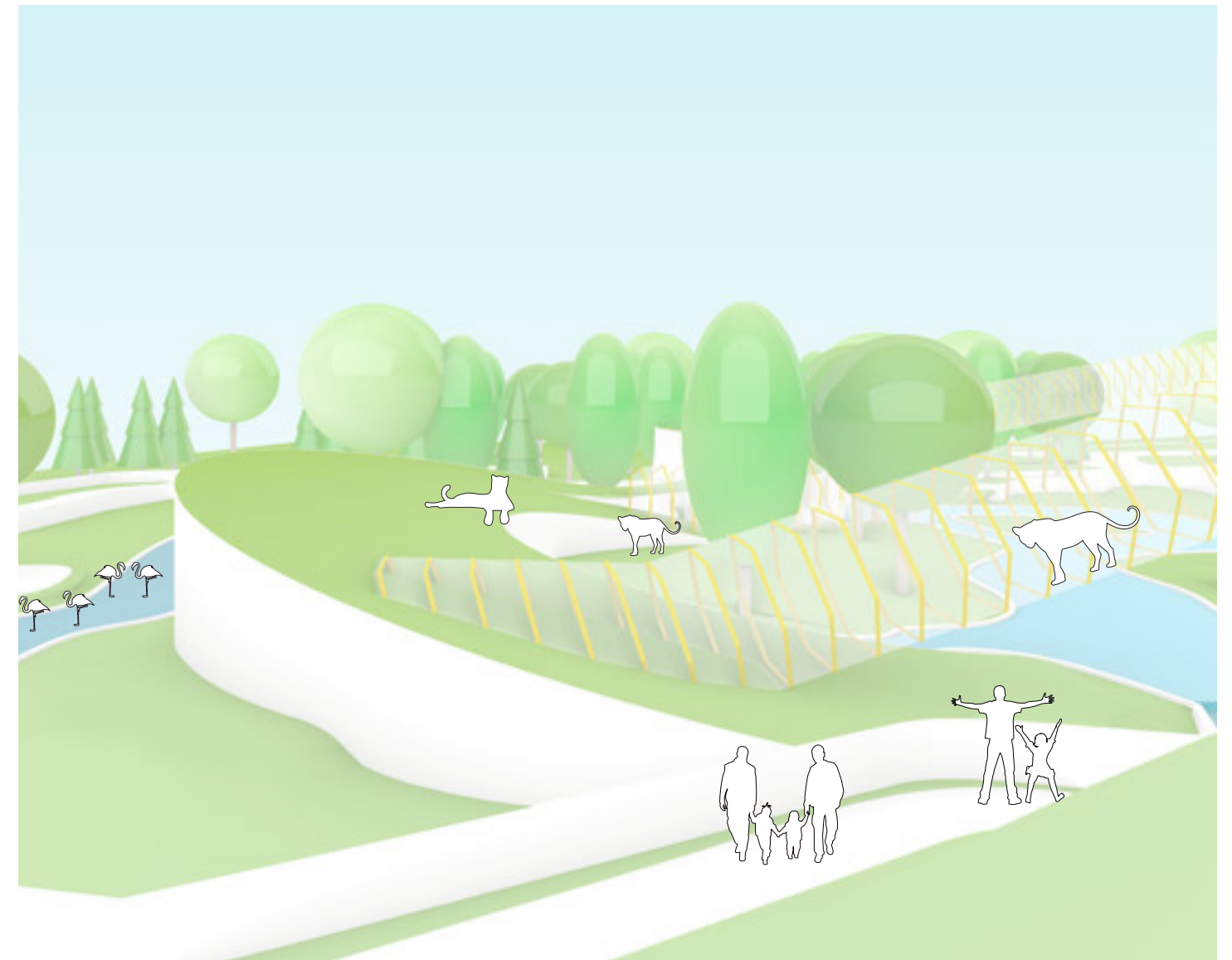
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: JAGUAR HABITAT AND WATERFALL VIEWS

Approaching the jaguar habitat, guests are greeted by jaguars overhead as they explore their environment through 360 tunnels around the habitat. With higher areas to hangout on the building, jaguars also become easier to see as guests approach the habitat. Interpretation here also highlights the important connection of this waterfall space to the larger stormwater system, highlighting water recirculation, filtration, and reuse on site. From the waterfall viewpoint, guests are able to catch glimpses of the flamingoes in the lower pond, as well as jaguars lounging in the landscape that is created from their holding building.



View A: views from the path onto the waterfall and jaguars lounging on the holding landscape

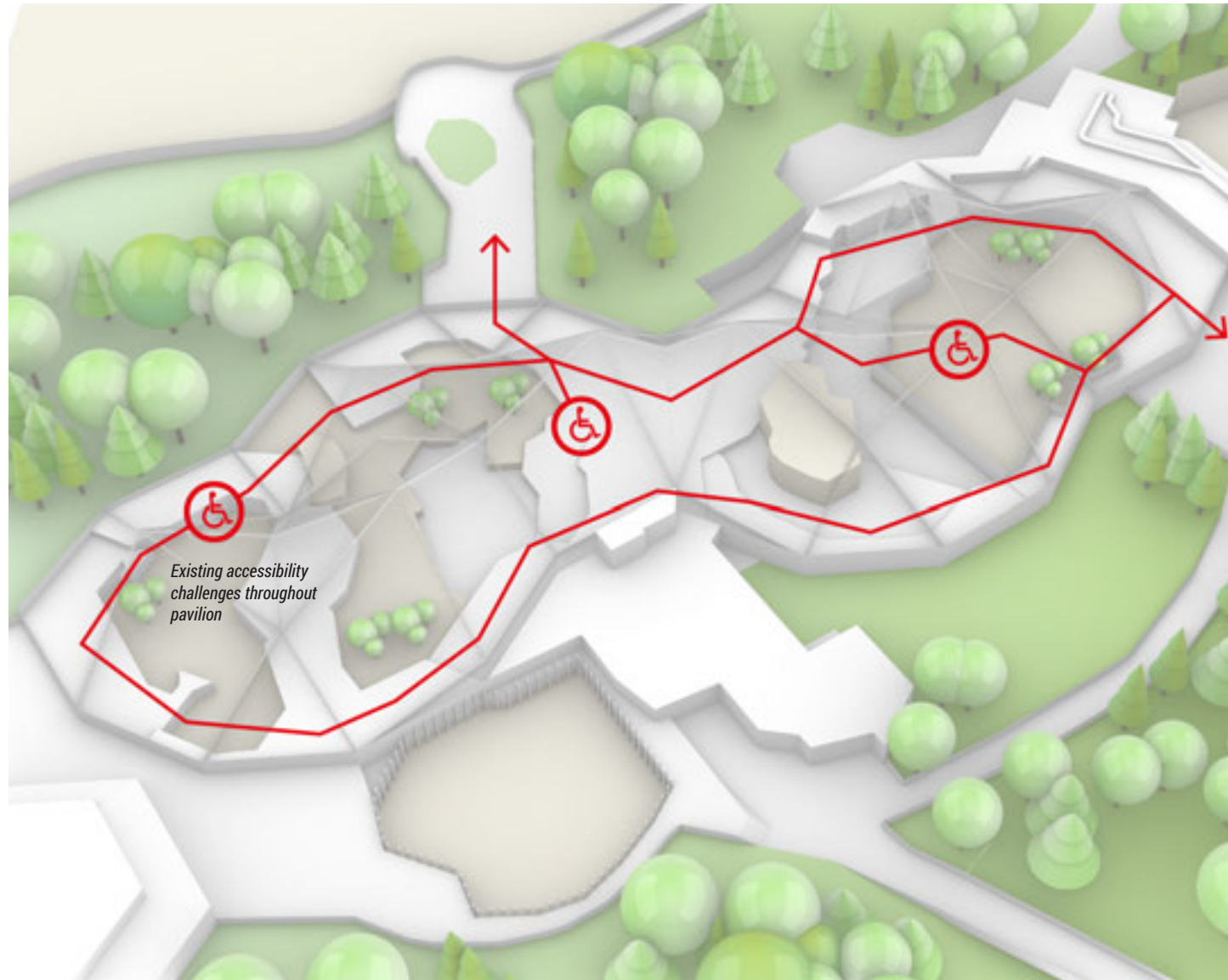
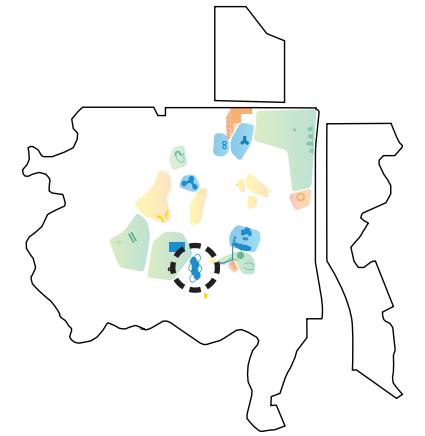


View B: looking towards the jaguar holding landscape from the waterfall

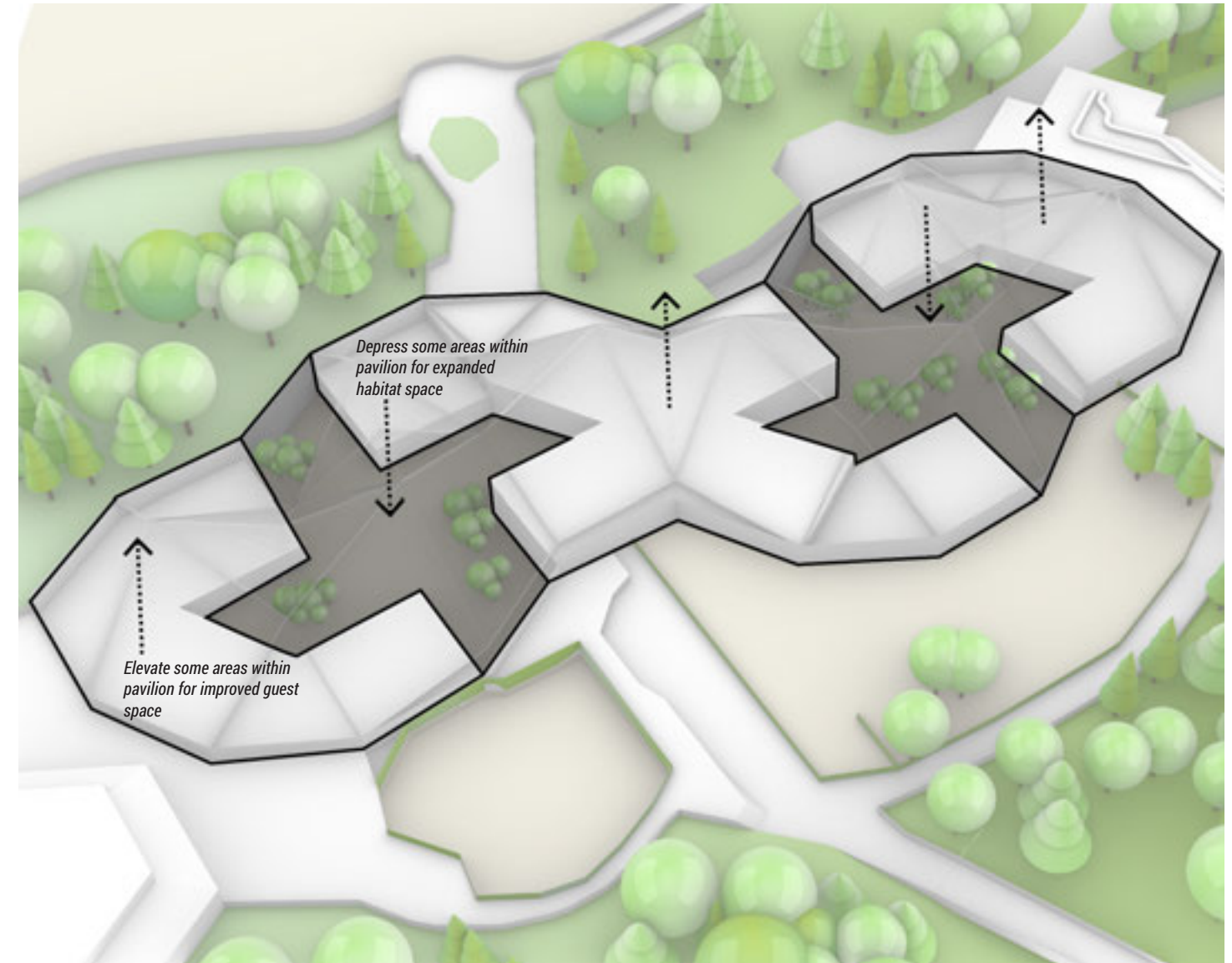
# 5. THE NEW MASTER PLAN

## 5.3. 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

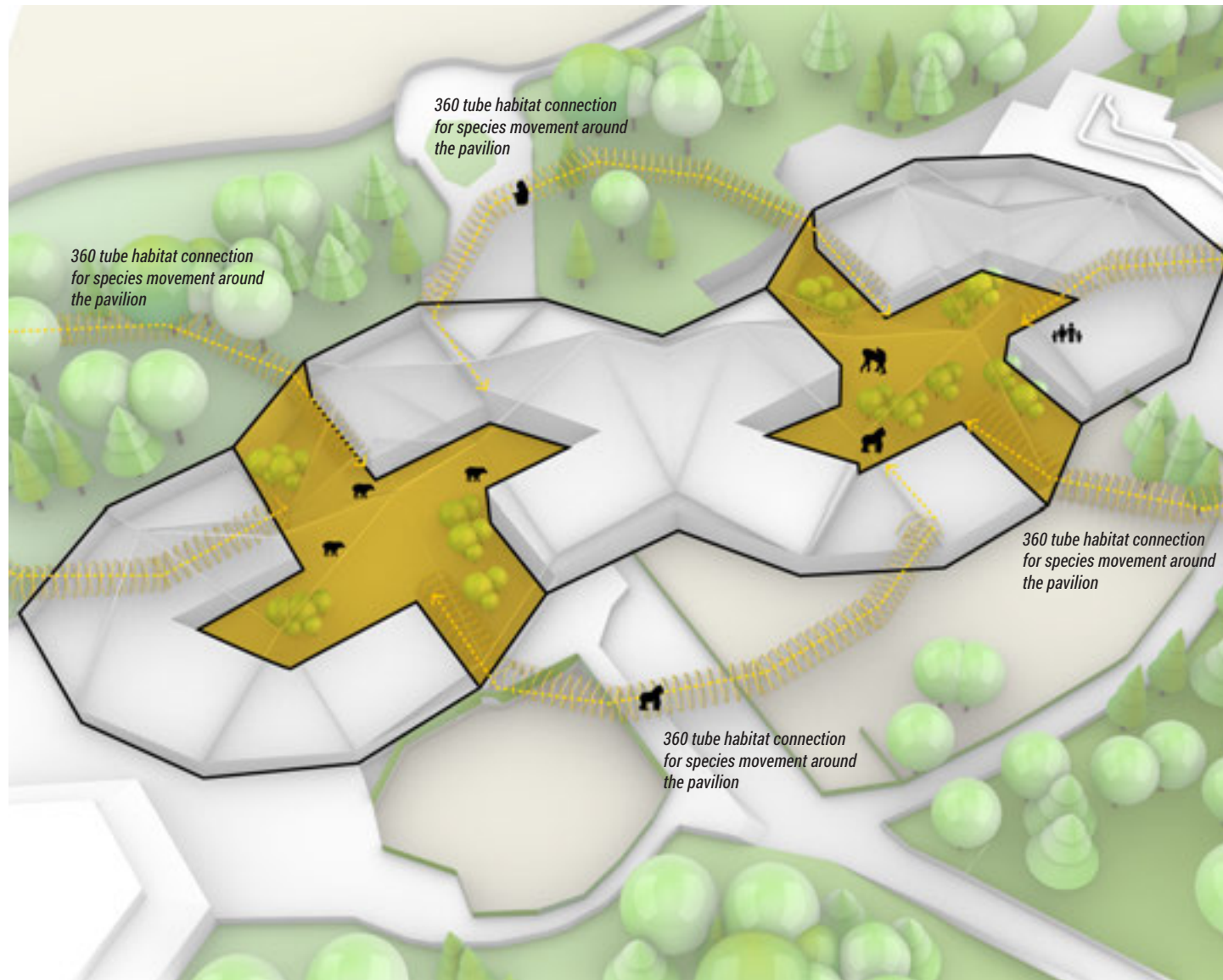
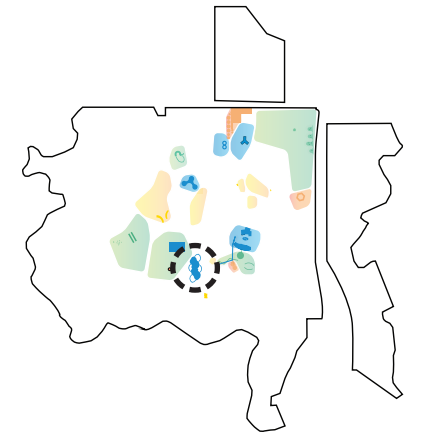
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: GORILLAND

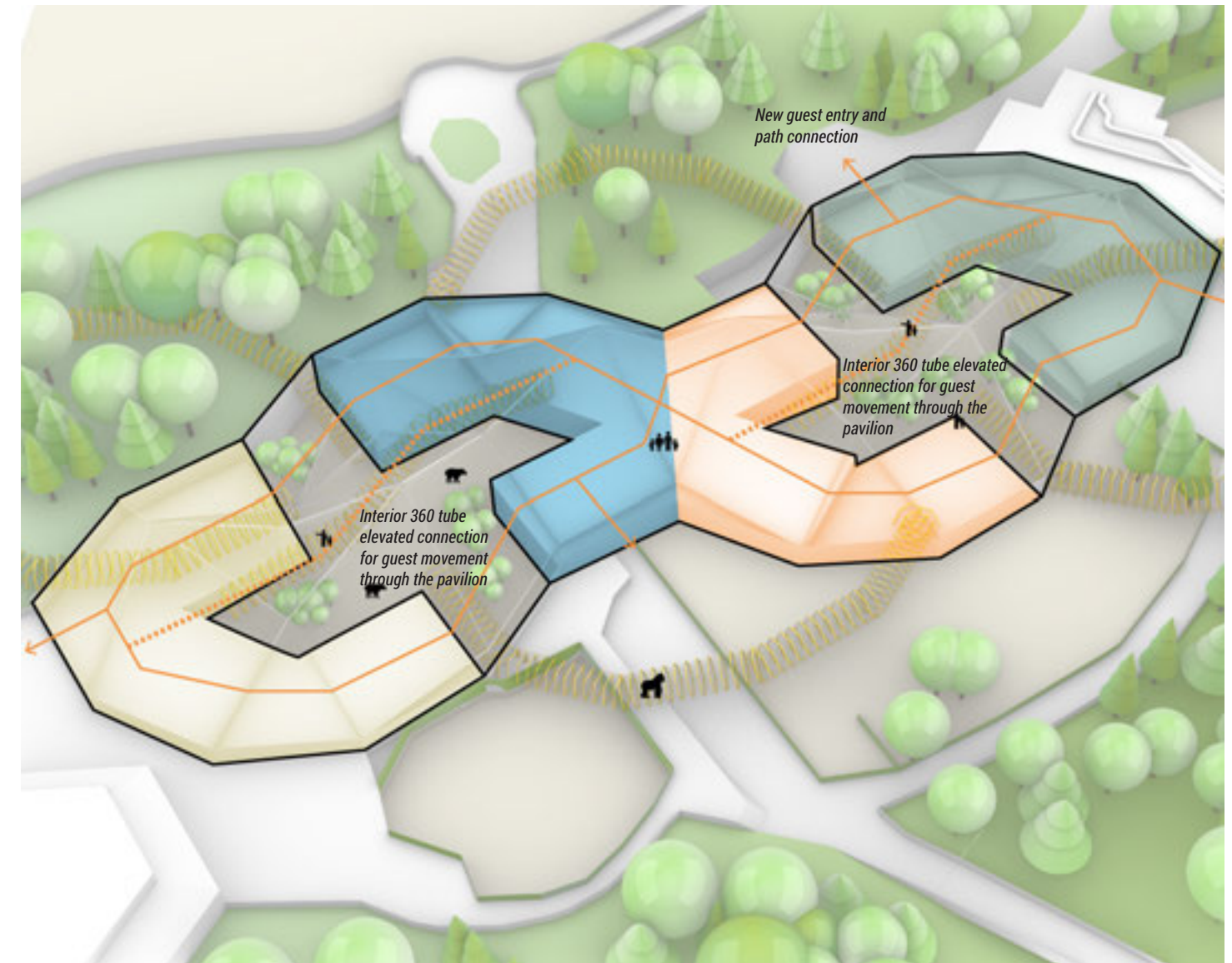
The refurbishment of the pavilion uses 360 tubes that extend out of the building, and then loop back into it, to connect different habitat areas, giving species more freedom of choice and enrichment. Within the pavilion, 360 tubes are used in some areas to bring guests up above the existing landscape, 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

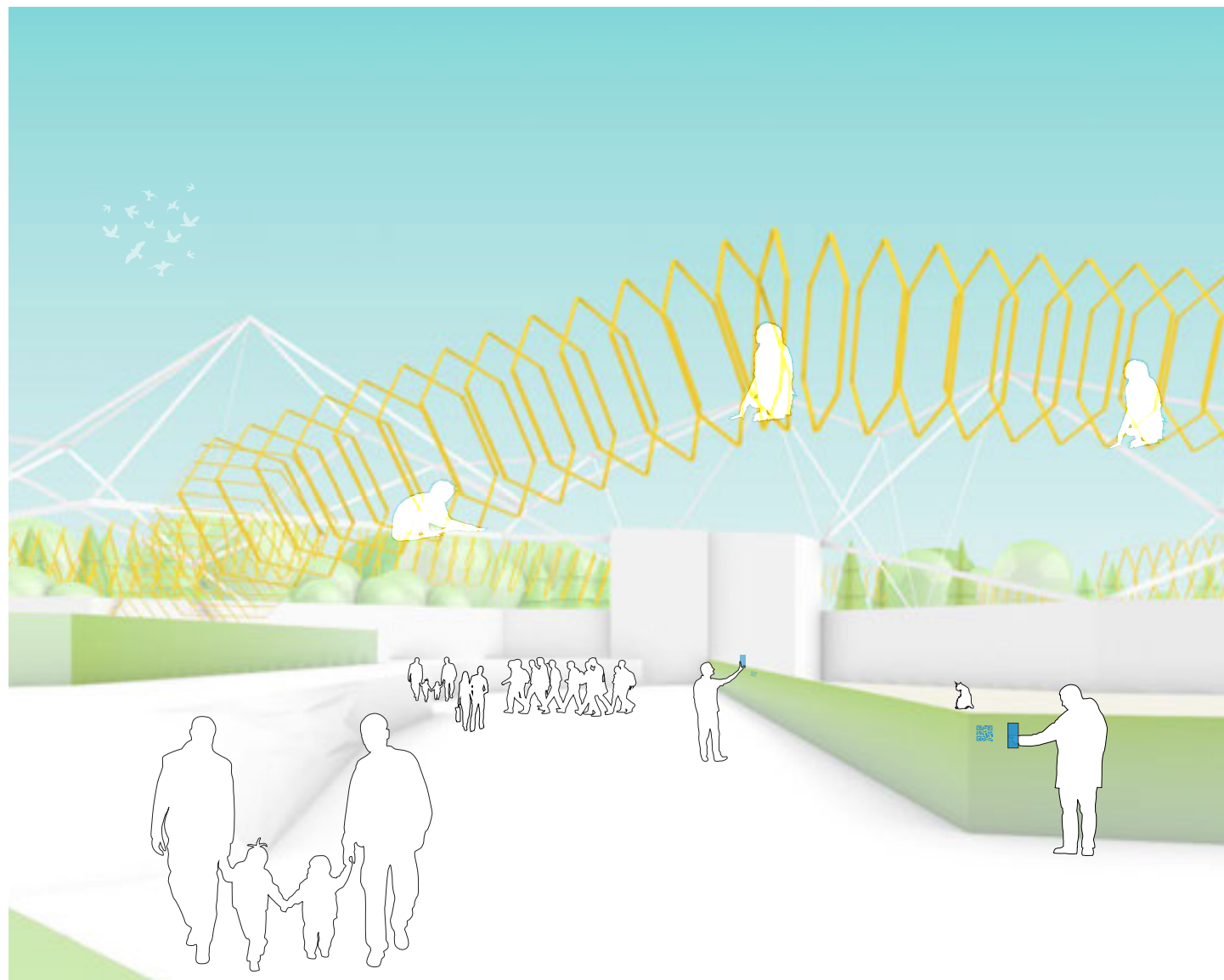
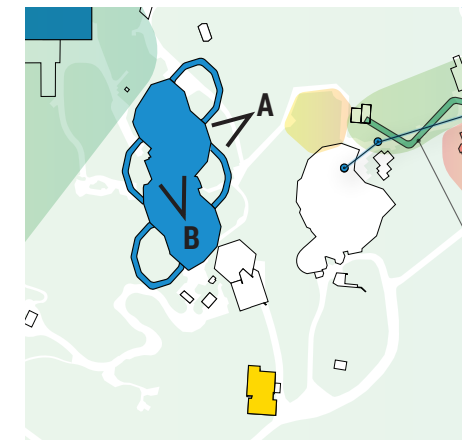


Proposal Step 2: guest connections

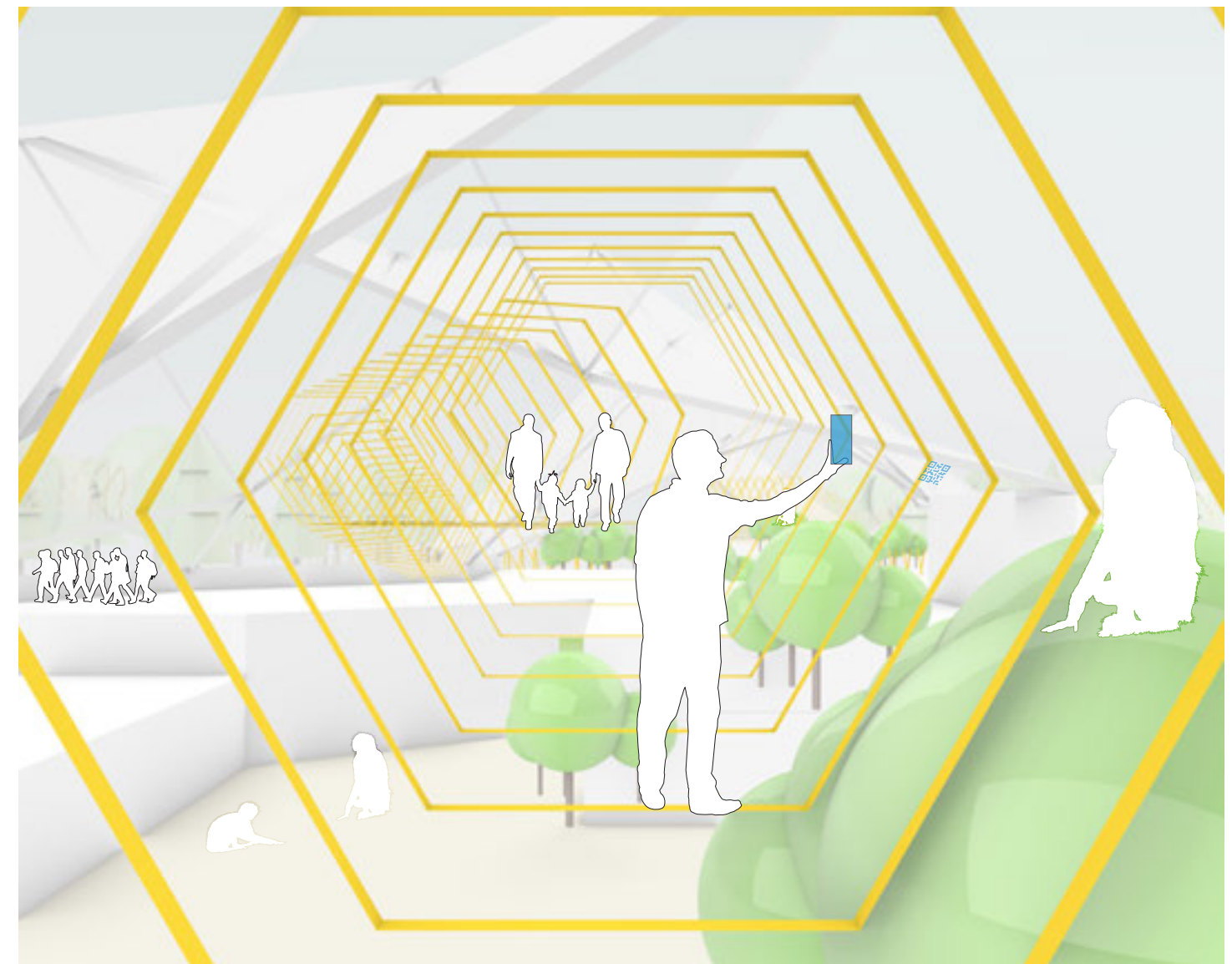
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: GORILLAND

New vantage points are created for species that are able to perch above guests as they move into and through the pavilion. Similarly, new vantage points are given to guests, with a novel experience that brings them through the landscape of the pavilion in an elevated tunnel, giving more space back to the species that inhabit it, while also creating a unique and memorable experience for guests.



View A: walking towards the African Rainforest Pavilion underneath curious animals



View B: eye-to-eye encounters with species up high in the pavilion

## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: GORILLAND 360 ELEVATED EYE-TO-EYE ENCOUNTERS





# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: GORILLAND

### Proposed experience of IT projects:

With the new Zoo App, guests are able to obtain information about specific animals they see, including their names, history and nutrition information, and are able to directly donate to their care. Implementation of animal cameras and sensors around the habitat and in 360 tubes connecting habitats allows for the monitoring of species to see how they are using different spaces and to monitor their welfare. This also allows for the integration of an audio component for guests by converting animal-based data into soundscapes that reflect the species' activities. When species are calm and resting, the soundscape in the guest 360 tunnel will reflect this, varying based on the animals' activity levels and data gathered through sensors throughout the habitat.

### Building blocks of the Information Technologies (IT) strategy for this area:



### IT projects recommended to be investigated in this capital project (refer to Appendix 5 for the full Technology Master Plan):

- 1.1. Implement Wifi site wide / Install Network
- 3.3. Implement animal cameras and sensors (heat, location)
- 3.7. Predictive care based on history and sensors
- 3.9. Digitize nutrition information to Zoo staff & guests
- 4.15. Build Zoo App V2
- 7.3. Implement sensors for building health monitoring & consumption



Using the Zoo App to identify a gorilla individual and donate directly to its care.



Data from sensors converted into a soundscape in the 360 tunnel, reflecting the activity of the species.

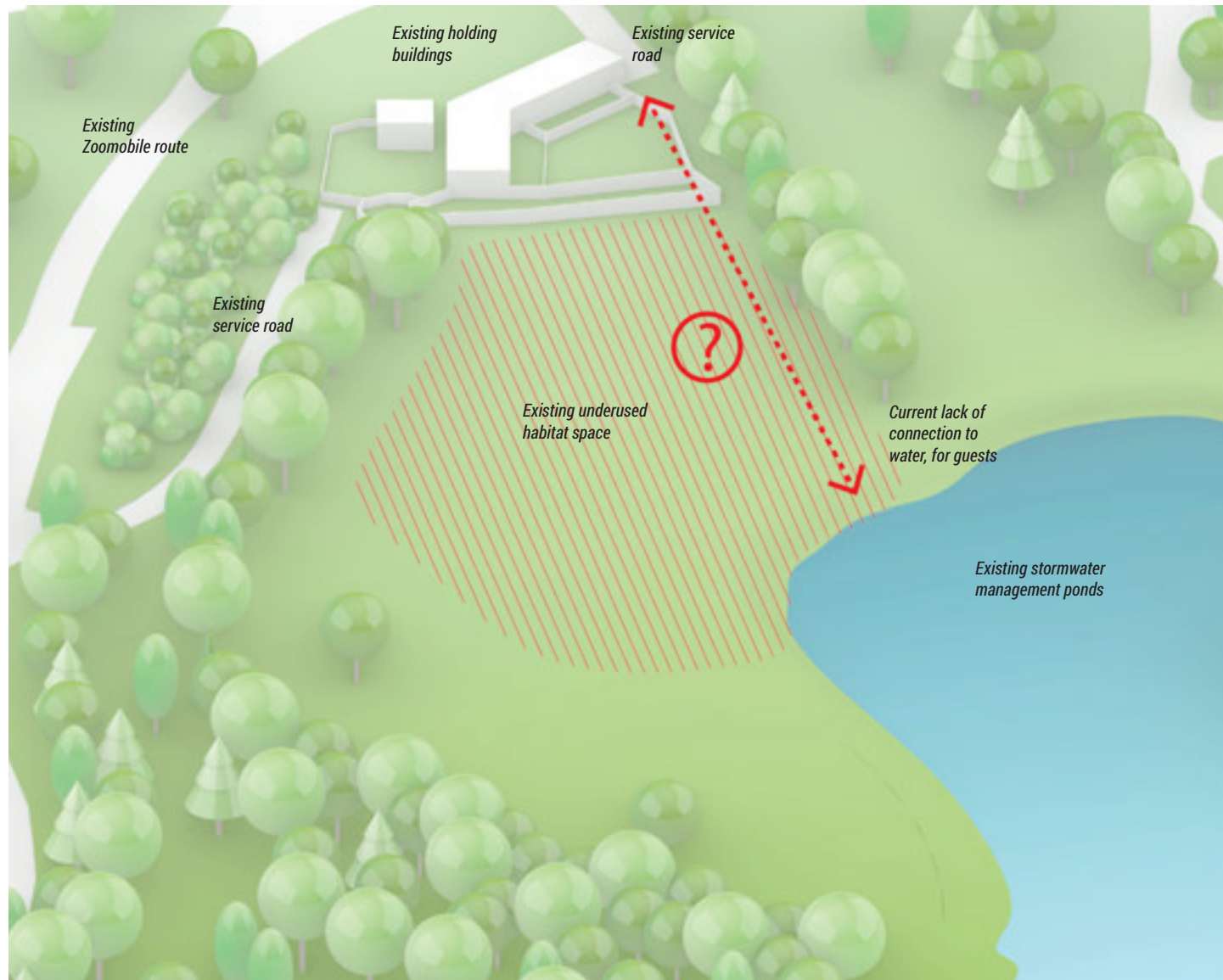
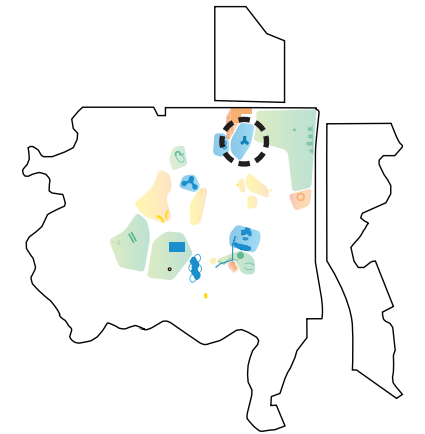
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: SAVING SPECIES SANCTUARY

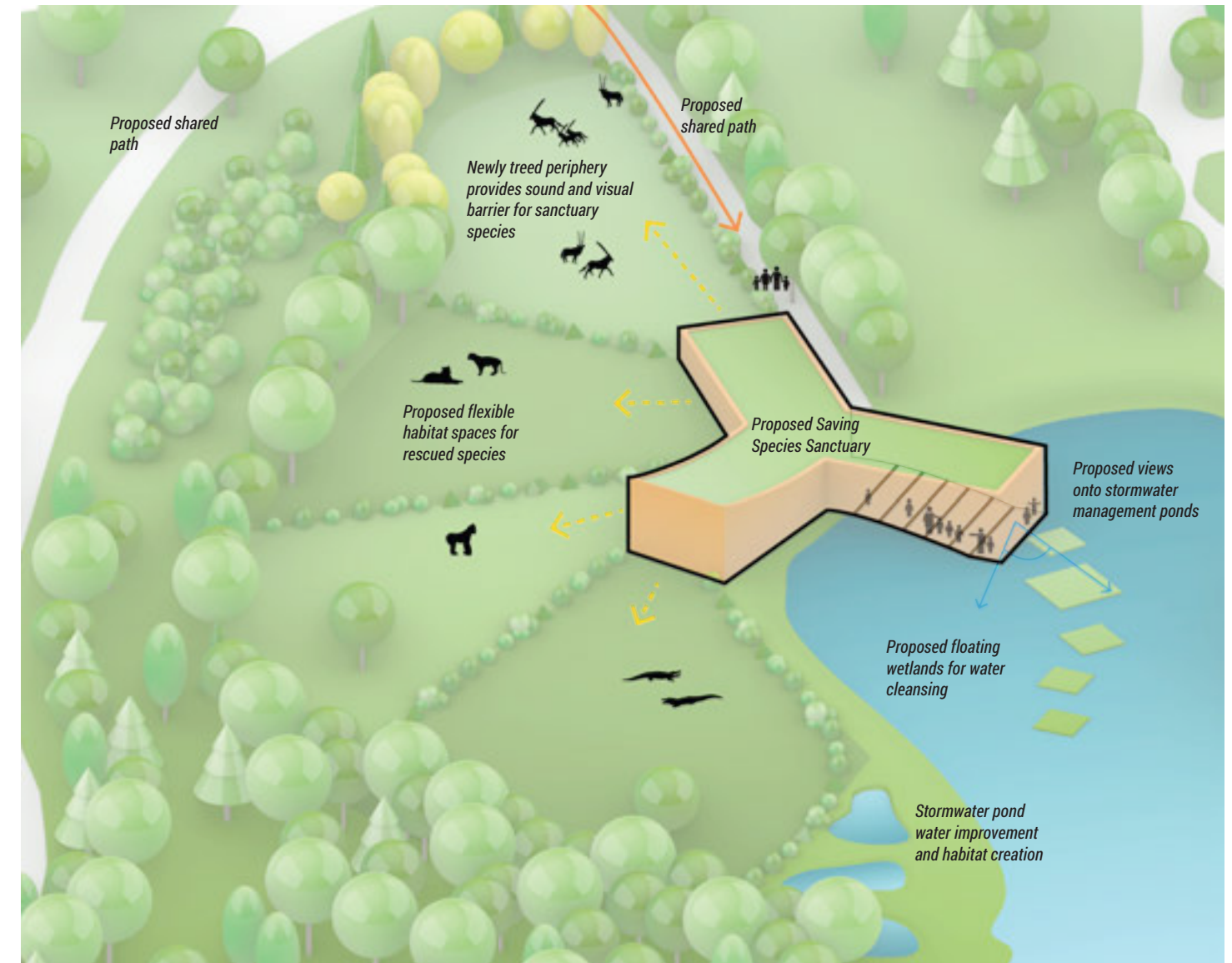
This area east of the Administration complex, at the North of Your Zoo, is currently underused and feels disconnected from the stormwater ponds. This site presents a real opportunity to become a sanctuary for saving exotic rescued animals that are confiscated from smuggling or illegal ownership. Building massing includes three wings, two of which have elevated ceilings including one of the wings serving as a quarantine space able to accommodate different species' needs, that also connects to flexible outdoor habitat spaces. Proximity to the Northern entry to Your Zoo, as well as to the Wildlife Health Centre, makes this an ideal location for this program. The building becomes partially open to the public, with views onto the stormwater ponds demonstrating new technologies used to improve water quality while creating habitat for native species. The sanctuary will be built as a partnership with government funding and donors, demonstrating Your Zoo's commitment as a conservation leader for species in peril locally and globally.

### Preliminary program

- **6 460 sqft building** - one floor
- separate quarantine and holding spaces
- 2 wings double-height
- all wings insulated for year-round use



Existing

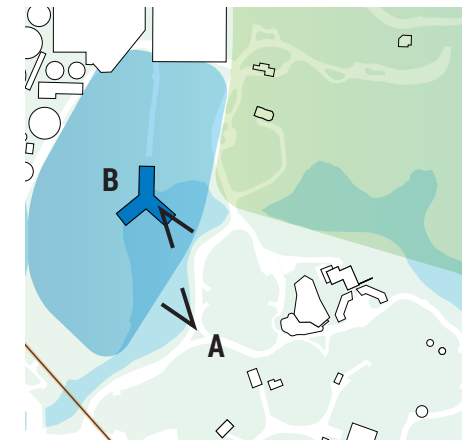


Proposal

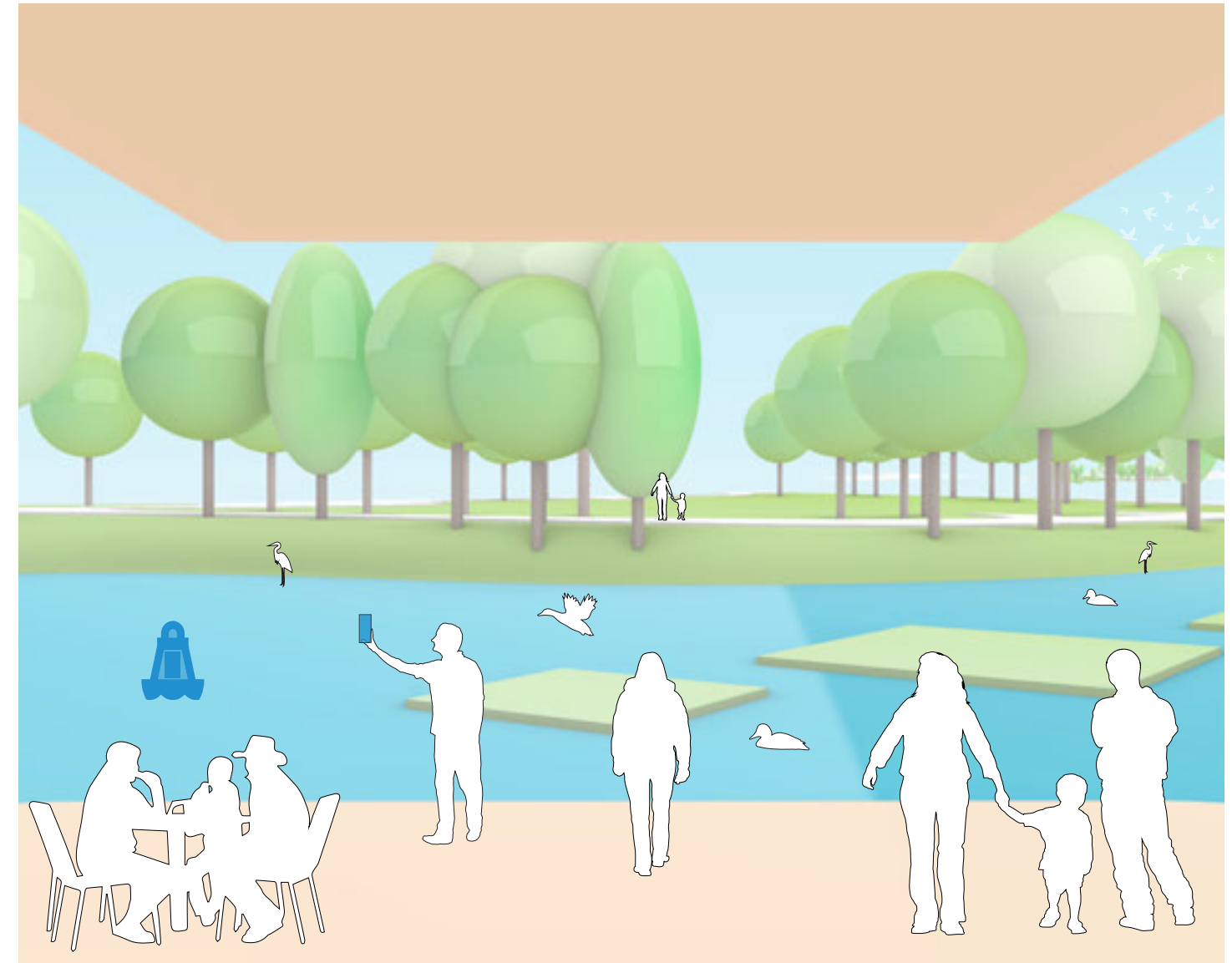
## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: SAVING SPECIES SANCTUARY

Views from Eurasia allow guests to view some species at the Sanctuary from afar, even when the sanctuary itself may be closed to guests if animals need more tranquility. Views from within one wing of the sanctuary, looking out over the stormwater ponds, demonstrate the work that is happening onsite to improve existing conditions for local flora and fauna, inviting more native species to thrive and call Your Toronto Zoo home.



View A: view from Eurasia towards the sanctuary



View B: from within the sanctuary, looking onto the stormwater ponds with floating wetlands

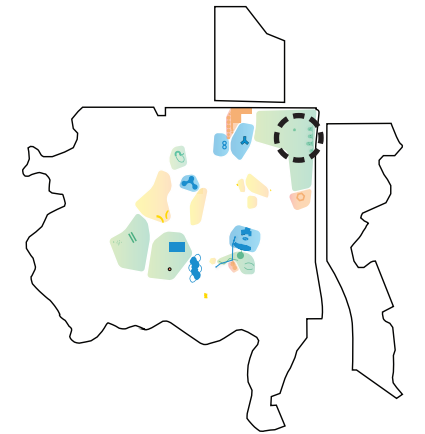
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: WILDERNESS NORTH

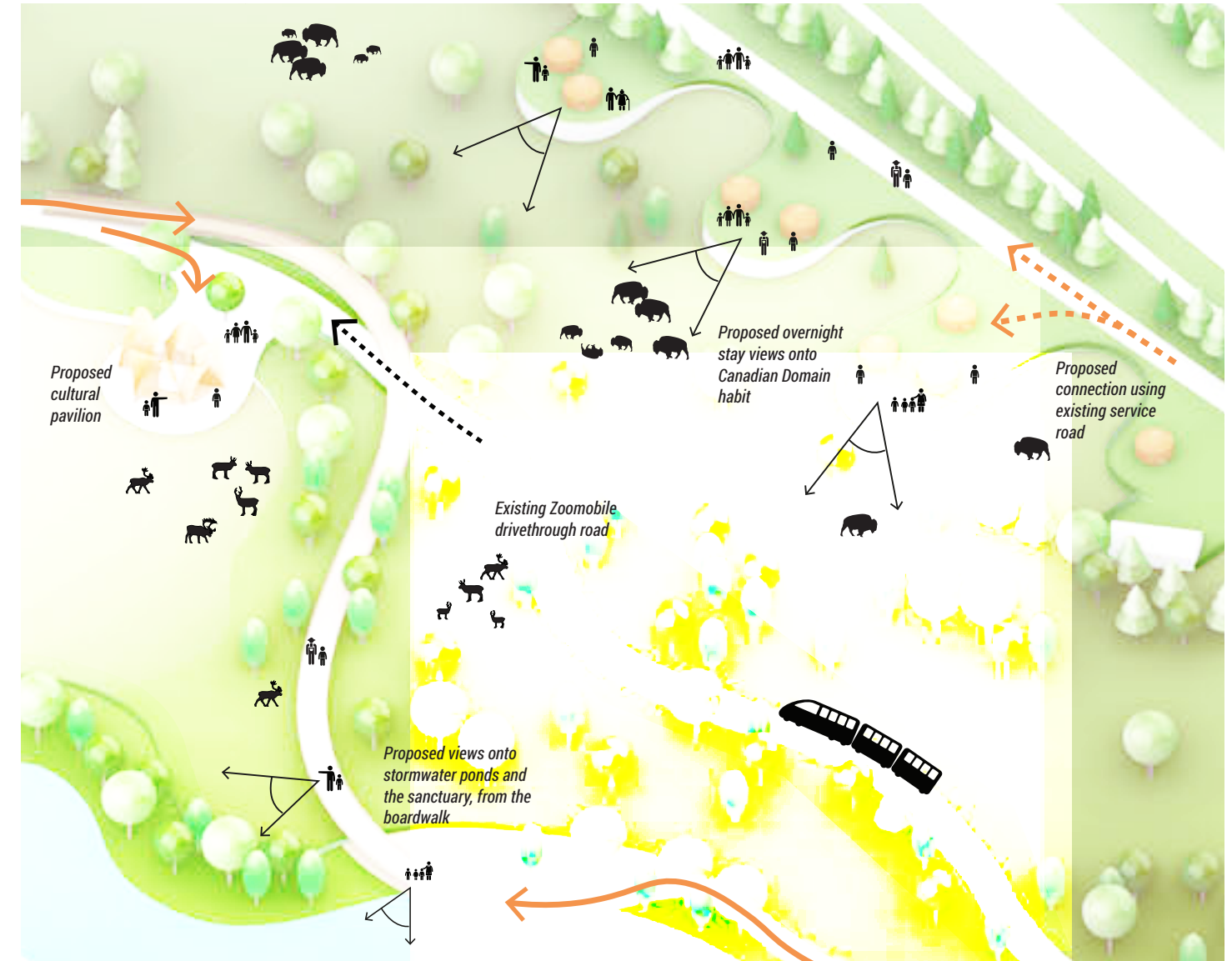
The Northeastern corner of Your Zoo today boasts an incredible, almost pastoral landscape, but feels somewhat disconnected and is only accessible by Zoomobile. Habitats run parallel to the stormwater pond, but have no real connection to it, despite being home to interesting plant and animal species. Wilderness North brings native Canadian species that are currently difficult to access due to distance and steep slopes at the far Southwestern corner of Your Zoo up to this corner of Your Zoo. The addition of a pavilion at the furthest-most corner provides a resting and gathering point, while all-season yurts along the Eastern periphery invite guests to stay overnight with the feeling of being embedded right in the habitat. An artwalk throughout this area brings a new conversation to the Wilderness North experience, offering a new perspective and allowing guests and staff to connect with the species and the landscape anew.

### Preliminary program

- **410 sqft/yurt** - 8 yurts for year-round, overnight stays
- **1 850 sqft pavilion**
- pavilion includes bathroom
- pavilion for year-round use but not insulated



Existing

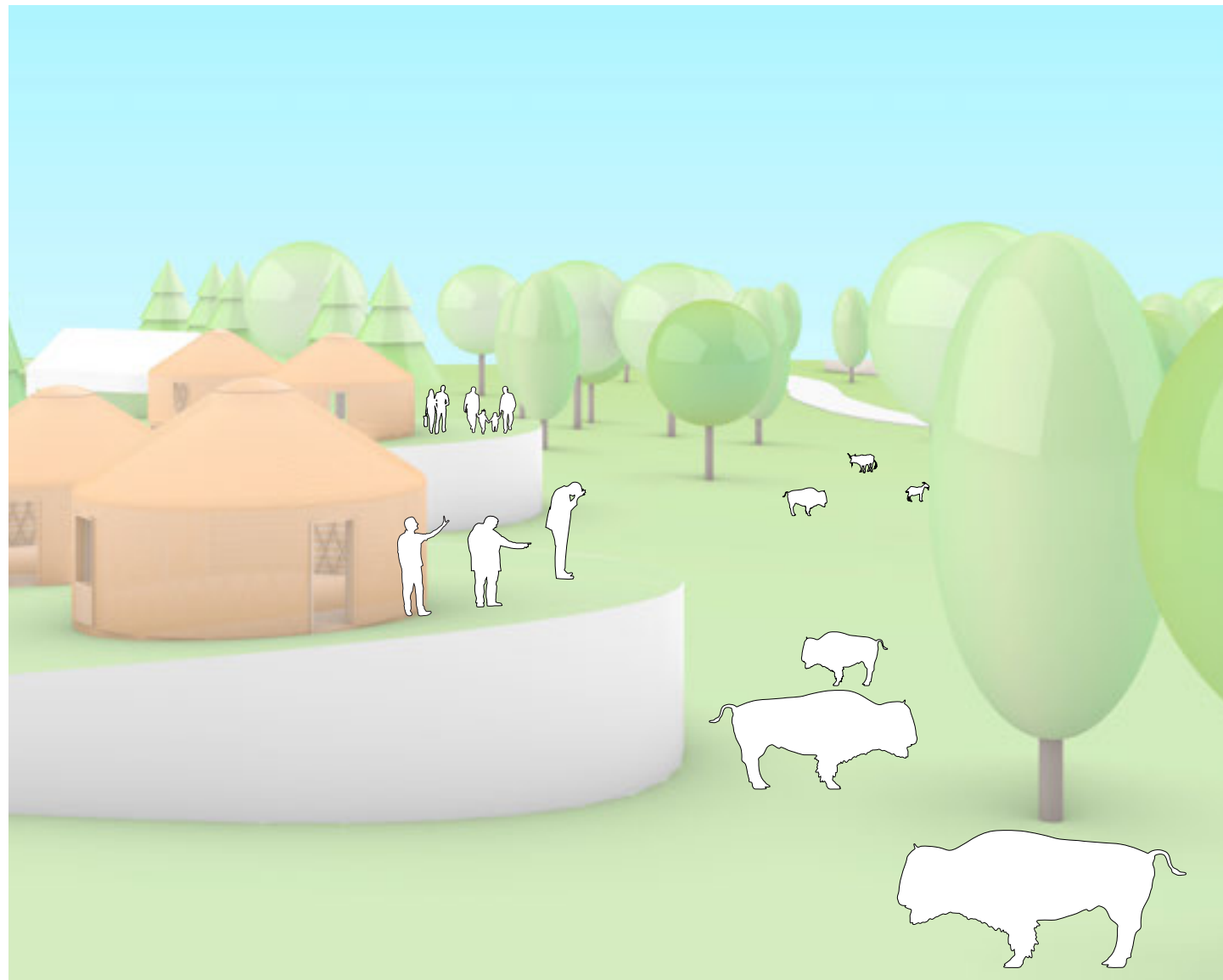


Proposal

## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: WILDERNESS NORTH

As guests make their way through Wilderness North, they encounter large-scale artworks at the start of their journey along with unique views, and charismatic wildlife. This is a place alive with stories and music. Guests may find a three-dimensional excerpt of a poem about the Northern Bald Eagle embedded in a hidden vista, or discover an animal habitat within a small cluster of trees. Guests can use their personal device to access an additional layer of interpretation such as an orchestral soundscape that changes with them as they move through Your Zoo, delivering a technology-rich, hands-free immersive work of art. Each species of wildlife featured in Wilderness North may have its own particular instrument and musical theme, cued as a guest approaches that animal's home.



View A: year-round overnight experience surrounded by Canadian species



View B: heading towards the Cultural Pavilion and exploring the boardwalk through Canadian species' habitats

## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: WILDERNESS NORTH DAYTIME VISTAS



## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: WILDERNESS NORTH MAGICAL OVERNIGHT STAYS



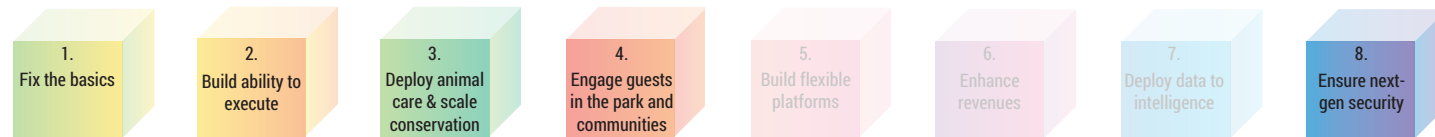
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: WILDERNESS NORTH

### Proposed experience of IT projects:

Thanks to the new Zoo App, guests will be able to book a yurt in Wilderness North before getting to the Zoo. Once on site, they will be able to check in and unlock their yurt with the Zoo App. As Wifi becomes available throughout Your Zoo, they will be able to order meals, snacks, or anything needed for their comfort. By developing technology partnerships, Your Zoo will be able to be an innovator, testing new interactive technologies that allow guests to create constellations of their favourite species through the Zoo App, for future guests to discover through Virtual Reality glasses. Technology partnerships here allow guests to have a new, surprising experience with every return visit.

### Building blocks of the Information Technologies (IT) strategy for this area:



Utilizing the Zoo App for check-in, unlocking and yurt-service deliveries.

### IT projects recommended to be investigated in this capital project (refer to Appendix 5 for the full Technology Master Plan):

- 1.1. Implement Wifi site wide / Install Network
- 1.7. Implement guest distress system / Zoo wide alarm
- 2.1. Manage Technology Partnerships/Become an innovation zone
- 2.10. Implement Centralized Inventory Management System
- 3.3. Implement animal cameras and sensors (heat, location)
- 3.7. Predictive care based on history and sensors
- 4.17. Build Zoo App V2
- 8.11. Implement new kiosks and ticketless system



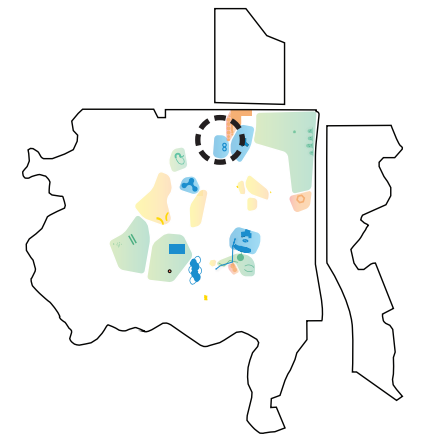
Discovering the striped skunk constellation with augmented reality at night.



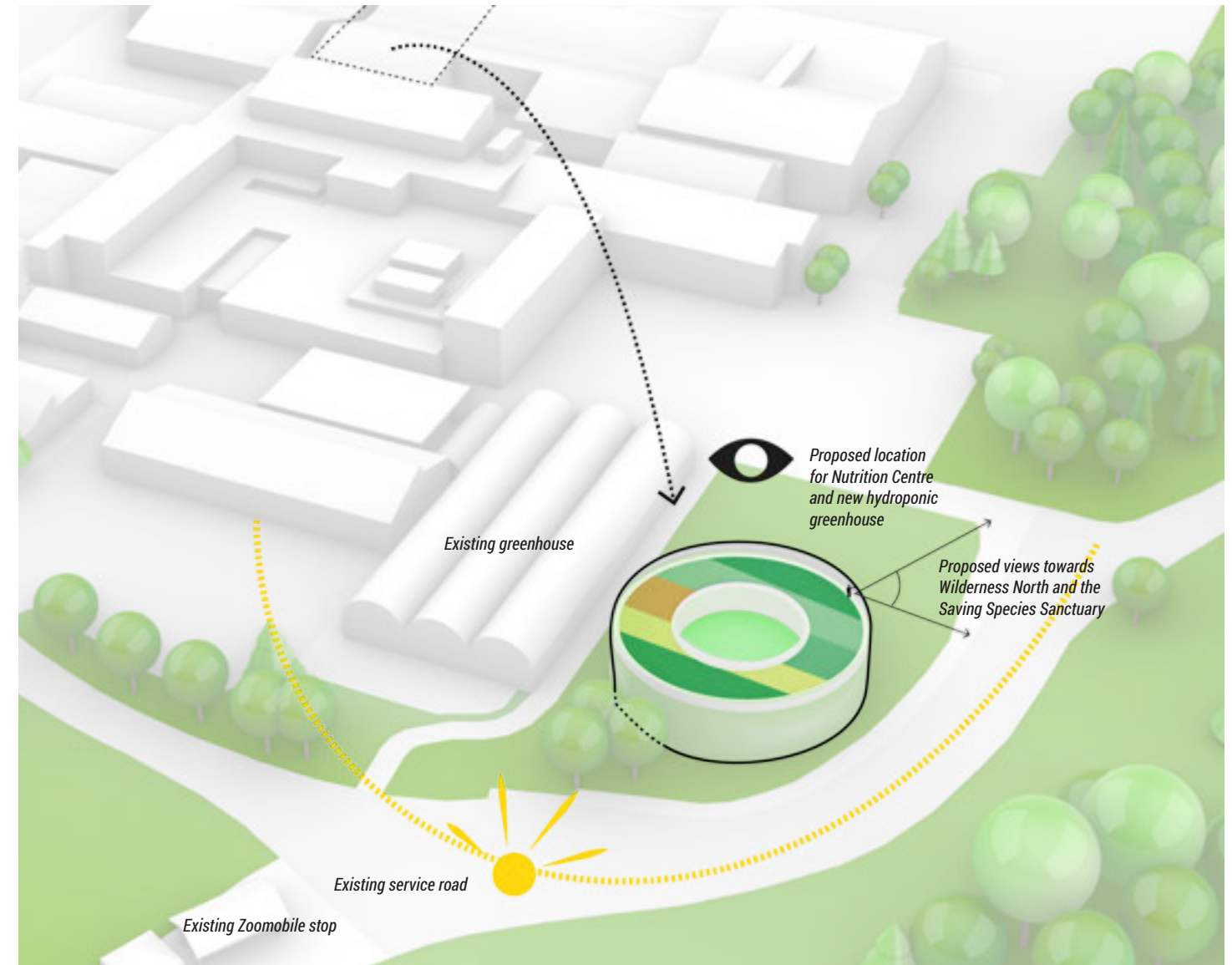
# 5. THE NEW MASTER PLAN

## 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

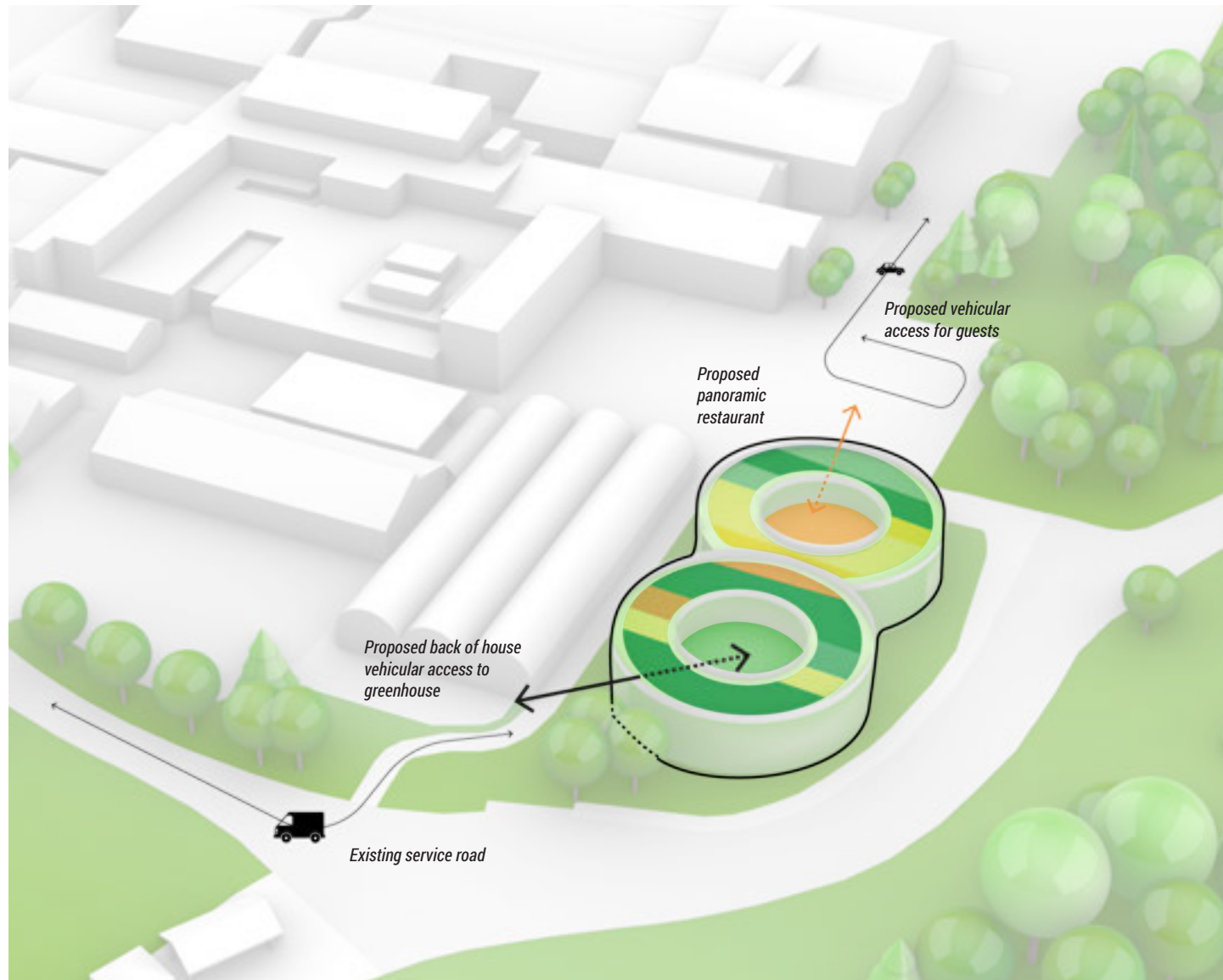
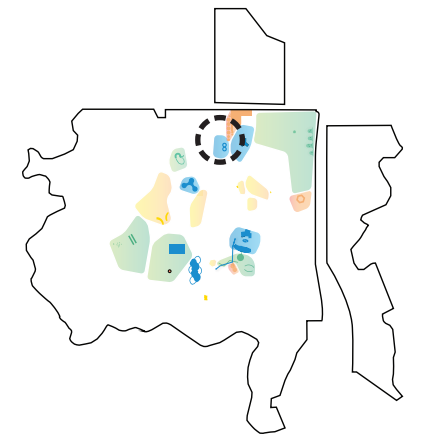
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: NUTRITION CENTRE AND RESTAURANT

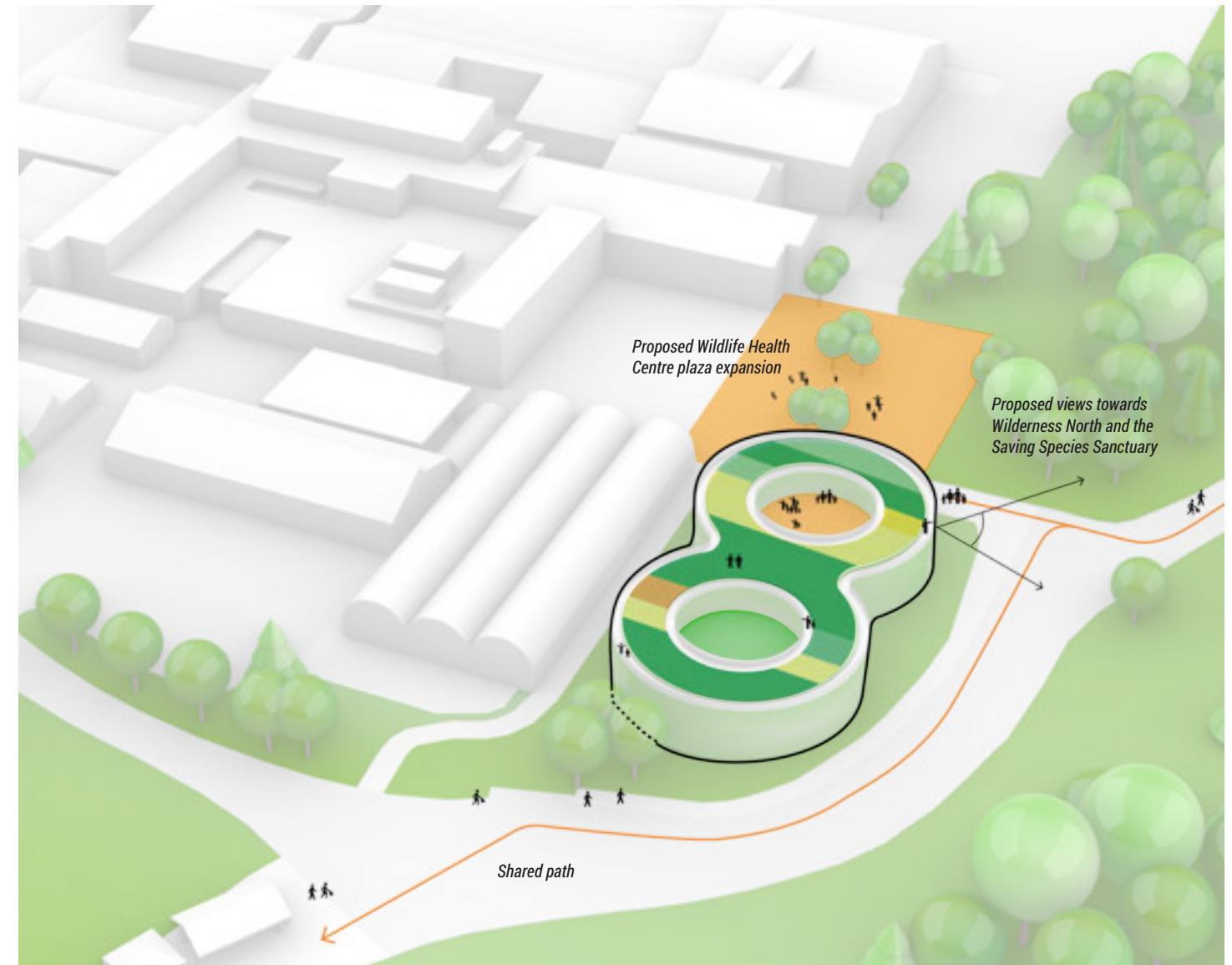
With the southern ring of the Nutrition Centre becoming the productive end and the Northern ring becoming the restaurant, the restaurant spills out into the Wildlife Health Centre Plaza, while roof access offers views into the greenhouse, restaurant, and towards the sanctuary. Waste material is easily 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

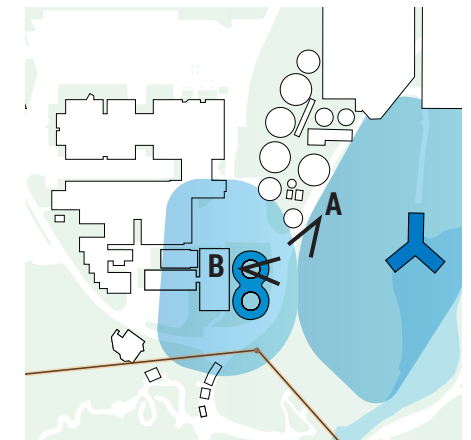


Proposal Step 3: New Nutrition Centre and Restaurant

## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: NUTRITION CENTRE AND RESTAURANT

New views are created as the Nutrition Centre and Restaurant invites guests to witness diet food production and processing on site, while offering new rooftop views as well. Newly planted pollinator gardens infuse beauty into a sensory-enriched conservation experience at the Nutrition Centre, while displays around the centre demonstrate how species collect and process food. Guests can use the Zoo Passport app on their personal device to identify blooms, add data about pollinator activity, query a horticulture team member, make a restaurant reservation or sign up for a Garden Kit to cultivate at home. If guests activate the site-wide GPS-based Soundwalk, they can tune in to a site-specific podcast, updated seasonally, about what's growing and what's good to eat. Guests can save cross-species recipes within the app to access from home, and purchase a Meal Kit full of garden-fresh produce to pick up on their way out or to ship home from the site.



View A: a multi-sensory experience at the Nutrition Centre and Restaurant



View B: views onto production and the Nutrition team hard at work from the roof of the Nutrition Centre and Restaurant

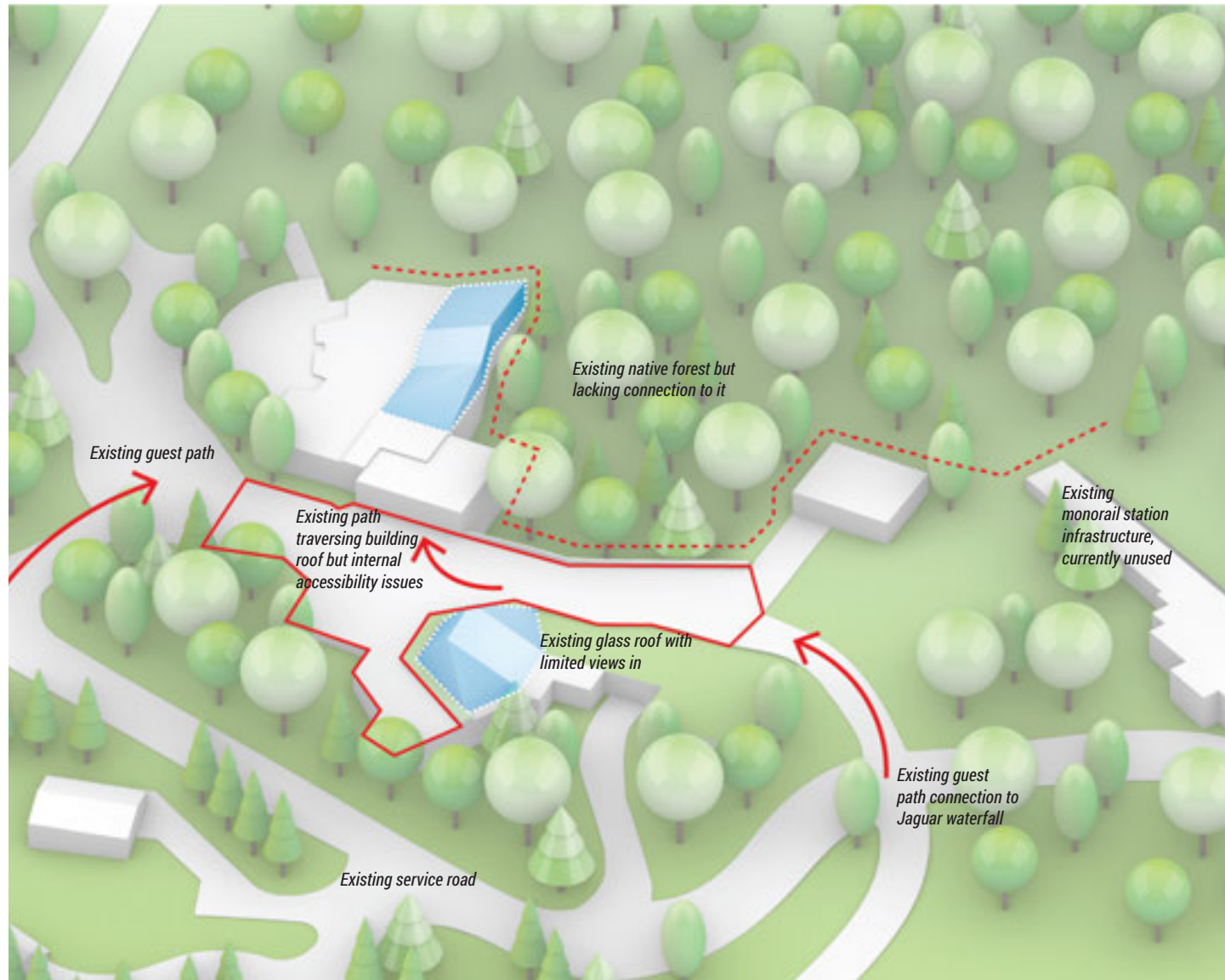
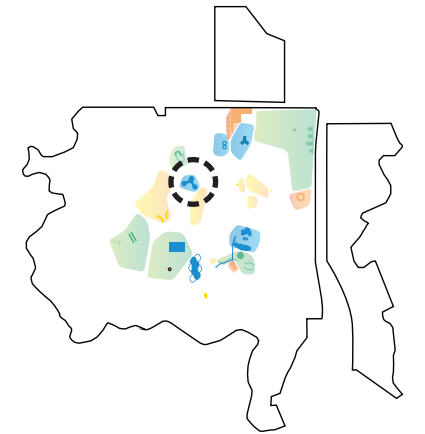
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: AMERICAS PAVILION

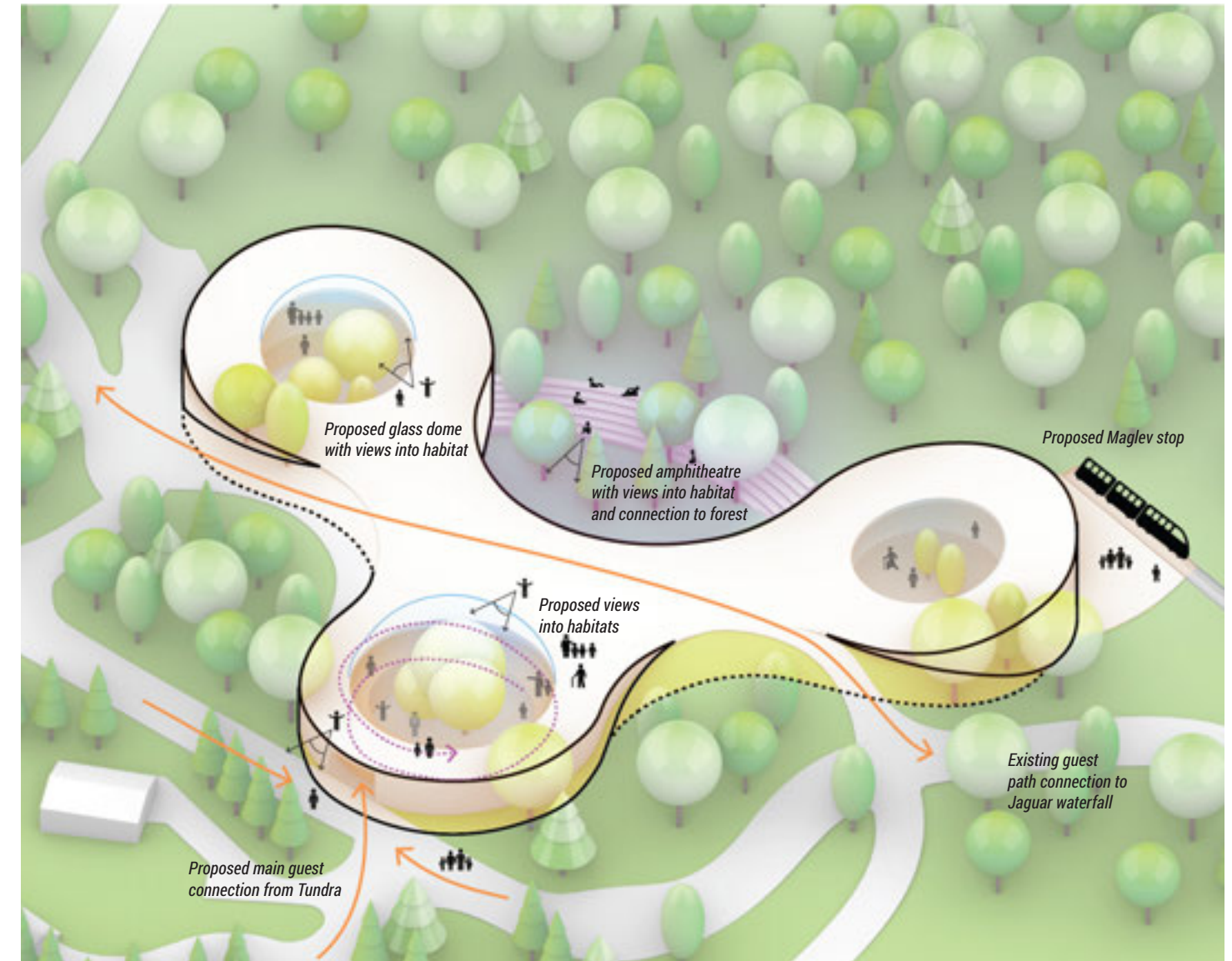
The Americas Pavilion, at the Western edge of the site, near a former monorail station, has entry from its roof, with steep internal grades making accessibility challenging. Glass roofs provide light into some pavilion spaces but don't allow guests to see into the spaces, and the spaces currently feel disconnected. The Americas Pavilion modification proposes creating a new connection from Tundra, highlighting contrast between Tundra and the dense, lush, jungle-like landscape inside the pavilion that becomes even grander as it spills into expanded atrium spaces, with a ramp bringing people from the ground up through the understory and canopy in the pavilion. The new glass domes provide views from the roof into these lush spaces, and a new amphitheatre connects guests directly to the forest context that hugs the pavilion, allowing guests to be surrounded by forest, but with views directly into the Americas pavilion. One extension of the pavilion connects guests to the new monorail, creating a real experience of arrival as they enter this space.

### Preliminary program

- **19 700 sqft total building**
- one level, doubleheight, path crossing roof, building embedded in landscape
- internal ramp winding up from path to roof space
- interior of building is large display areas + holding areas for small species
- **4 300 sqft surface area large dome** - radius = 30.3ft, footprint = 2 900 sqft
- **2 800 sqft surface area small dome** - radius = 23 ft, footprint = 1 600 sqft
- **1 600 sqft glass roof** - looking into pavilion near monorail
- **2 200 sqft amphitheatre steps** - facing onto glass facade of building



Existing



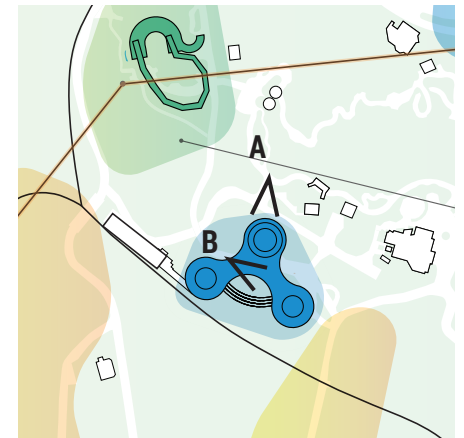
Proposal

## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: AMERICAS PAVILION VIEW

The modified Americas Pavilion thoroughly celebrates contrast as guests move from Tundra Trek into a lush environment that pulls them from the roots of the dense indoor jungle all the way up through the canopy, bringing them up onto the pavilion roof where they re-encounter Canadian forest tree species.

A large-scale interpretive graphic set within the railing of the spiral ramp stretches from the forest floor to the canopy above. This multidimensional graphic surrounds guests in interpretation about the diversity and interconnectedness of the forest ecosystem. Each graphic element is a marker that, when scanned with the Zoo Passport app, reveals additional information about a species or plant on the guest's personal device. This area creates a dialogue around climate change and shifting habitats and how we can mitigate this, as guests arrive from Tundra Trek into this lush, verdant space.



View A: heading towards the spiral ramp bringing guests up into the Americas Pavilion from Tundra

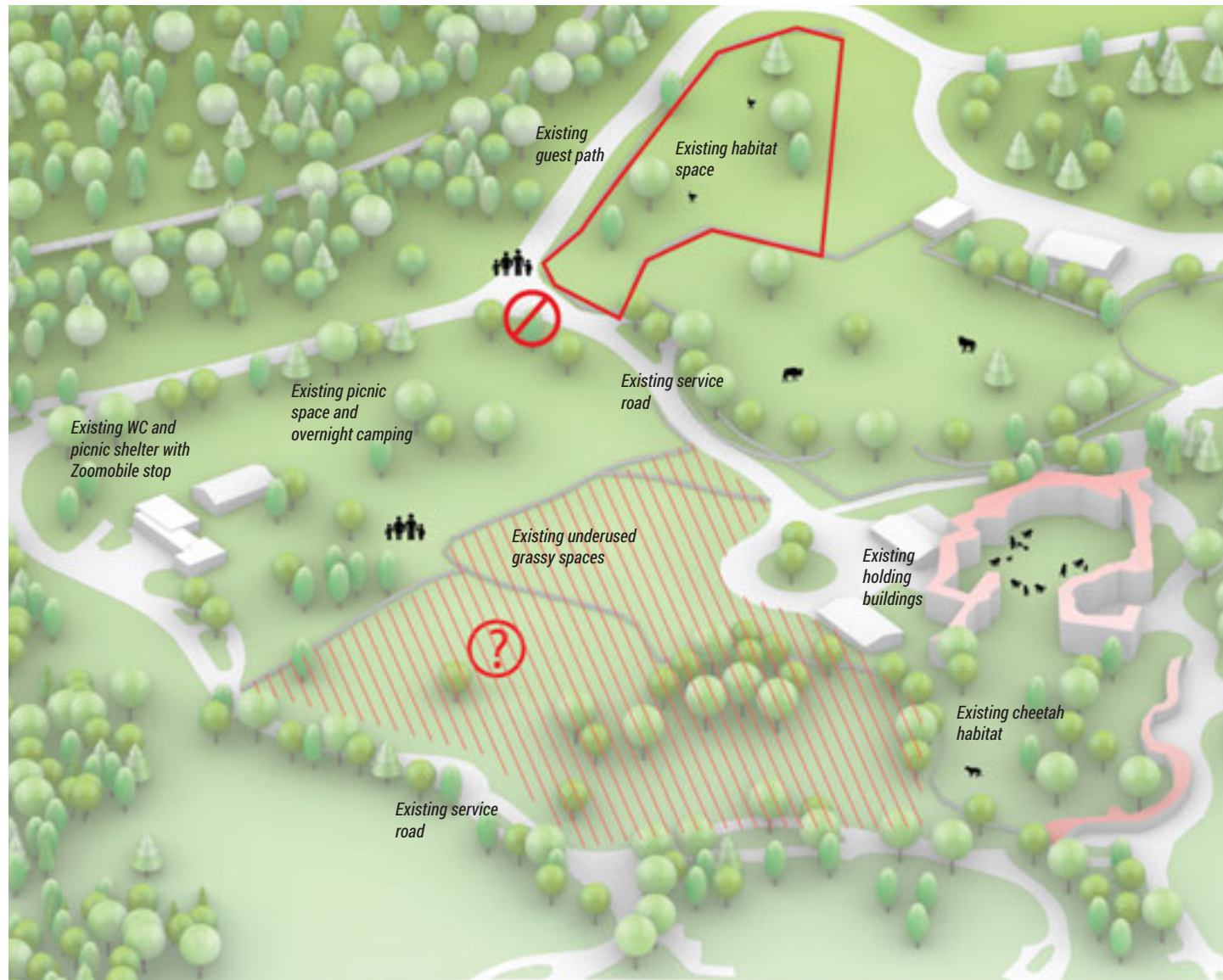
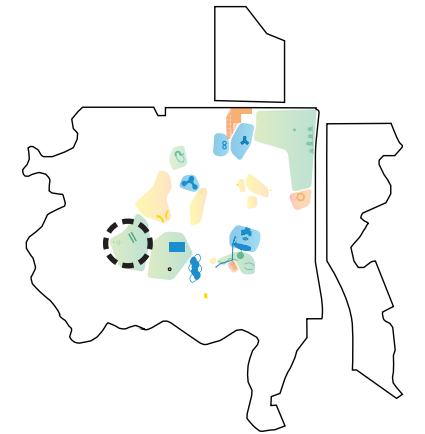


View B: crossing the top of the Americas Pavilion and catching glimpses of lush canopy in a pavilion dome

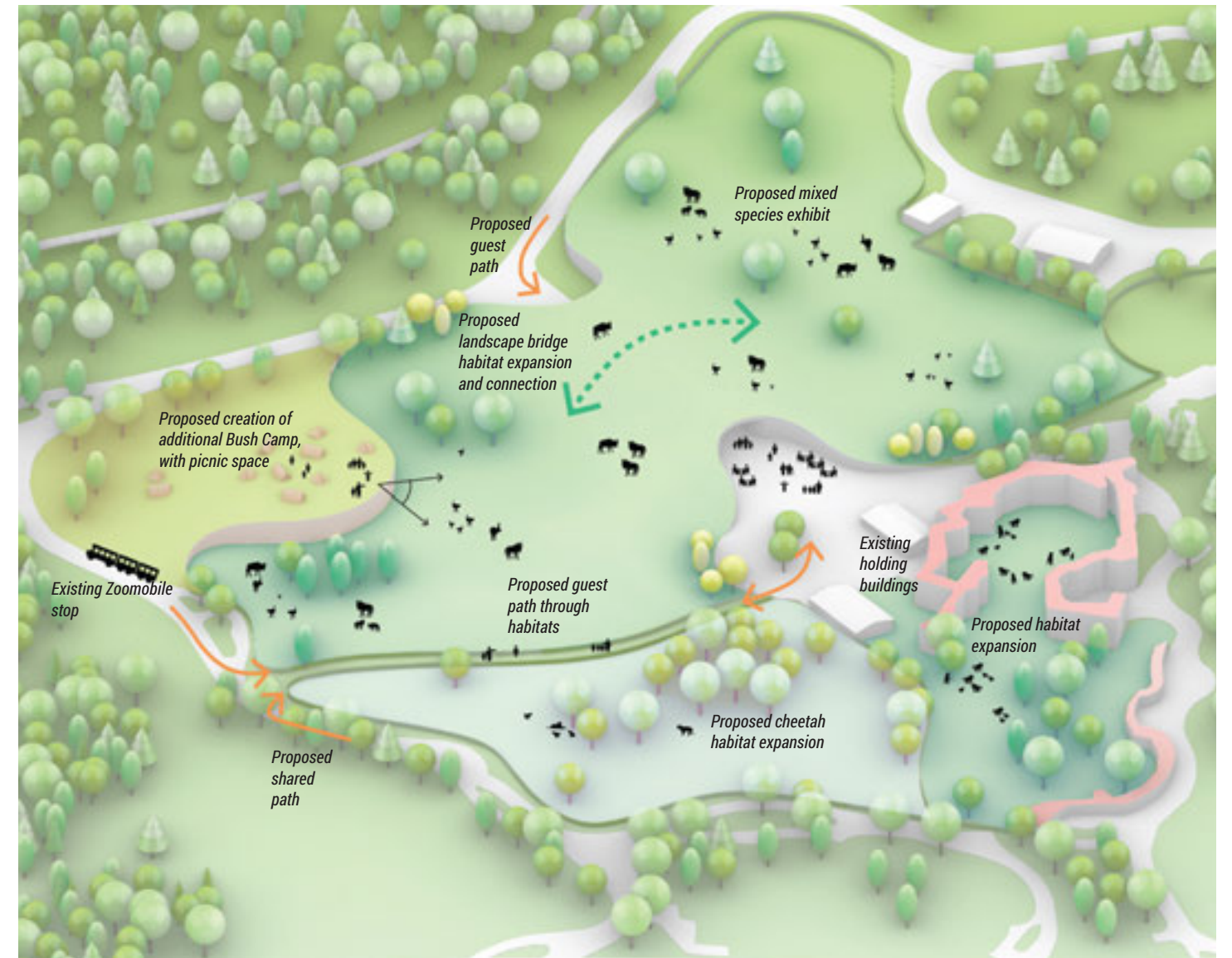
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: SAFARI MEANDER

The Western Savanna habitats are currently somewhat disconnected, with existing landscape areas that feel underused, while spaces for guests feel removed from animals in this area. The Safari Meander connects smaller habitat areas, while also bridging over an existing service pathway that now becomes part of a guest path, pulling guests underneath species that are able to walk over them, and between two large habitat areas, creating a Safari feeling and a journey of discovery.



Existing



Proposal

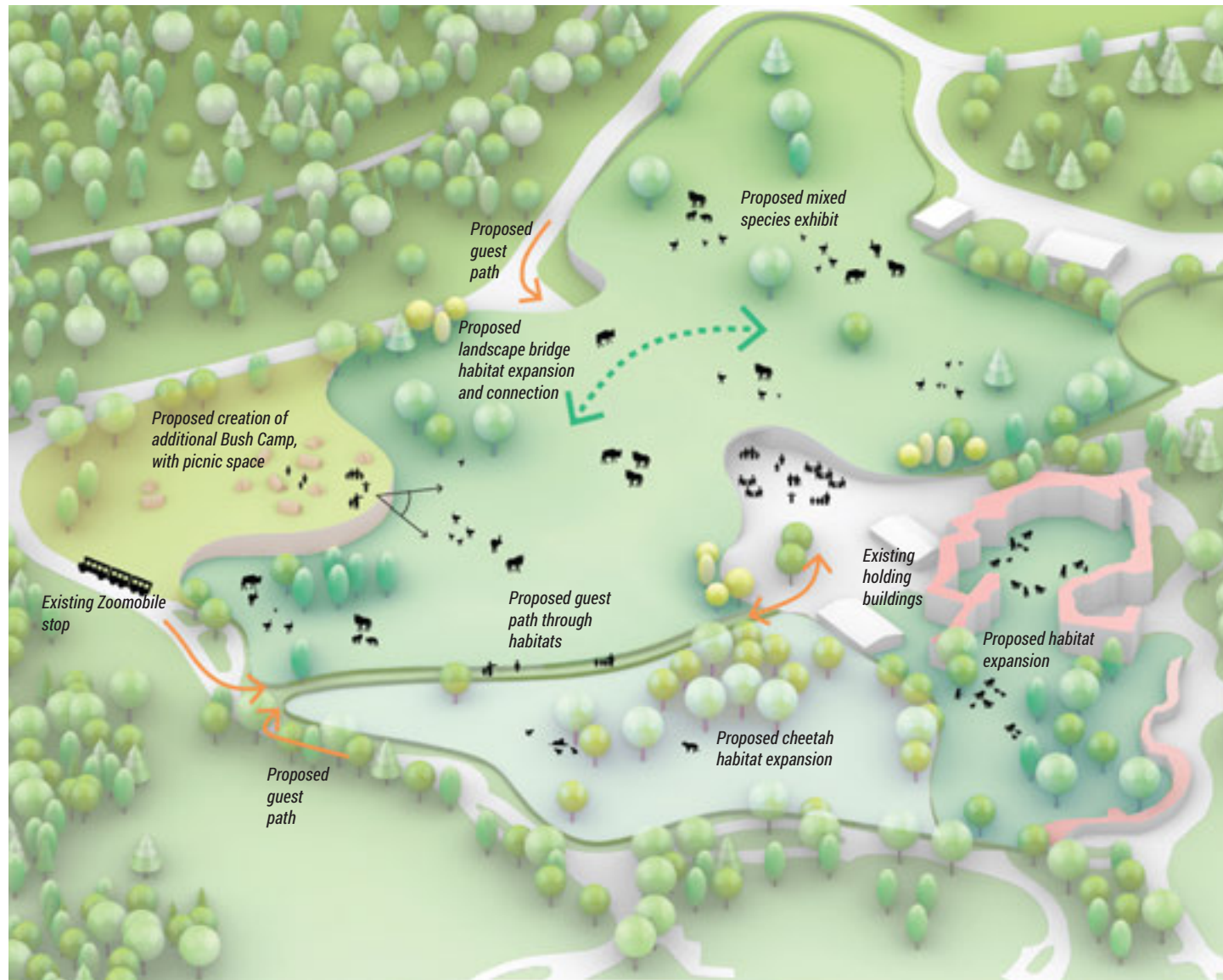
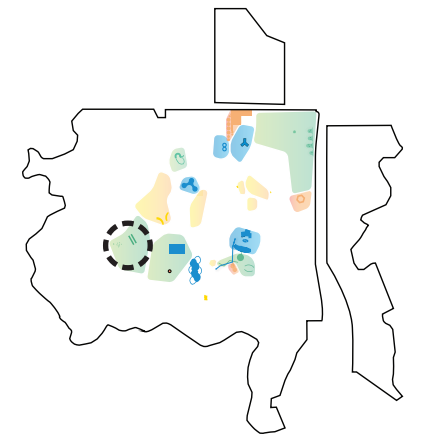
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: SAFARI MEANDER

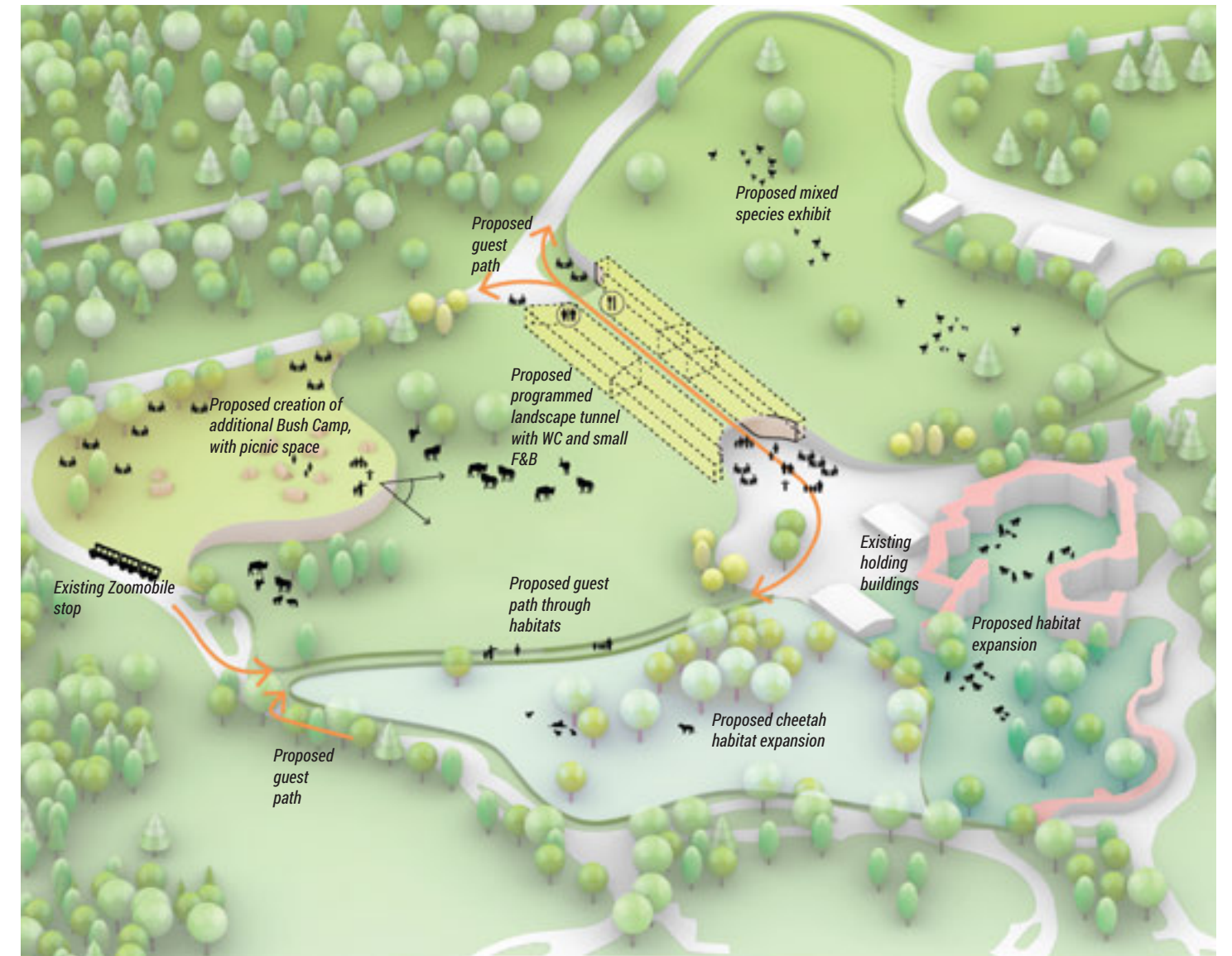
Connecting habitats *above* guests creates a new and unanticipated wonderful experience for guests and new vantage point for animals while also creating a new tunnel program space. Massing of the landscape tunnel allows program to be embedded within it, creating a sheltered, cooler space, with ample programming, that acts as a refuge for guests in the hot summer months. This immersive tunnel underneath the landscape becomes a platform for dialogue, hosting displays and installations and acting as a place where discussions about the impacts of climate change on soils, root systems, water retention in the landscape, and the deeper, less-explored layers of connected landscape systems has the opportunity to occur. Programming within the tunnel includes washrooms that support the Savanna Bush Camp overnight experience that now looks out onto this broad, extensive habitat, allowing guests to experience the sights and sounds of the Savanna at night.

### Preliminary program

- **8 m wide landscape tunnel**
- tunnel acts as a landbridge, so is sturdy enough to allow large animals (ostrich, gnu, rhino) to walk over it
- **8 000 sqft in two small buildings** - embedded in tunnel
- this includes bathrooms, small storage areas, interactive display surfaces, a small interpretive room and a food kiosk



Proposal: landscape bridge



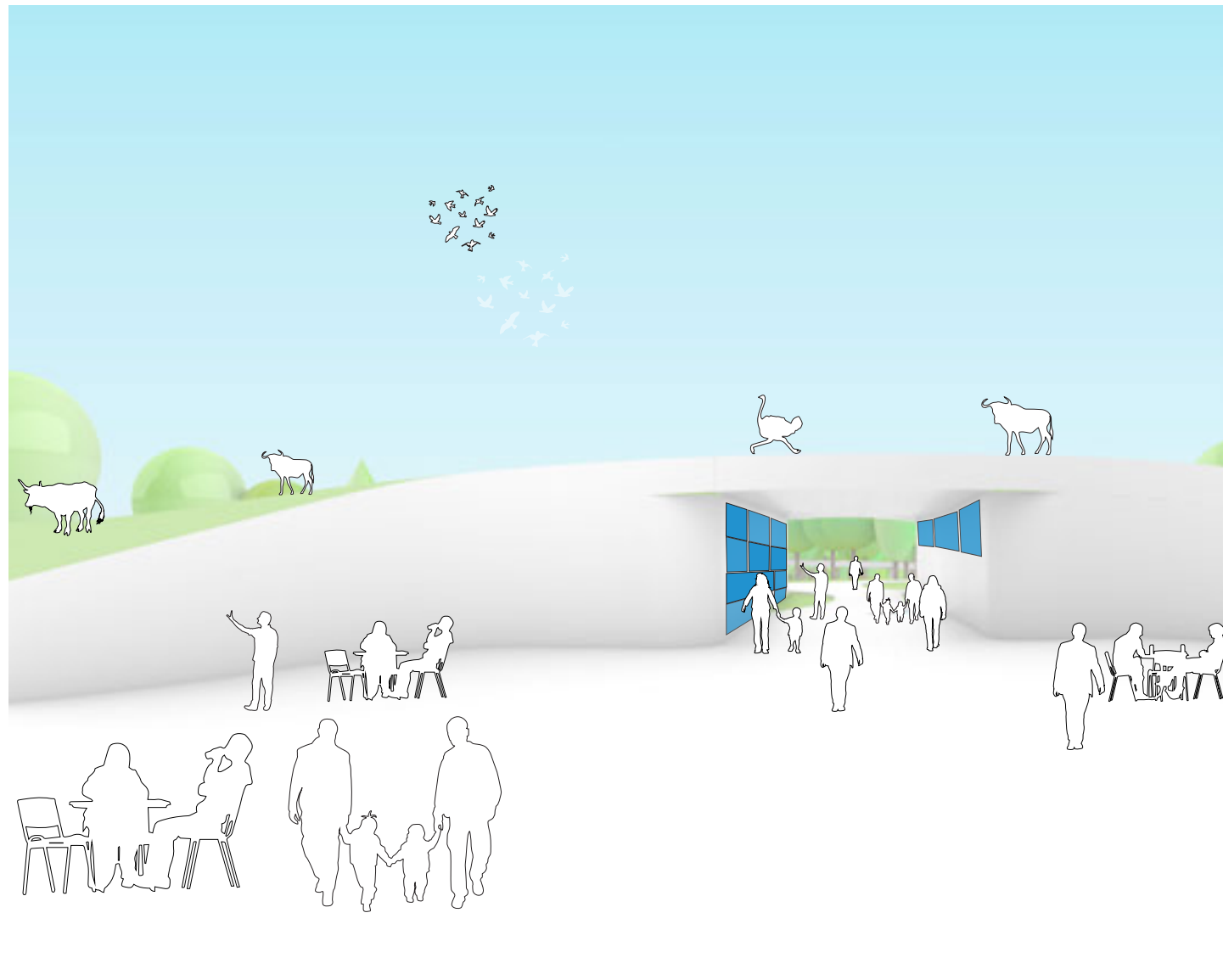
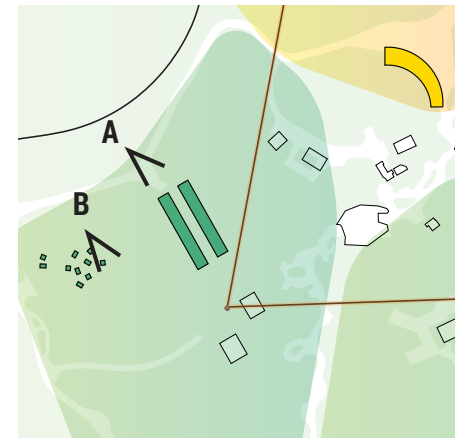
Proposal: guest experience tunnel under landscape

# 5. THE NEW MASTER PLAN

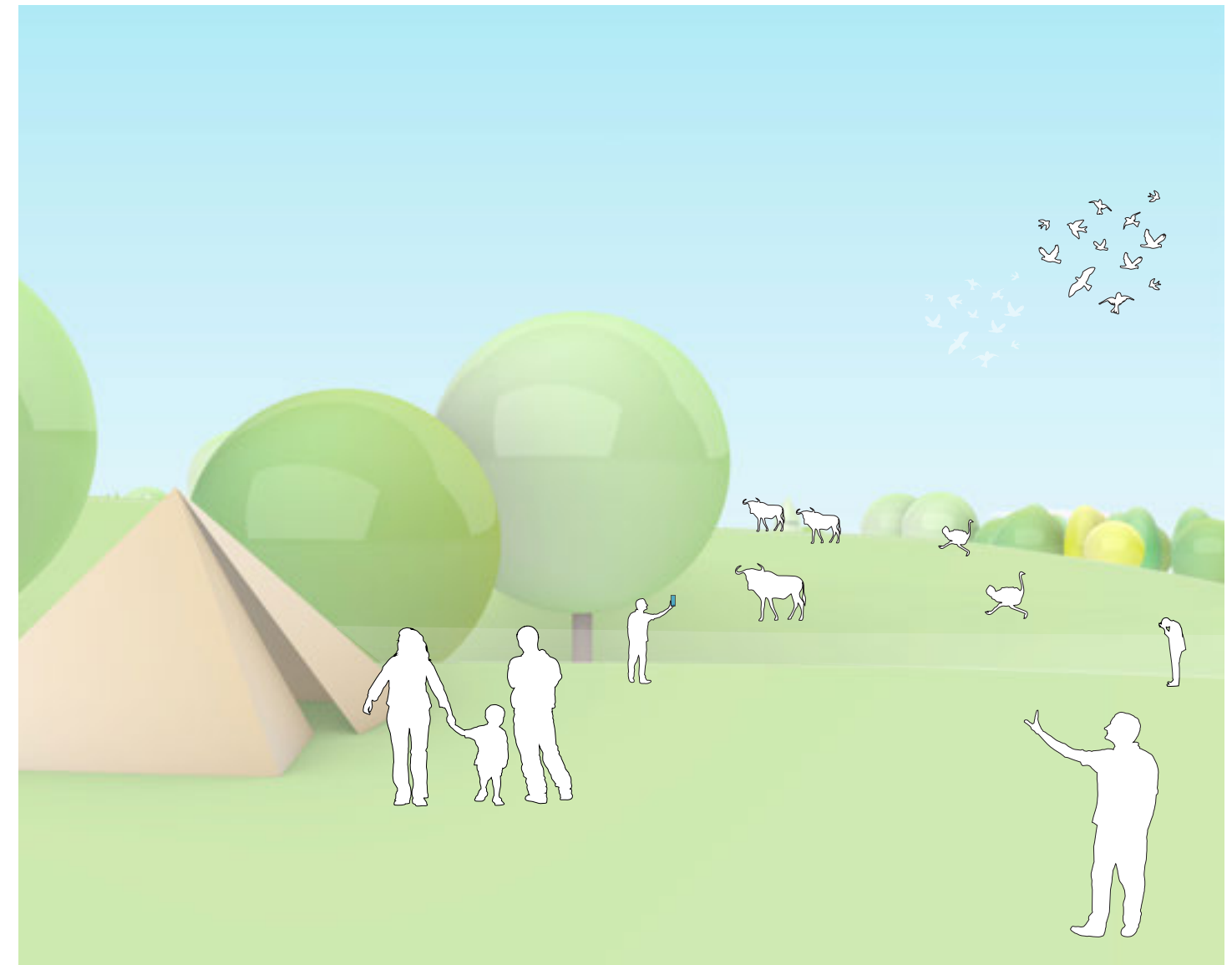
## 5.3. CAPITAL PROJECTS: SAFARI MEANDER VIEWS

Safari Meander creates entirely new views for guests, bringing animals up above them, while also giving these species a new perspective, looking down on guests from their habitat bridge. Camping experiences here offer views directly onto habitats, creating the feeling of camping in a very wild space, with the sights and sounds of animals right outside of guests' tents!

A set of physical markers within the landscape reveal stories of wildlife. The markers encourage dialogue and can be commissioned works by local artists, in collaboration with Zoo scientists. The tunnel under the habitat bridge becomes an immersive portal, able to transport guests to the Savanna through footage filmed on location with conservation partners in Africa, including synchronous natural sounds designed to express the sonic qualities of the landscape the animals above call home.



View A: view towards the habitat landscape bridge, with interpretive tunnel



View B: a new Bush Camp overnight experience offering the sights and sounds of Savanna species



## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: SAFARI MEANDER, BEGINNING OF A MEMORABLE JOURNEY



## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: SAFARI MEANDER BUSH CAMP WITH AFRICAN SPECIES



# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: SAFARI MEANDER

### Proposed experience of IT projects:

Building technology partnerships, Your Zoo will become an innovation zone, welcoming collaborators from the arts and sciences to partner in the creation of high-tech interactive displays in the Safari Meander interpretive tunnel. These become ways to engage a broader audience in conversations around climate change, soil science, and species migration, to name a few. Developing technology that welcomes creative partners and technological innovators into this space will allow Your Zoo to offer new experiences regularly, as well as host small events and create return visits. Implementation of smart signage and interactive maps gives guests updated information about the species mix in this habitat and about related conservation initiatives.

### Building blocks of the Information Technologies (IT) strategy for this area:



### IT projects recommended to be investigated in this project (refer to Appendix 5 for the full Technology Master Plan):

- 1.1. Implement Wifi site wide / Install Network
- 1.7. Implement guest distress system / Zoo wide alarm
- 2.1. Manage Technology Partnerships/Become an innovation zone
- 3.3. Implement animal cameras and sensors (heat, location)
- 3.7. Predictive care based on history and sensors
- 3.8. Centralized Animal Database in warehouse (reproduction, welfare, nutrition)
- 4.3. Implement smart signage across the Zoo/interactive maps
- 7.12. Implement Smart Washroom Facilities



Interactive display in the interpretive tunnel created through partnerships with technology innovators.

Smart signage and interactive maps giving updated information on species in this area.

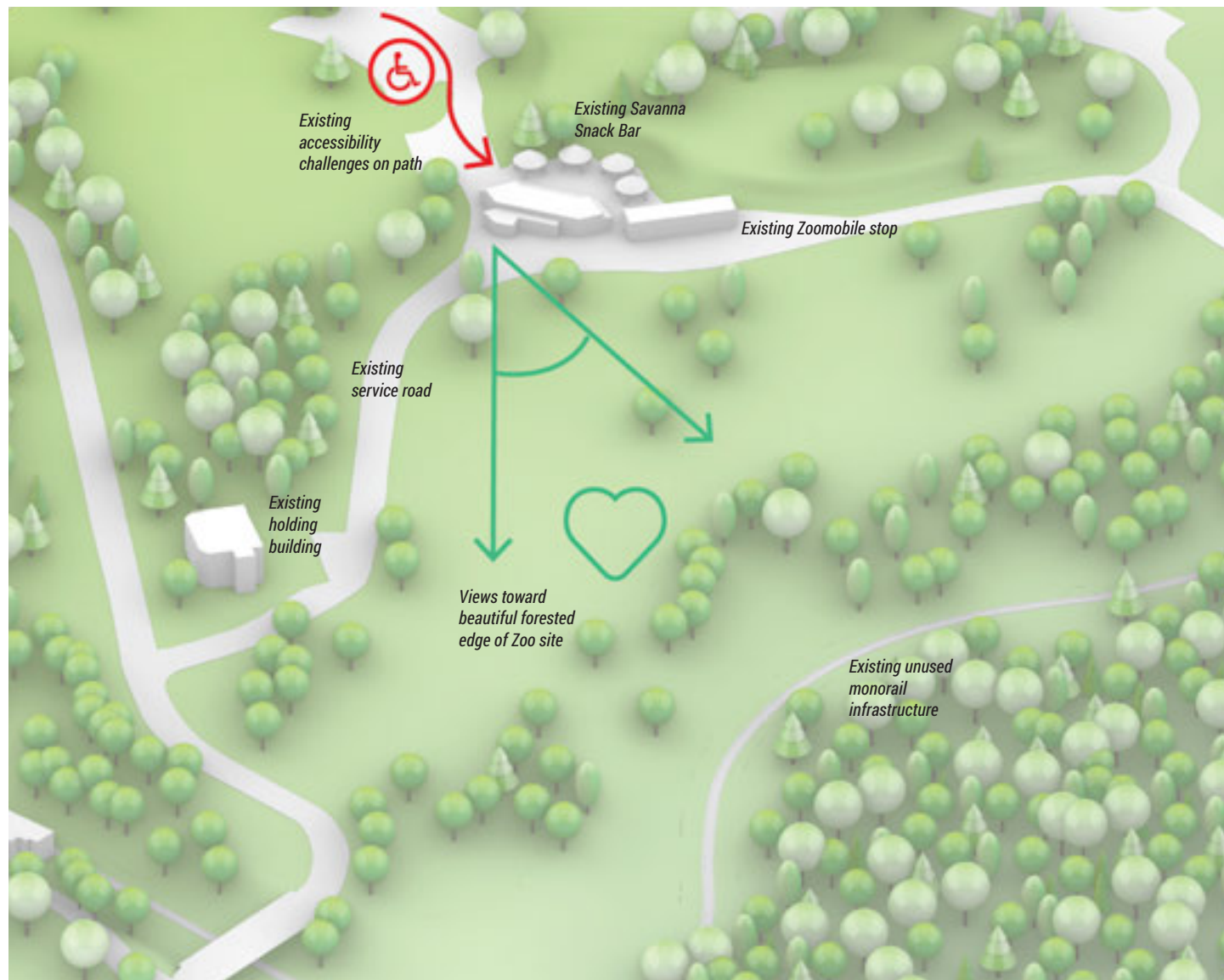
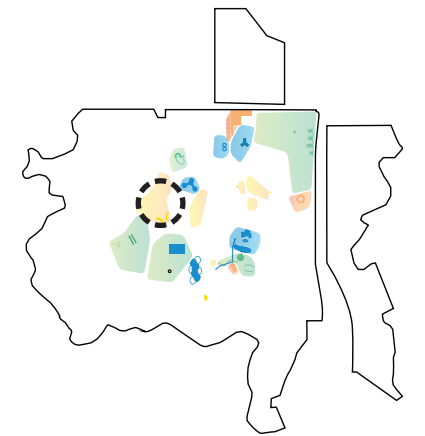
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: THE FORAGE FARM (OPERATING PROJECT)

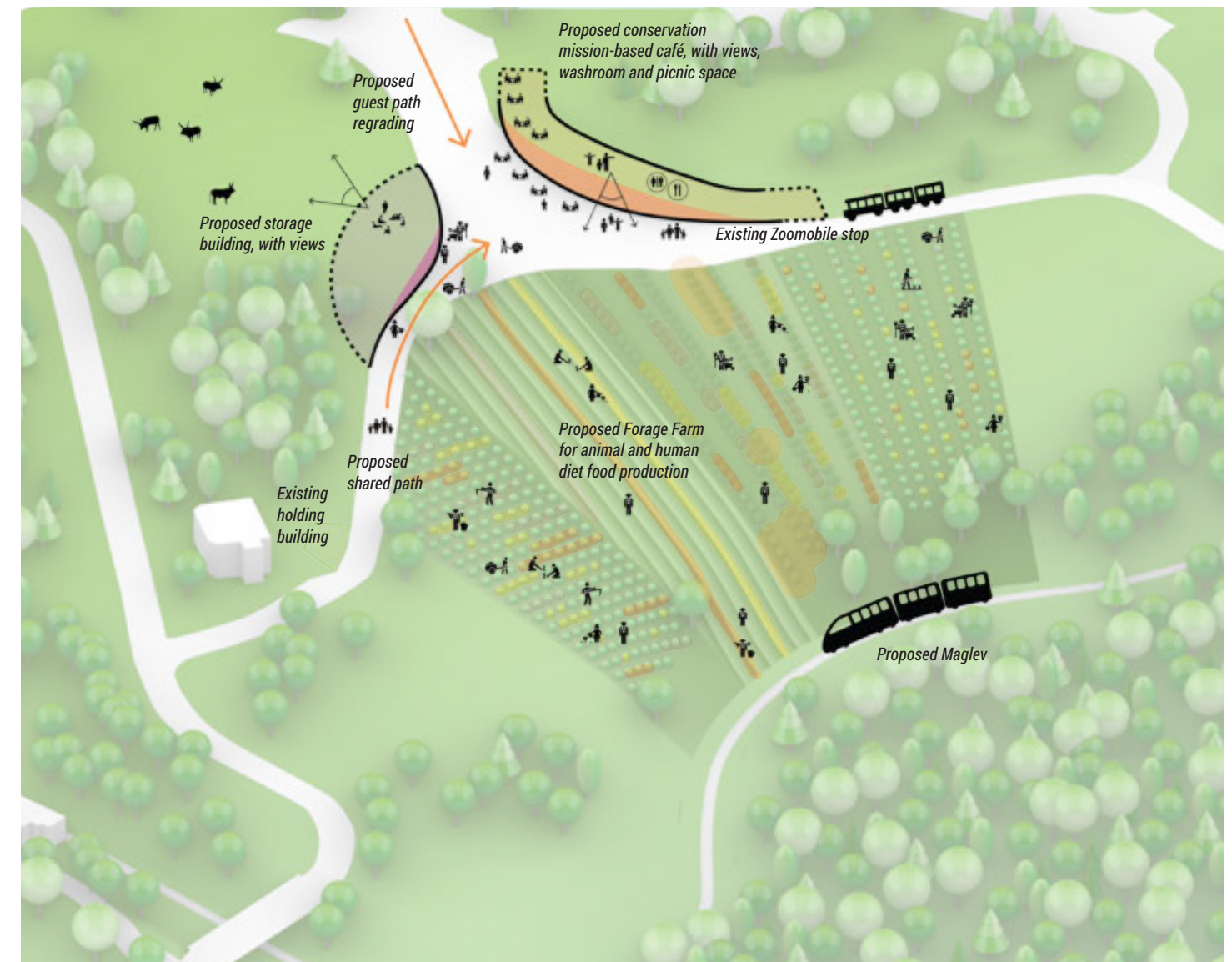
This Western edge of Your Zoo, extending between the Savanna Snack Bar and the old monorail infrastructure, is comprised of some underused green space, between areas that have recently had trees planted. The underused spaces have the potential to become developed as a production area for forage crops and diet material for species, with a new café and new storage building for farm materials embedded in the landscape, creating new views onto this space from the slopes that become their roofs. This offers guests an opportunity to participate in production on site, with programmed farm-related activities that allow the community to actively engage in the nutrition component of caring for animals. This crop production builds on browse growth that is currently happening on site and in other locations near the Zoo, and further develops Your Zoo's commitment to reducing its carbon footprint and closing loops by growing and sourcing materials closer to home. By nesting buildings into the landscape, they are able to naturally stay cooler in summer and warmer in winter, further reducing Your Zoo's carbon footprint.

### Preliminary program

- **3 770 sqft café** - right building, also contains bathroom
- **2 100 sqft storage building** - building on left
- both buildings embedded in landscape
- buildings provide views onto farm and habitats



Existing

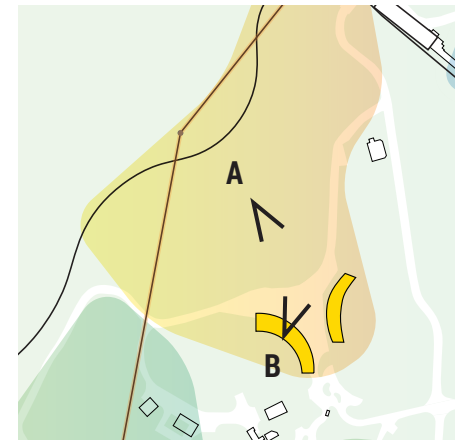


Proposal

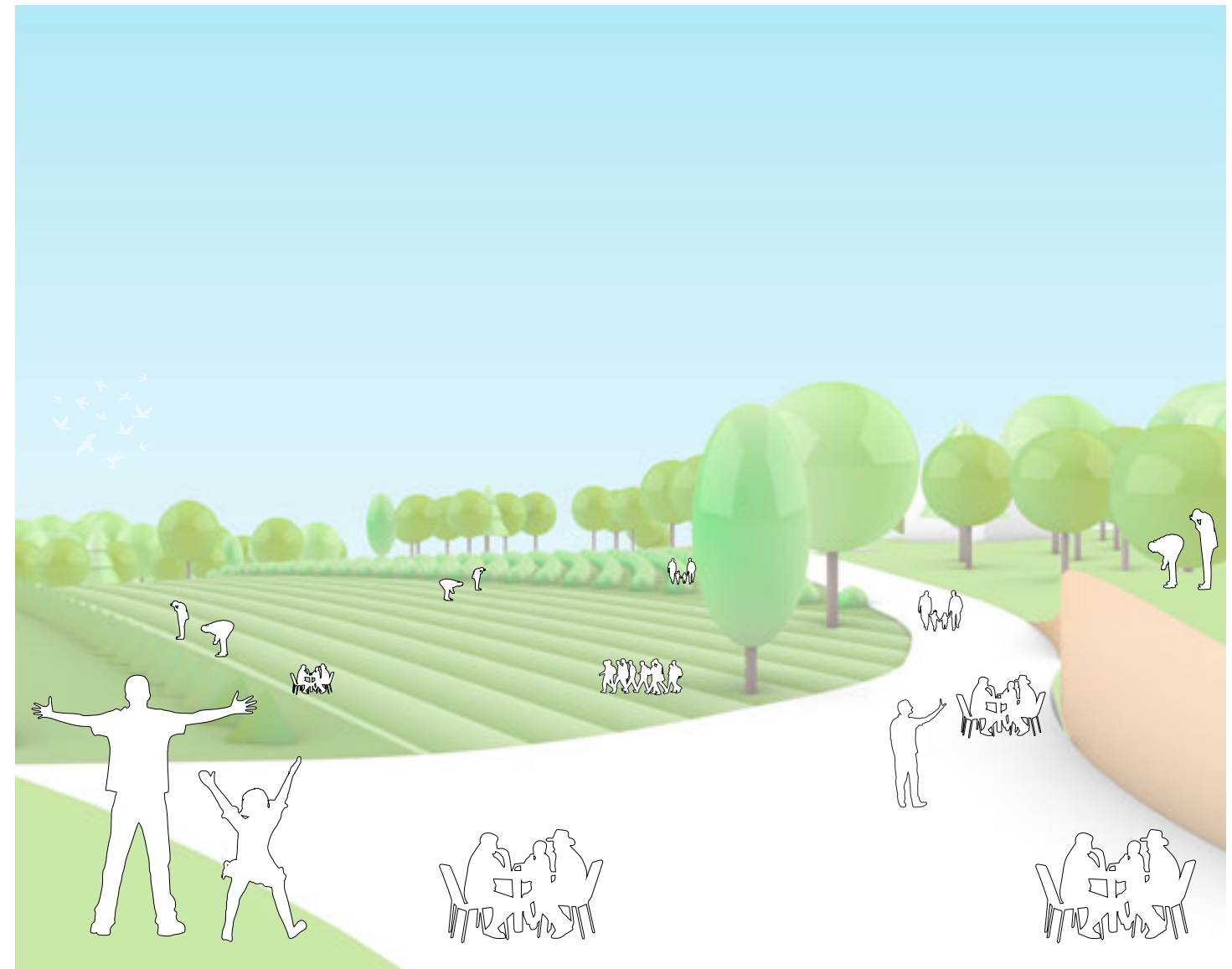
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: THE FORAGE FARM VIEWS

The Forage Farm offers a new productive landscape on site that actively invites guests to participate in the nutrition narrative at Your Zoo, and to see and understand the different components that comprise the nutrition science behind species' diets. The café and storage building offer new views onto the productive landscape, with the café being a conservation-mission-based café, providing a more sustainable food option that directly supports Your Zoo's work to save species offsite, and connects guests to Your Zoo's broader vision for a more sustainable future at home and abroad.



View A: view from the forage fields



View B: looking towards the productive growing area and storage building, from the café roof

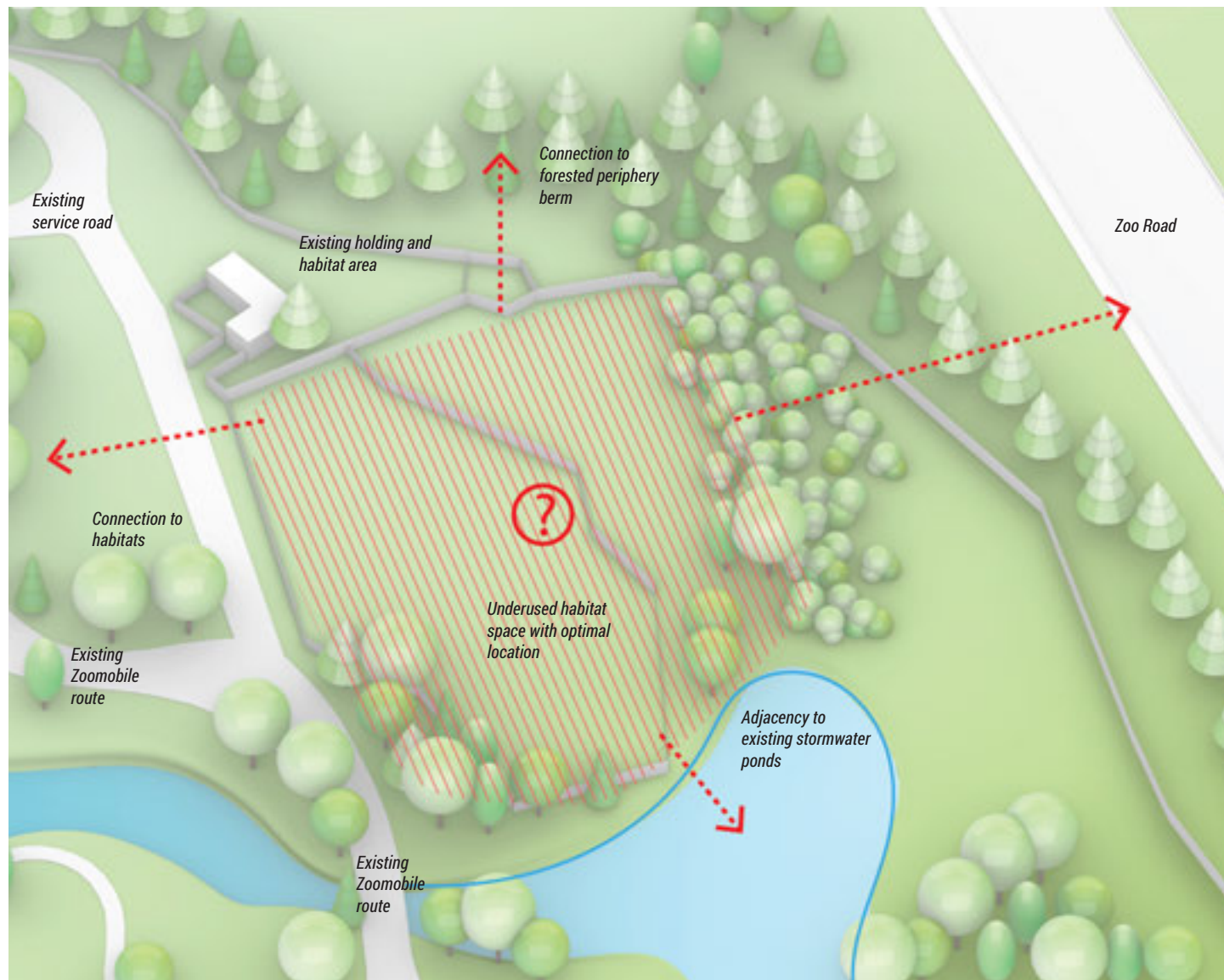
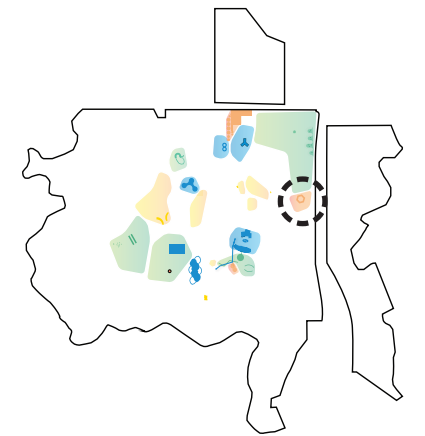
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: THE DAYCARE (PARTNERSHIP PROJECT)

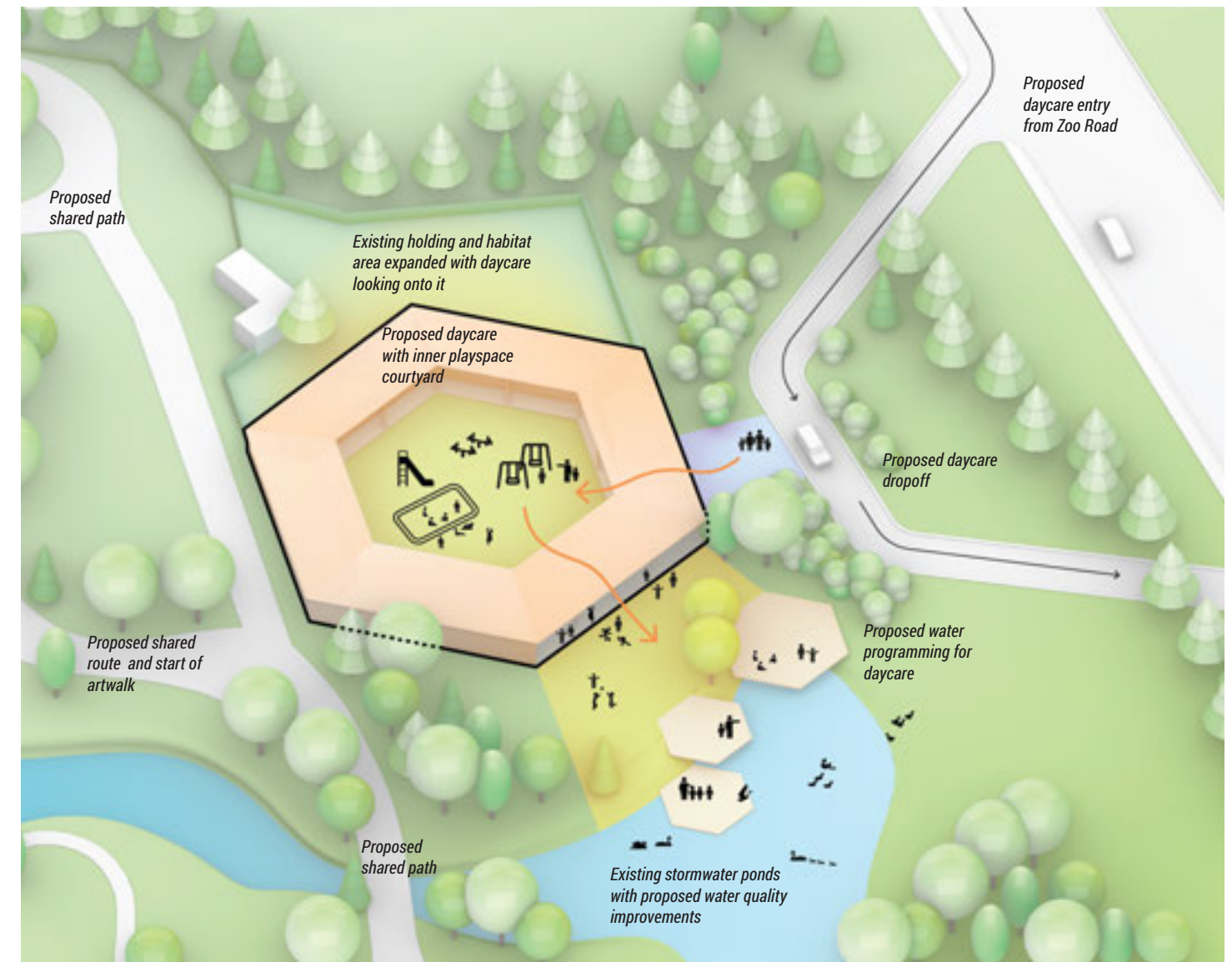
This corner of Your Zoo, just Northeast of Parking Lot 1 and the entry gates, has a great connection to the stormwater pond, with lush vegetation, as well as great proximity to the Kids Zoo. Habitat space here is small and underwhelming and this corner of the site is adjacent to Meadowvale Road and Zoo Road but does not connect to either. This presents a fantastic opportunity for the location of a daycare that offers incredible educational opportunities with connections to species on site, and easy access with a new connection created from Zoo Road. The Daycare occupies a space that can be public, as it sits near the periphery of Your Zoo, and offers a program that can serve both Zoo staff and the broader community. Low building massing with an inner courtyard and multiple external connections to this courtyard allows the daycare program to remain contained when it needs to, but also to spill out and be very much connected to its surroundings, including the habitats and ponds adjacent to it. Refer to page 109 for a proposed partnership funding roadmap for the Daycare project.

### Preliminary program

- **5 260 sqft building total**
- includes 1180 sqft/daycare unit x 4 units, + 540 sqft nap room
- single level
- **6 100 sqft outdoor play yard** - in middle of building
- **2 800 sqft dock total**
- 3 docks, two at 700 sqft each, one at 1 400sqft



Existing

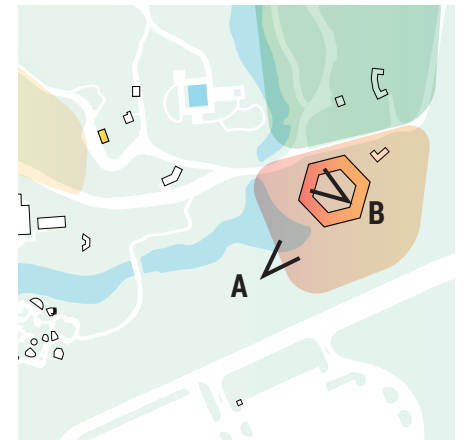


Proposal

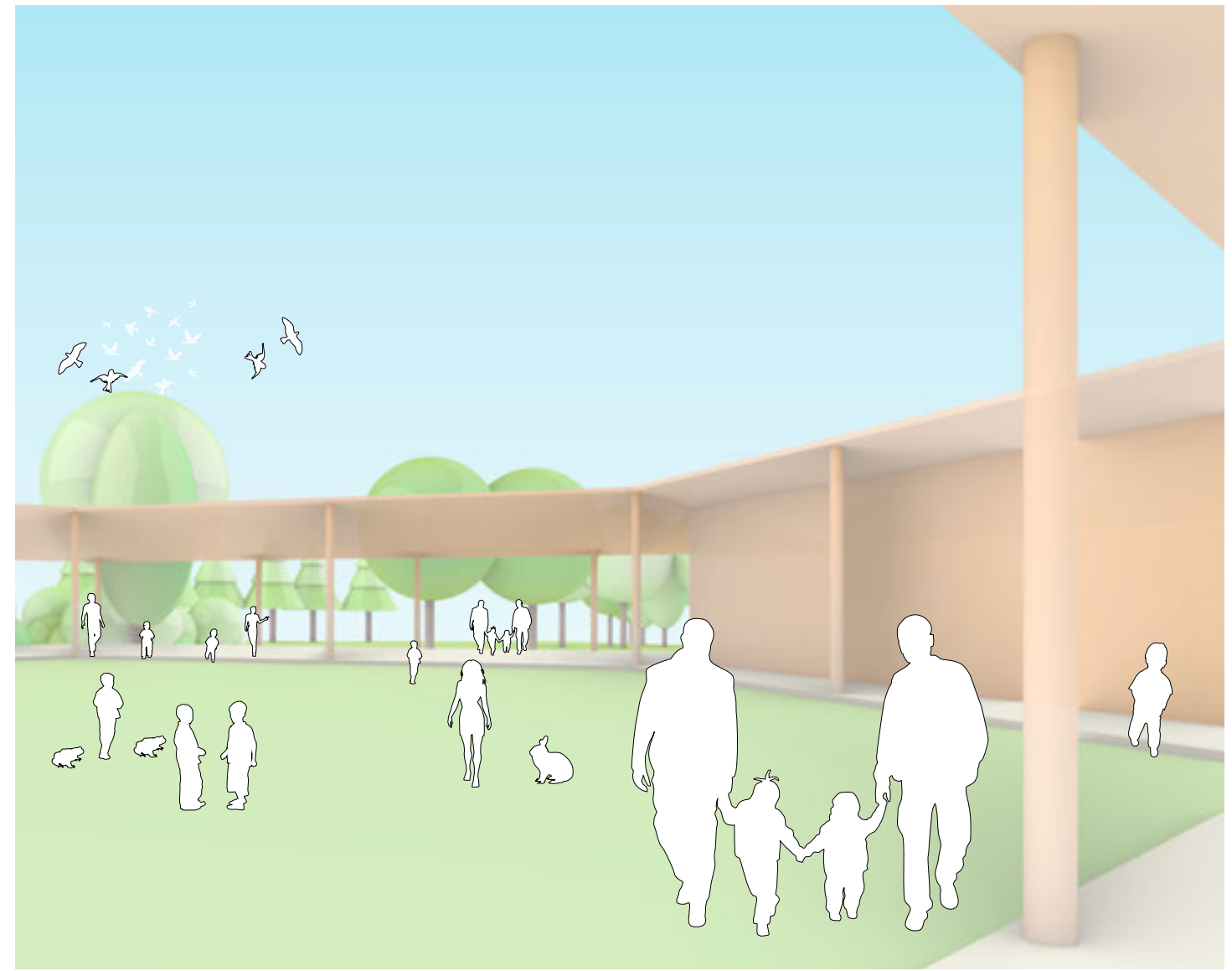
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: THE DAYCARE VIEWS

The Daycare creates an opportunity for kids to grow up surrounded by incredible opportunities for exploration of native flora and fauna, as well as educational opportunities with other species. The building connects to the landscape, offering access to the water for pond study, and pulling the landscape into the building's courtyard play area. A Zoo daycare will embed kids in an environment where habitat preservation, connection to and respect for animals, sustainable harvesting, material reuse and closing resource loops is the norm.



View A: heading towards the Daycare, coming from the Kids Zoo



View B: unique opportunities for play and exploration inside the daycare inner play area

## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: THE DAYCARE, MANY SPECIES GROWING TOGETHER





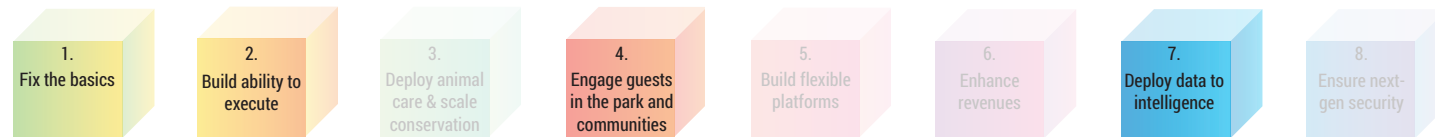
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: THE DAYCARE

### Proposed experience of IT projects:

The Daycare is able to take advantage of Your Zoo's many technological advances, including through the improvement of last mile technologies to get to Your Zoo site, which is critical in welcoming the community to the Daycare by ensuring that barriers to arriving here are removed. Once at the Daycare, students are able to explore the many technologies across the Zoo site, however the focus at the Daycare itself is on removing the layer of technology between children and species, and providing them hands-on experiences with the species that they have regularly within the daycare, such as chickens and goats. Creating an emotional connection through these moments will help build empathy and create the next generation of impassioned conservationists.

### Building blocks of the Information Technologies (IT) strategy for this area:



### IT projects recommended to be investigated in this capital project (refer to page 149 in Appendix for full Technology Master Plan):

- 1.1. Implement Wifi site wide / Install Network
- 1.7. Implement guest distress system / zoo wide alarm
- 2.1. Manage Technology Partnerships / Become an innovation zone
- 4.6. Improve last mile to get to the Zoo
- 7.3. Implement sensors for building health monitoring and consumption



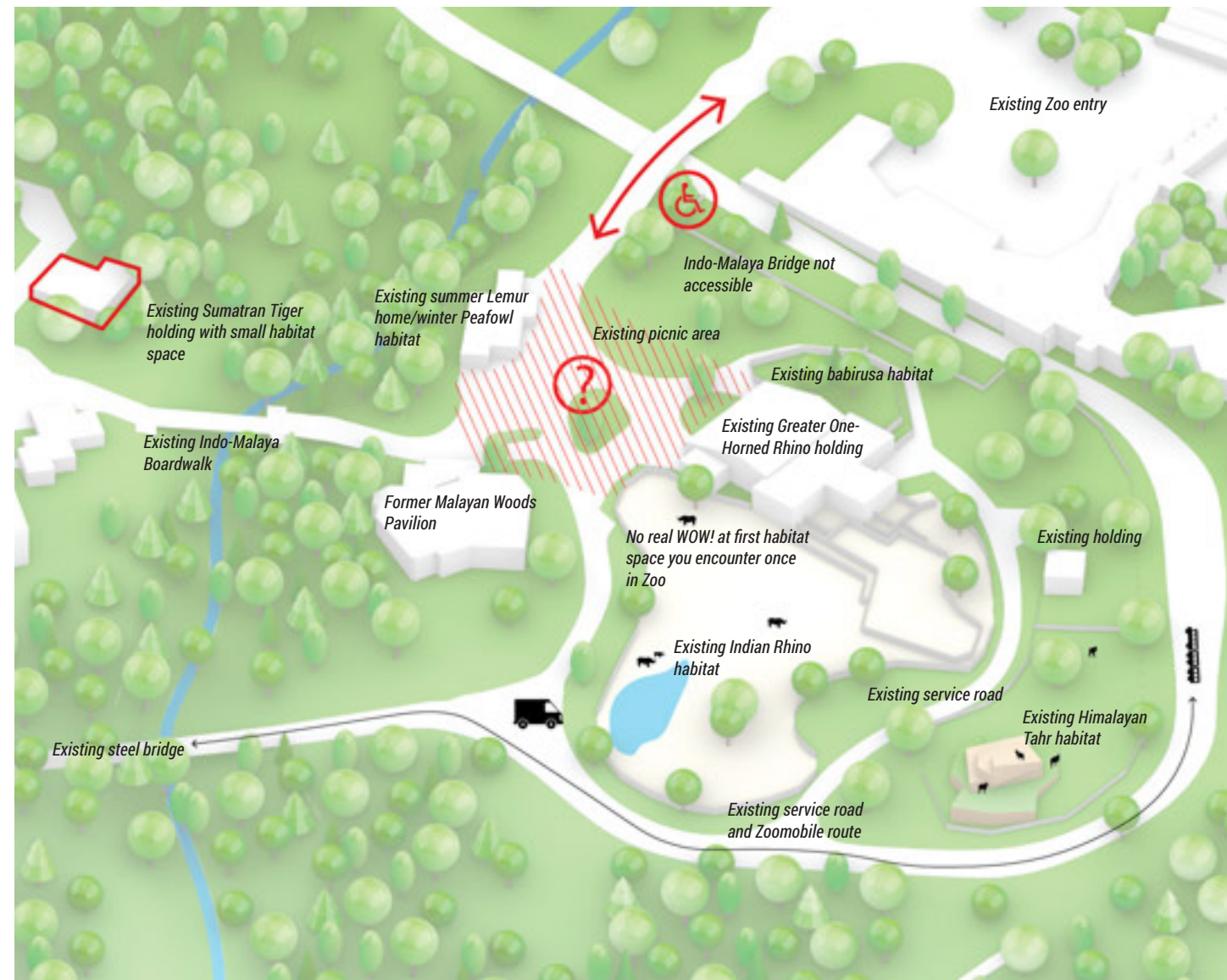
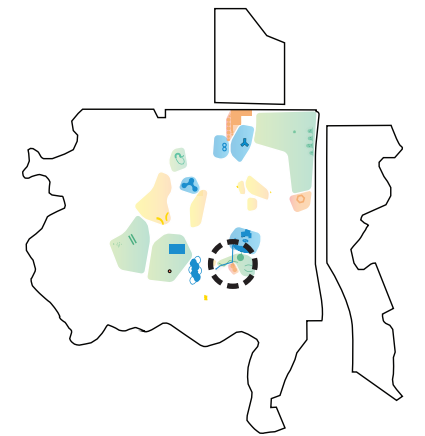
Daily manual feeding of chickens at the Daycare, creating a connection between children and animals.

The technology-free Nature Play yard, encouraging interactions between children, species and nature.

# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: THE TIGERLINE, SUMATRAN TIGER HABITAT EXPANSION

Upon entering the main gates at Your Zoo, if you proceed to your left you enter Indo-Malaya which presents accessibility challenges and leads into a large plaza-like space with small landscaped areas but lacks the real WOW. Greater one-horned rhinos and babirusa are here, with Himalayan tahrs only visible from the Zoomobile route and Sumatran tigers nestled into the ravine just beyond the Indo-Malaya Boardwalk. The opportunity exists to improve the pedestrian connection that begins upon arrival at Your Zoo and leads you through a fully accessible entry into a new landscape development and plaza space right in front of the existing Greater one-horned rhino building. Once the rhinos are phased out, over the long-term, Sumatran tigers gain a new, enhanced, expanded habitat with an exciting overhead connection from their existing habitat. The Himalayan tahr habitat becomes enhanced with new features providing enrichment for the tahrs and an improved guest experience. A revitalized plaza gathering space provides a connection for our guests between tahrs and tigers on a path offering new views into both habitats.



Existing



Proposal Step 1

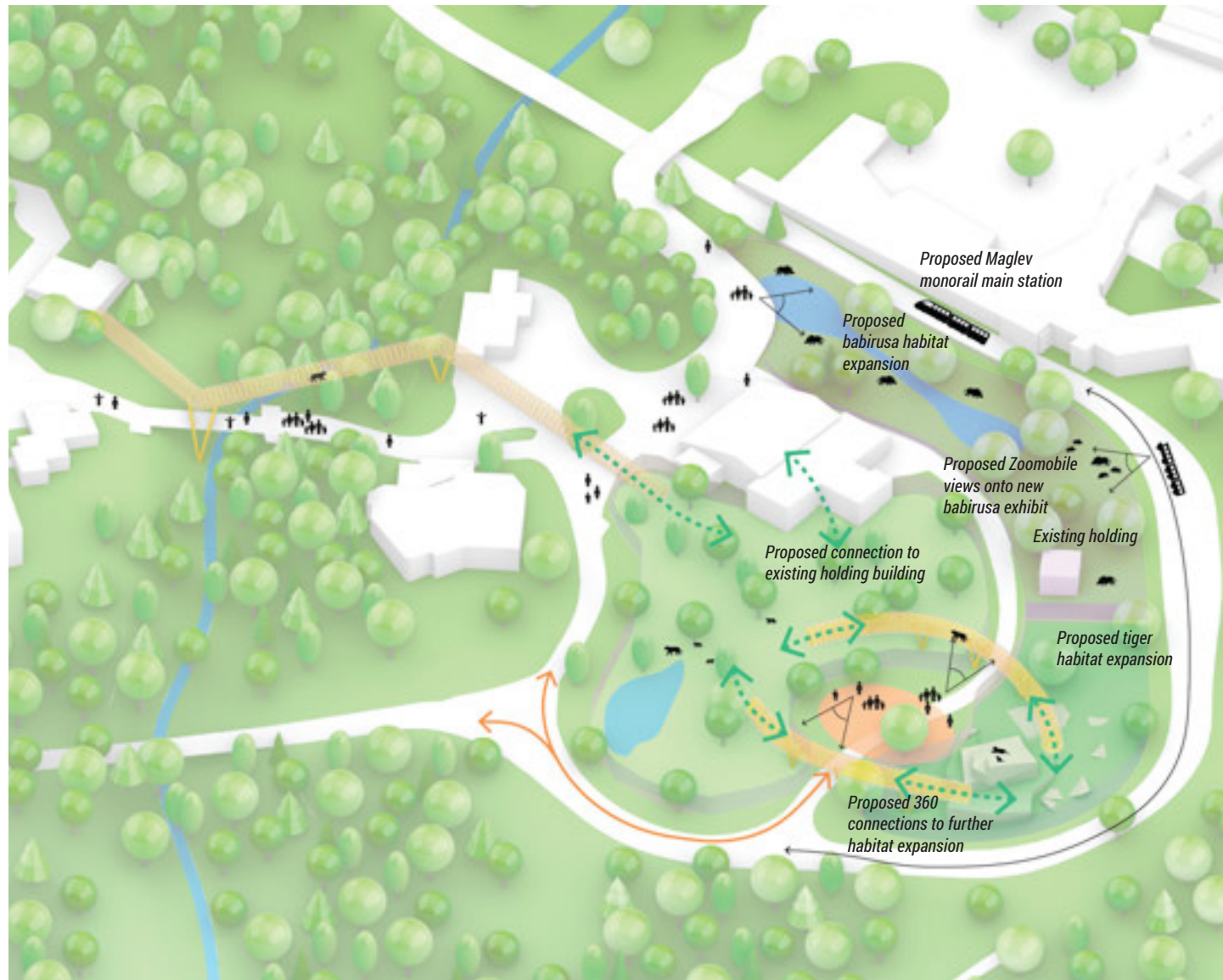
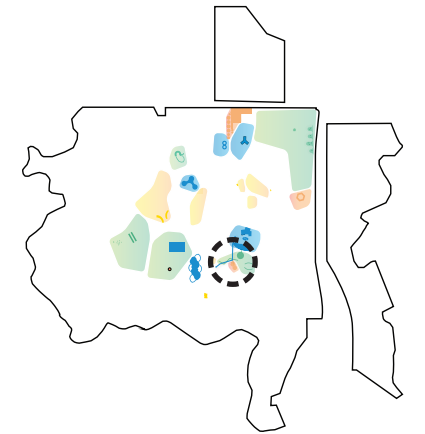
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: THE TIGERLINE, SUMATRAN TIGER HABITAT EXPANSION

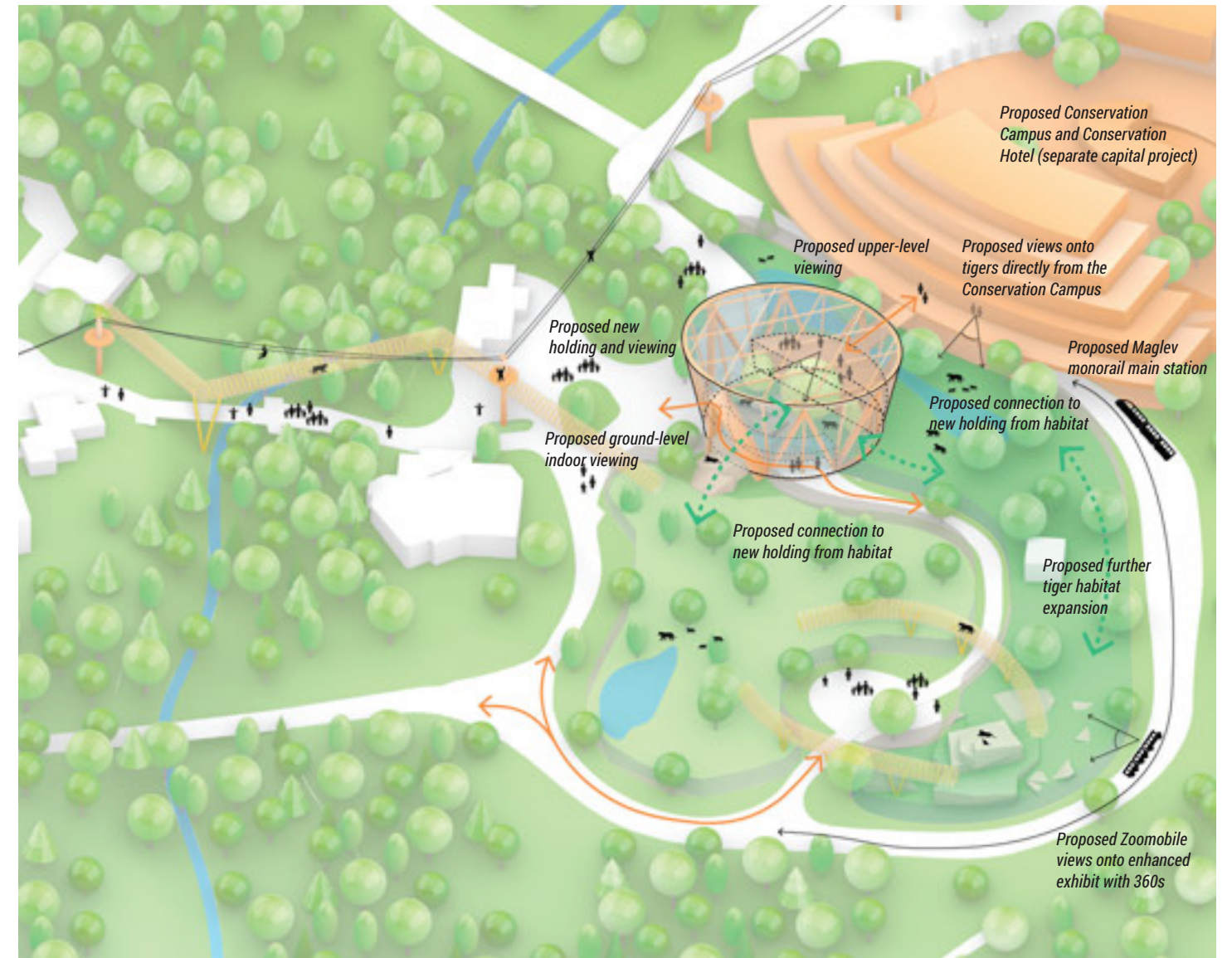
When the enhanced habitat is no longer needed for Tahrs, Sumatran tigers get further habitat expansion with unique climbing elements. This new tiger habitat becomes connected by 360 tubes going up and over the guest plaza, providing views for guests onto tigers above. This offers tigers more choice, and further enrichment, with each habitat space offering unique stimuli. In this phase, the space between the holding building and service road becomes modified with new water features as an enhanced, expanded babirusa habitat. This presents an exciting arrival experience as guests move from Your Zoo's entry across the bridge and encounter their first wildlife. Over the longterm, as babirusa no longer need this space, tiger habitat is further expanded, taking advantage of the unique and stimulating environment here. A new indoor viewing building with holding is developed with connections to the Conservation Campus offering views directly from rooms in the Conservation Campus Phase II onto tigers. The new holding also provides an upper viewing level onto tigers, with a ground-level path bringing guests through the building.

### Preliminary program

- **7 600 sqft new building** - holding and viewing
- building has upper-level unobstructed views onto tigers, ground-level indoor viewing, connection between levels
- **230 m of 360 tubes** - allows tigers to move between different habitat areas above habitat
- 120 m from existing habitat, 2 x 55 m between new habitats
- **70 m long bridge** - connecting holding to conservation campus
- **2 400 sqft plaza space**
- **3 400 sqft water**



Proposal Step 2

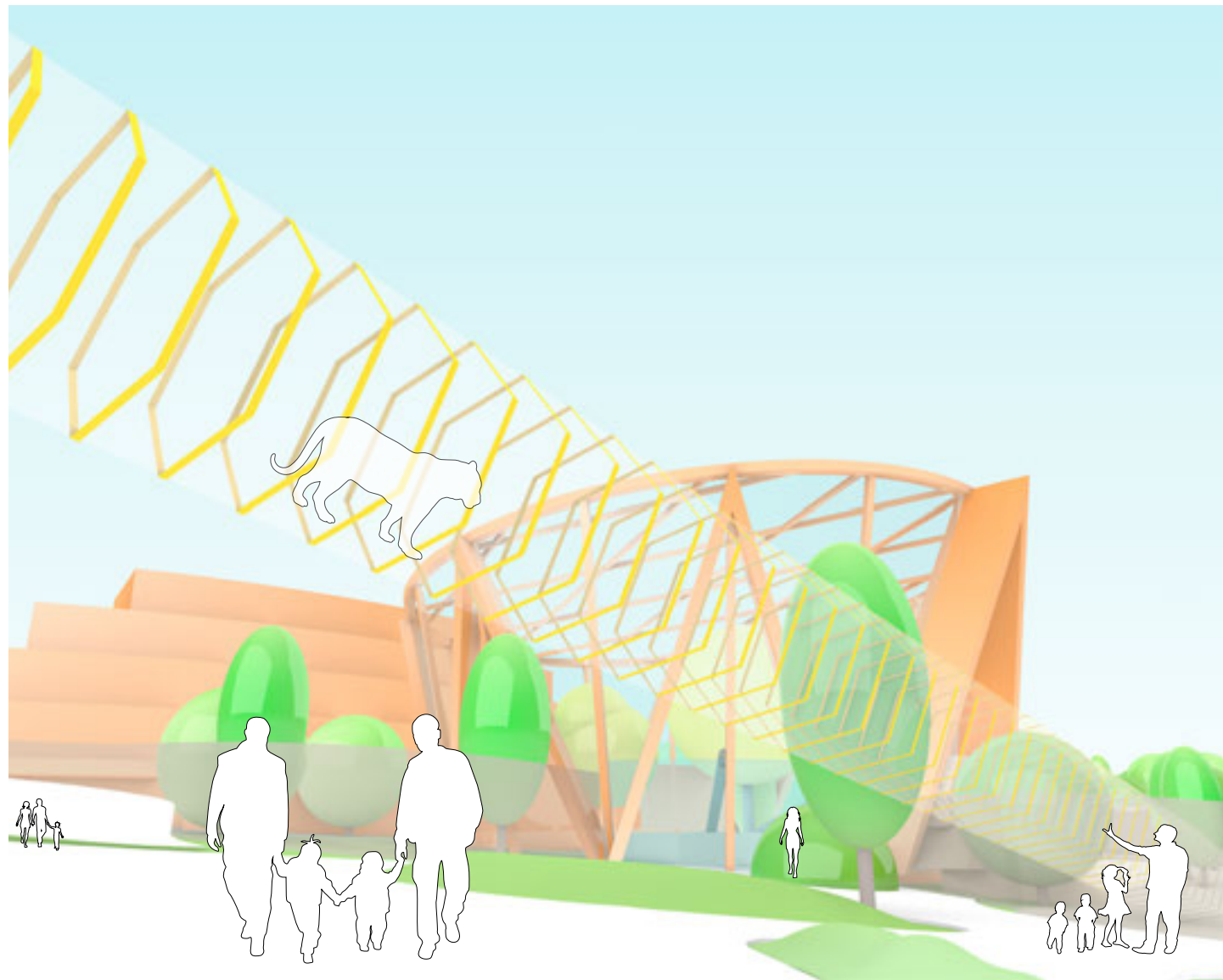
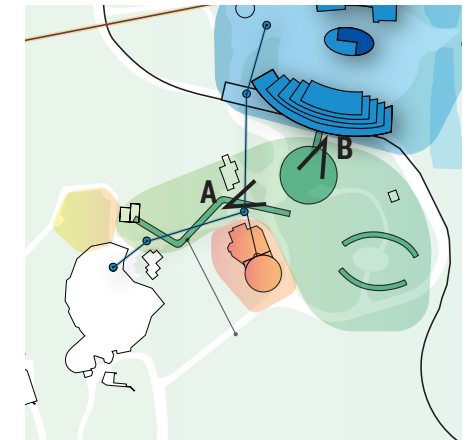


Proposal Step 3

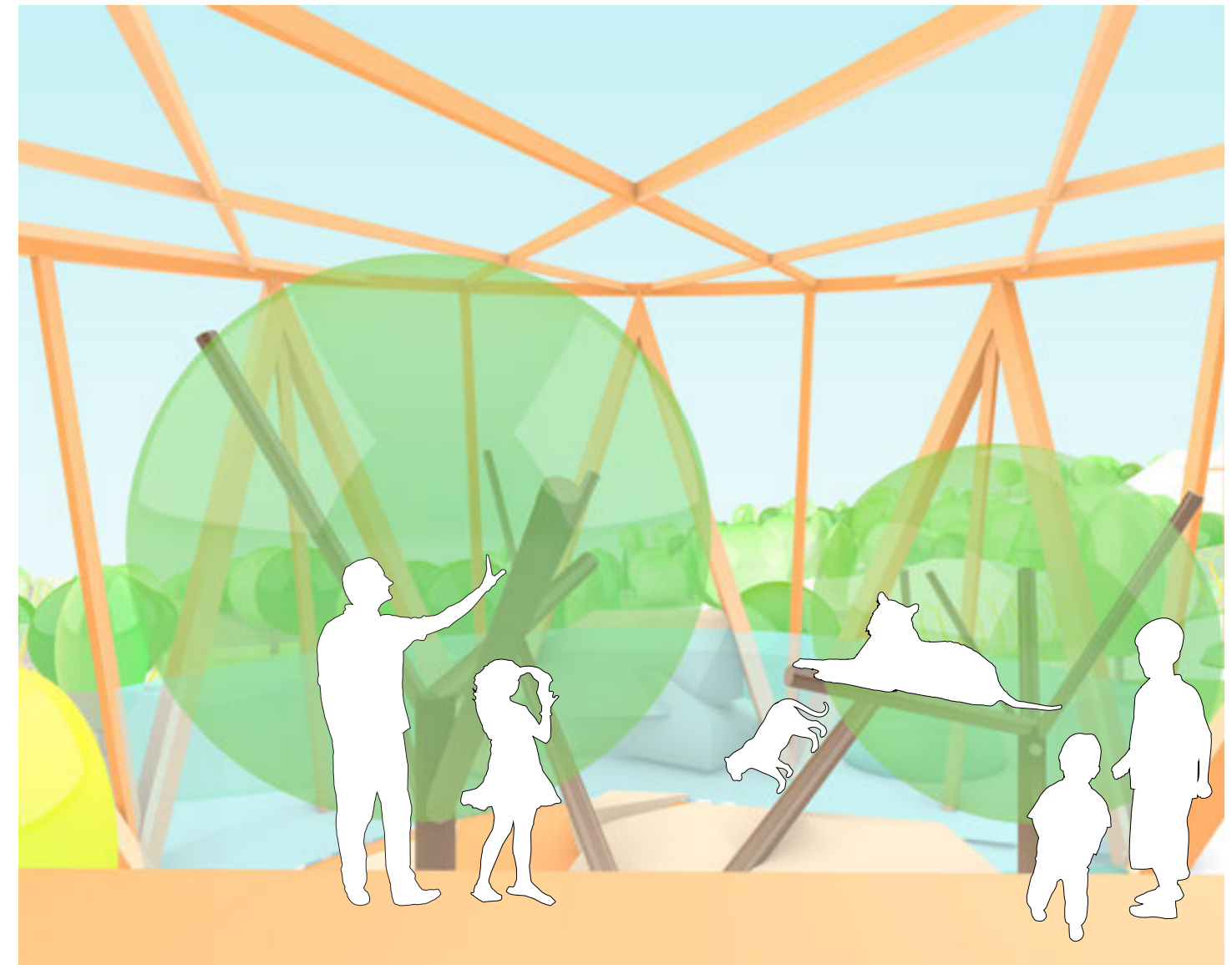
## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: THE TIGERLINE, SUMATRAN TIGER HABITAT EXPANSION

The Tigerline creates a unique opportunity for guests, as well as tigers, right near the entry to Your Zoo. Here, Sumatran tigers are able to move from their existing habitat embedded in the ravine across to a new, larger habitat, offering them choice and enrichment opportunities as they explore their expansive spaces. Guests experience tigers moving overhead as they walk on the path below the Tigerline, and are able to have eye-to-eye experiences as tigers lounge higher up in the branches of their habitat space, with an upper-level viewing area inside their new winter holding, with access right from the Conservation Campus. The new habitat and holding, combined with 360 tubes, allow guests to see tigers in a number of different environments, and from different perspectives, and allow tigers to really roam and explore, providing them with varied and enriching experiences.



View A: view walking towards the new indoor viewing and holding building, with tigers exploring overhead



View B: eye-to-eye views of tigers lounging on branches, in the upper viewing level of the indoor holding

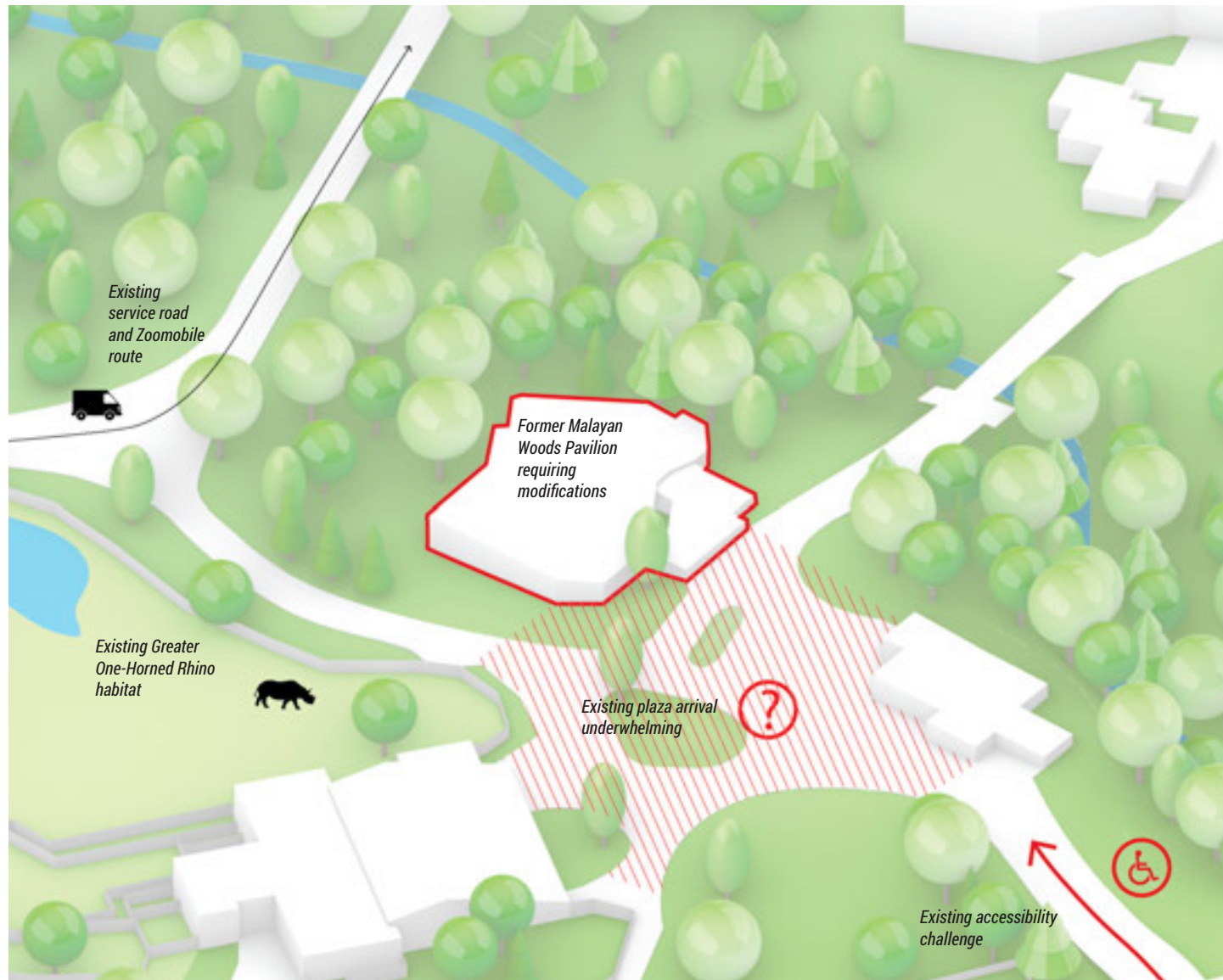
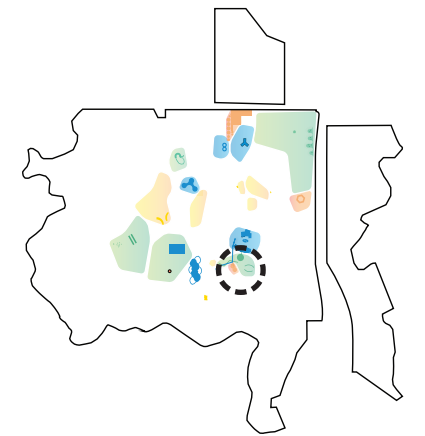
# 5. THE NEW MASTER PLAN

## 5.3. CAPITAL PROJECTS: ZOO BREWERY (PARTNERSHIP PROJECT)

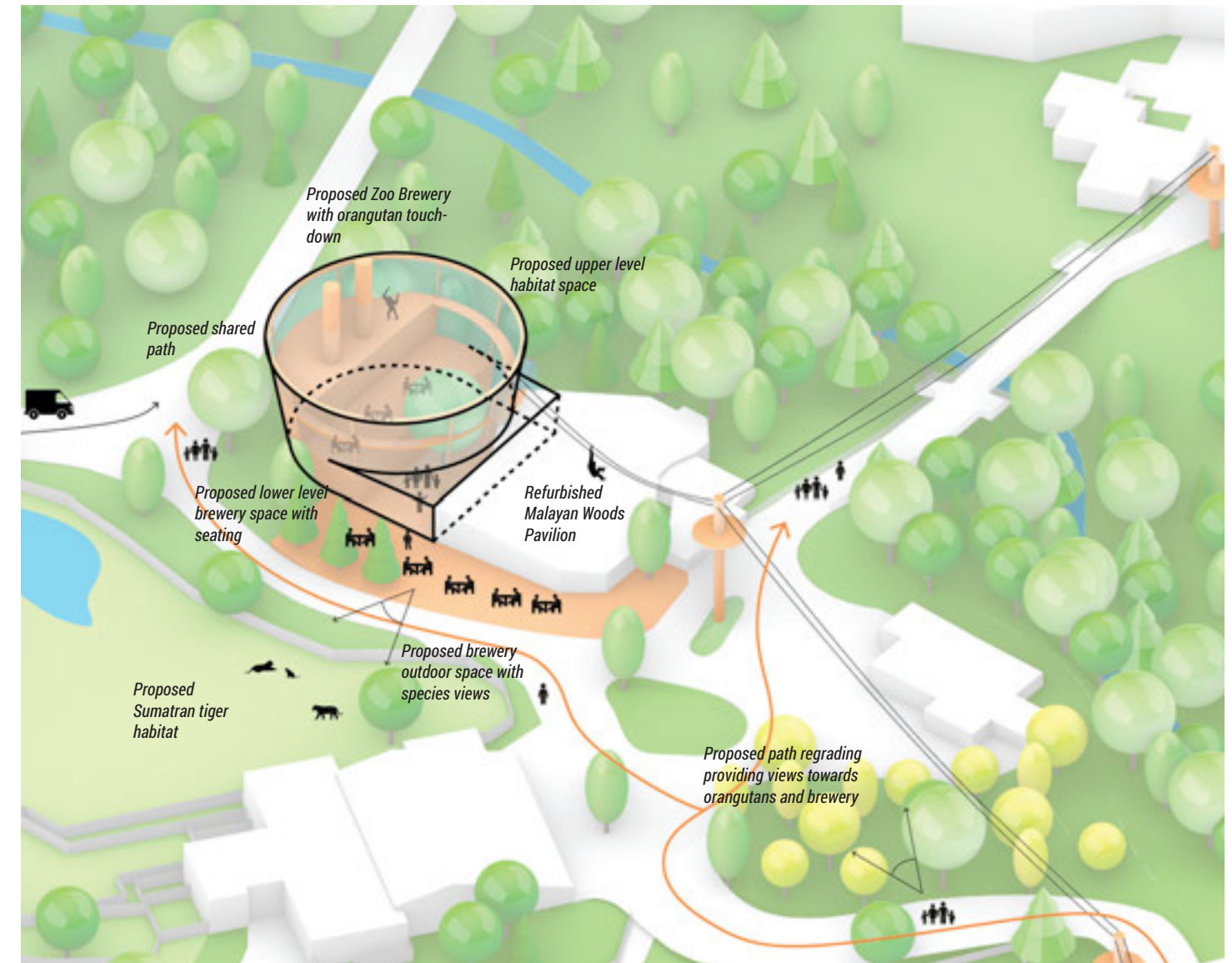
Upon entering Your Zoo today, the first left that guests take is down a steep grade, into a plaza that has small landscaped pockets but is underwhelming. The former Malayan Woods Pavilion in this plaza - while an interesting building - is in need of significant upgrades. The opportunity exists to refurbish Malayan Woods, enhancing it for educational programming, and to create a new Zoo Brewery here. Together, these create a venue for guests inviting them to spend more time close to species, with a unique program. With the lower part of the brewery for guests, the upper space is developed as a touch-down space for orangutans. The brewery is close to the path, keeping it away from the sensitive top of slope near the ravine. By having habitat space with a brewery, waste from the brewing process can be used for heat generation in the habitat, with this area becoming a showcase of sustainability. The chance to have a conservation mission-supporting beer creates a unique opportunity for potential partners, and supports Your Zoo beyond the site. Refer to page 110 for a proposed partnership funding roadmap for the Zoo Brewery.

### Preliminary program

- **5 300 sqft existing building refurbishment**
- **4 030 sqft new building**
- new building internally stepped, 3 storeys total
- new building has two-storey brewery production space in back of building, with indoor seating on lower level, habitat in upper two-thirds (building is roughly 50% brewery, 50% habitat space)
- **3 500 sqft plaza**



Existing

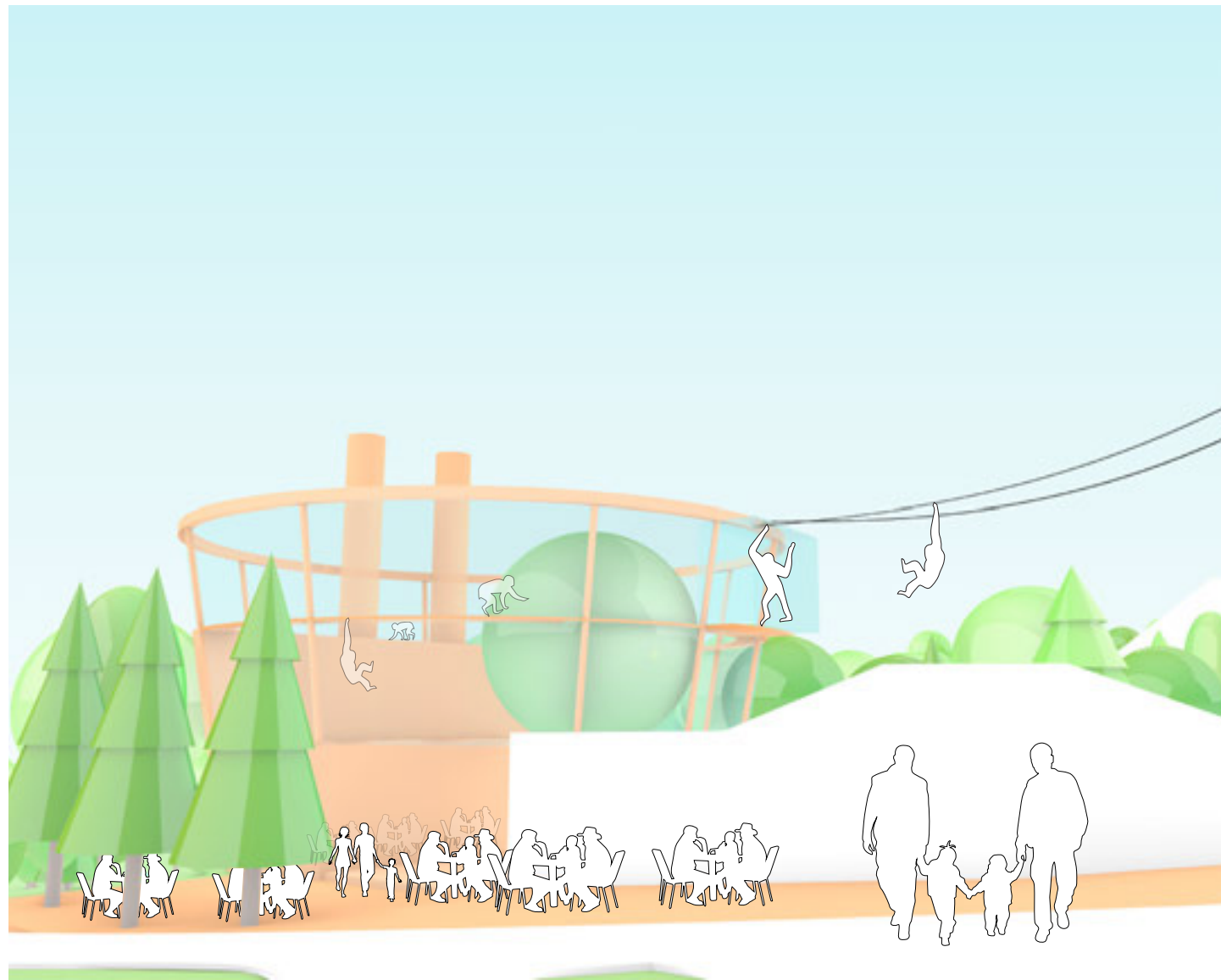
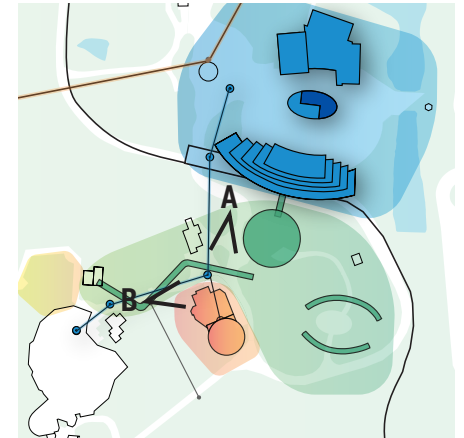


Proposal

## 5. THE NEW MASTER PLAN

### 5.3. CAPITAL PROJECTS: ZOO BREWERY (PARTNERSHIP PROJECT)

Coming from the Zoo entrance, guests catch glimpses of the brewery through the trees and then emerge onto the Indo Plaza with a full view of the brewery and the orangutans that are able to touch down in the upper part of the brewery space. Guests and orangutans are able to spend more time in proximity to each other, watching each other and being enriched by the experience. Arriving from the Indo-Malaya Pavilion provides views directly into the Zoo Brewery as it peeks out from behind the trees, inviting guests to stop in for awhile.



View A: arriving to see the action at the Zoo Brewery with orangutans and guests watching each other



View B: the Zoo Brewery revealed when coming across the ravine from the Indo-Malaya Pavilion



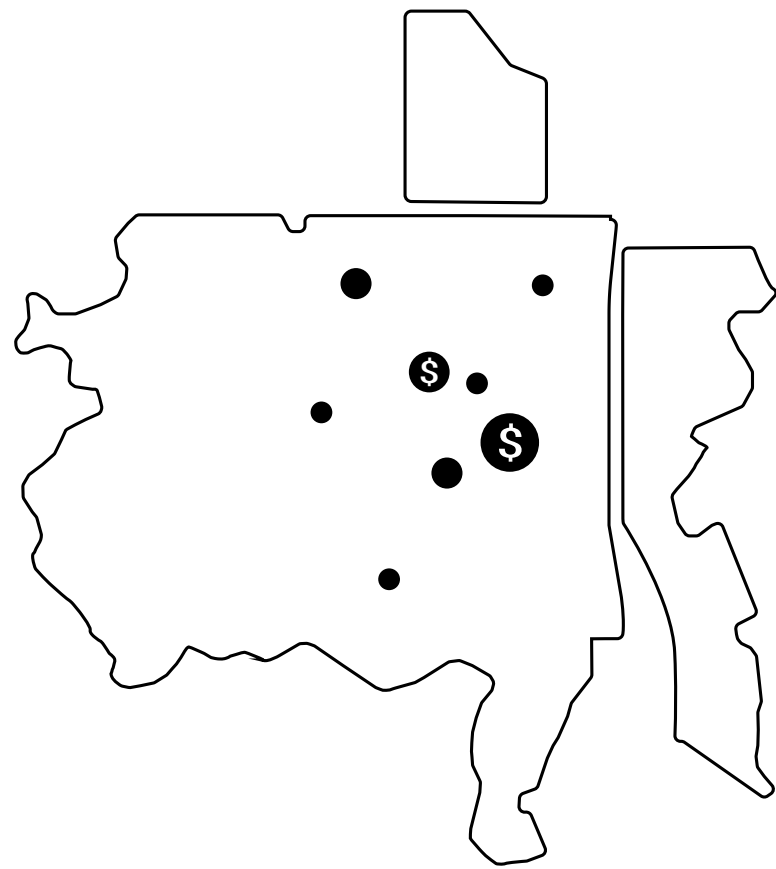
# 6 ● REVENUE GENERATION



# 6. REVENUE GENERATION

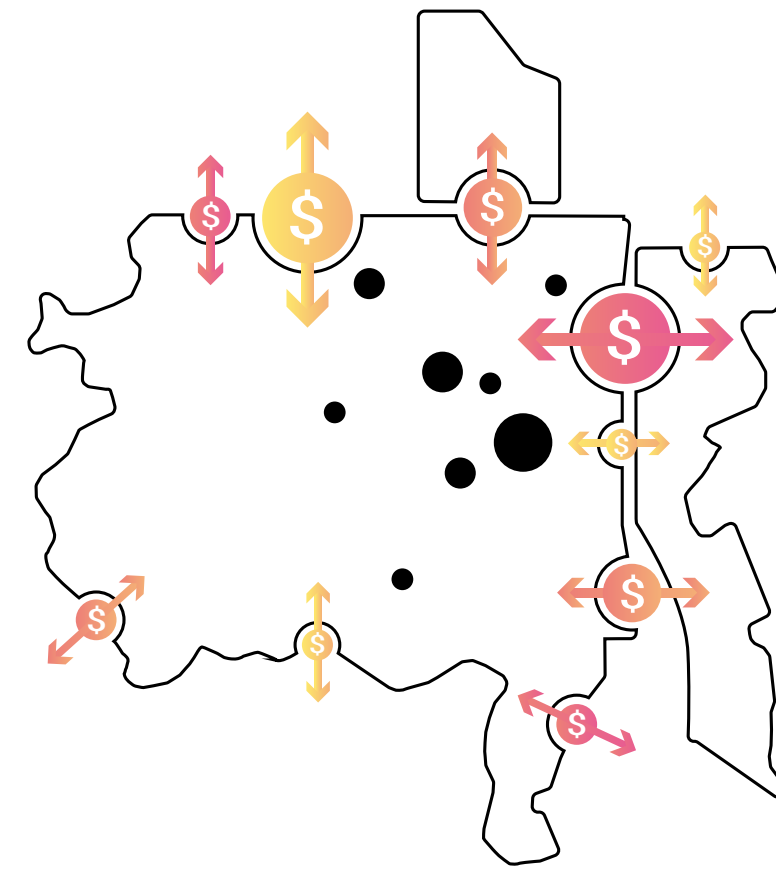
## 6.1. FUNDING STRATEGY: APPROACH

Your Zoo's funding is currently focused on onsite experiences and sources. While this is a strong starting place, there exist opportunities to bring additional funding sources to Your Zoo by adding new onsite programming, while also exploring opportunities beyond the site. New avenues for revenue generation can strengthen Your Zoo's funding while establishing it as a good neighbour and community partner in the conservation world and in the Greater Toronto Area. New programs should be mission-based, and new mission-based activities tied back to the efforts of the Toronto Zoo Wildlife Conservancy to help develop and strengthen a broad network of financial supporters for Your Zoo.



Current revenue generation

Revenue generation today is focused primarily on opportunities within the physical Zoo site.



Future revenue generation

Future revenue generation focuses on expanding opportunities within the site as well as beyond the site.



# 6. REVENUE GENERATION

## 6.1. FUNDING STRATEGY: CATEGORIES OF ACTION

In broadening and strengthening the funding strategy for Your Zoo, four main categories of action exist. These guide the direction for financial growth opportunities tied to the Zoo, building on existing revenue sources such as membership, and finding ways to diversify the offerings and embed new offerings as well. Actions vary from those that can occur directly on site to those that may occur digitally, as well as revenue generation streams that can arise from immediate actions versus those that may take a longer time to establish. Together, these will create a network of revenue streams, making Your Zoo more financially stable in the long-term, as well as more financially agile, to better serve our mission and community. More in depth descriptions of some actions, as well as project idea examples and potential partners, are further elaborated in Appendix 3.



### Immediate Actions

What Your Zoo can do tomorrow:

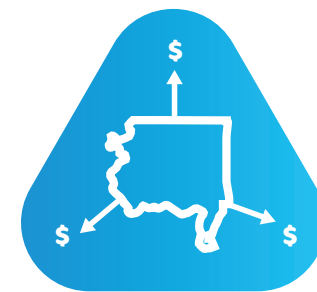
- Actively support fundraising initiatives
- Revamp online fundraising approach
- Extend visit times with the addition of cooling stations
- More shaded picnic and rest areas, extended hours and new programs
- Offer specific evening programming and tours to extend daily hours
- Offer specific early morning programming for guests seeking tranquil experiences, for example photography tours
- Expand seasonal offerings through innovative shoulder-season tours



### Onsite Actions

What Your Zoo can do onsite:

- Welcome complementary destination-based programs, such as fine-dining
- Become more self-sufficient through production of forage and energy onsite, as well as by closing loops in waste-management
- Implement onsite tour guides (different from edu-tours currently offered), for example dusk photography tours
- Add rotating exhibits through partnerships with the science and creative communities
- Add a diversity of overnight stay opportunities, with affiliated morning and evening programs
- Create rentable spaces for hosting events in a unique setting with direct views and connections onto animal exhibits
- Create compelling interactive opportunities that incentivize onsite donations



### Beyond the Gate Actions

How Your Zoo can shine out of its boundaries:

- Establish a worldwide animal and habitat conservation consultancy
- Create and develop mission-based Zoo-related content in partnership with Toronto creators
- Expand online engagement through expansion of social media content getting visitors to tune in regularly, creating return virtual visits and new virtual experiences to reach a global audience; use this platform to promote philanthropic opportunities relating to content
- Expand Zoo-related curriculum and partnerships with schools, universities, and colleges



### Membership Actions

How Your Zoo can strengthen its relationships and generate new ones:

- Implement recommendations for new and enhanced membership program
- Welcome high-end experiences
- Stratify membership
- Create weekly, recurring community activities such as fitness or creative activities, accessed with memberships
- Create quarterly events tailored to different membership levels

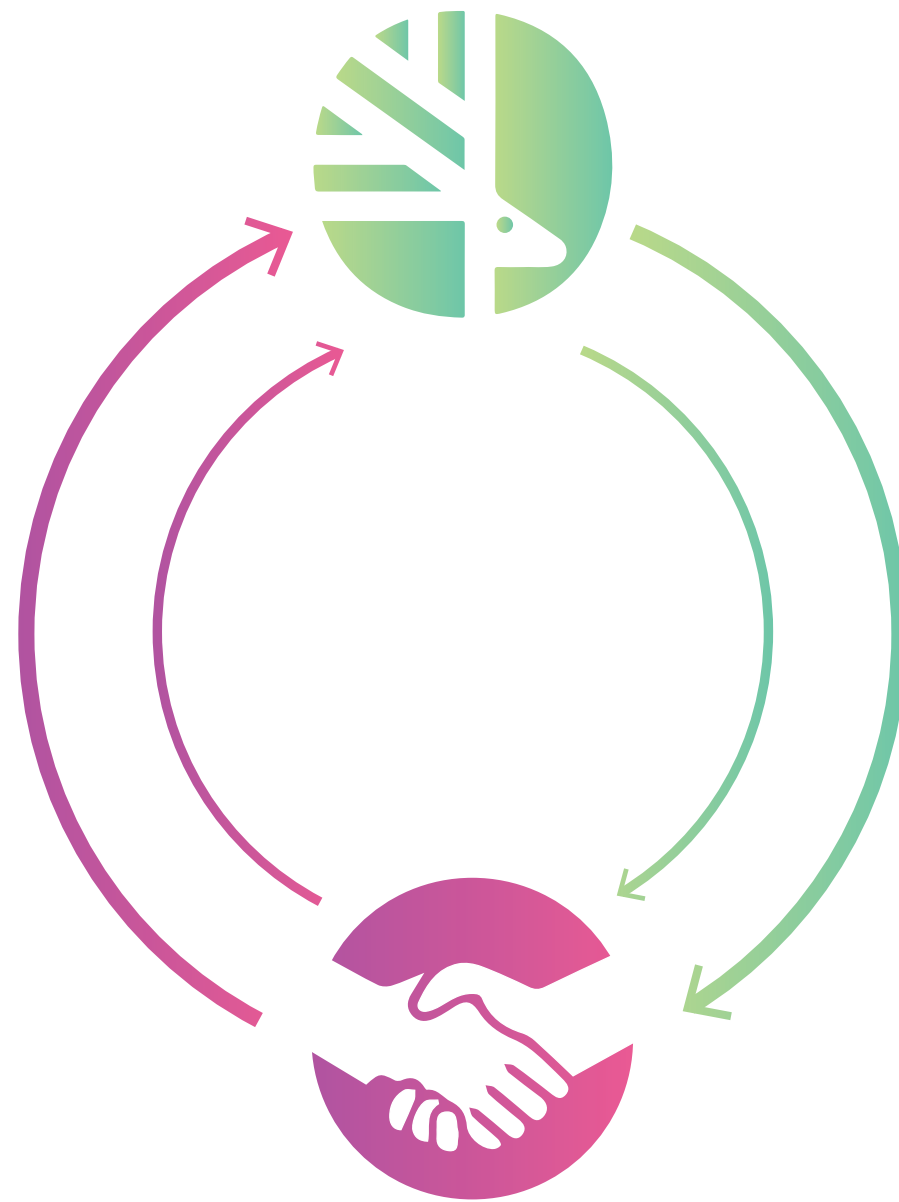
# 6. REVENUE GENERATION

## 6.2. PROJECT-SPECIFIC FUNDING FRAMEWORK: TARGETING WIN-WIN PARTNERSHIPS

Your Zoo has ambitions to expand its offerings, including bringing new experiences on site. In order to create incredible experiences that are financially successful as well as innovative, unique, and memorable, Your Zoo will partner with outside experts in their fields to ensure that new experiences and offerings thrive. By seeking out and developing partnerships that are win-wins for the Zoo and each of its partners, Your Zoo and its partners are able to benefit from each others' strengths and areas of expertise, while creating unique experiences that are not possible in other locations, and may bring less value to each partner independently. Partnering could allow both parties to reduce initial costs as well as potentially reducing operating costs if these can be shared, and by working together both Your Zoo and its project partners may be able to increase their reach and audience, collectively.

### What the Zoo offers:

- A mission-driven partner with proven cultural capital
- A unique setting and land for development of experiences
- A built-in attraction that can form a distinct and differentiated identity for the partner (digital content, unique branding opportunity)
- Access to a pool of guests with unmet needs
- Greater marketing reach
- A financial partner with the ability to fundraise

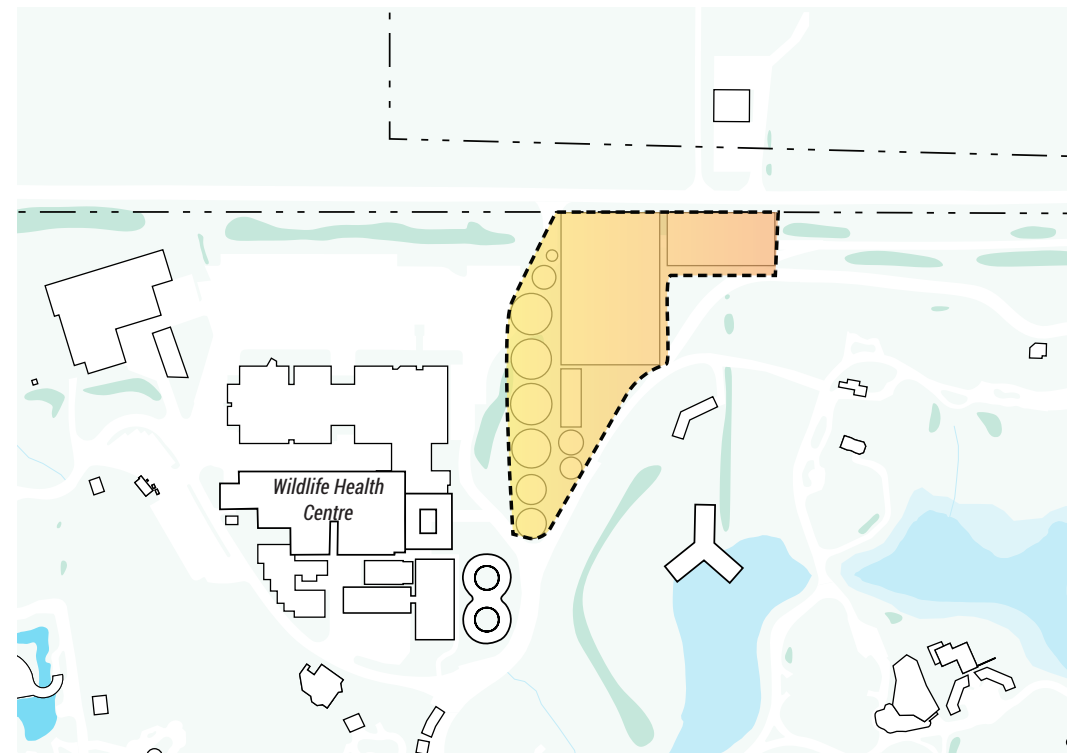


### What a partner offers:

- New guests (new demographics, at new times, returning guests per business model)
- Direct revenue (entrance fees, rent, or other payments depending on the program)
- Indirect revenues (partnership opportunities, fundraising opportunities)
- A greater emotional attachment to Your Zoo from a new diverse audience
- Publicity and added marketing opportunities
- Capital to fund large-scale investments that would be onerous for Your Zoo to take on alone
- Expertise in very specialized businesses that are not core to Your Zoo's mission (hospitality, wellness, education)

# 6. REVENUE GENERATION

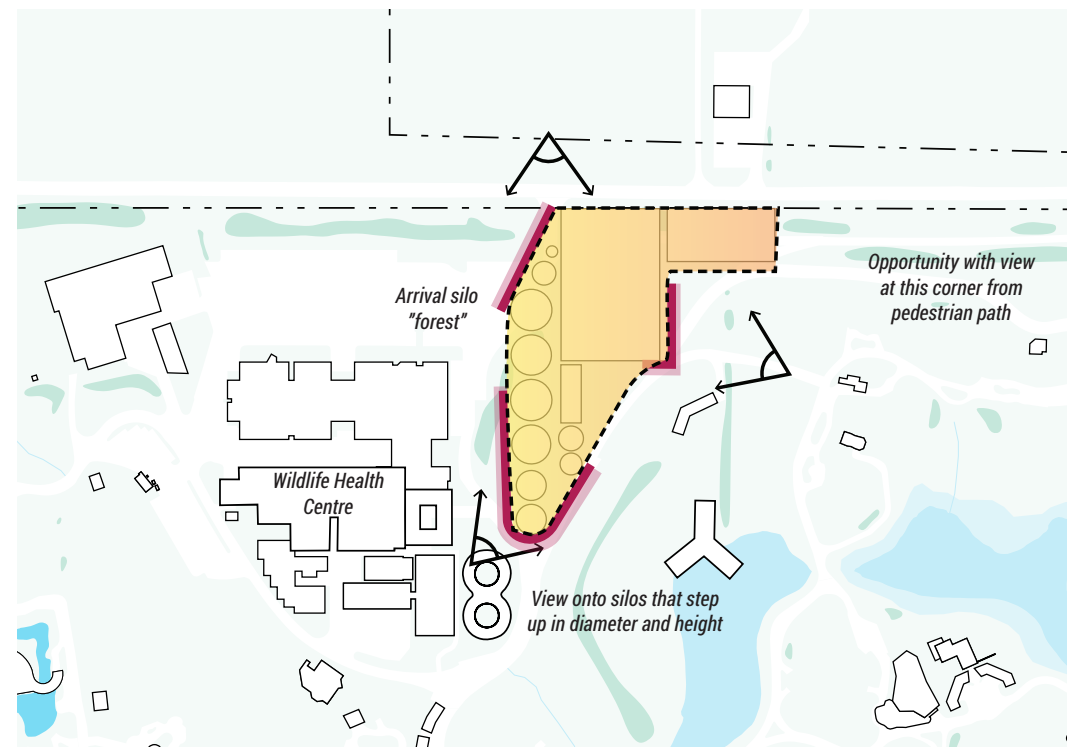
## 6.2. PROJECT-SPECIFIC FUNDING FRAMEWORK: WIN-WIN PARTNERSHIP EXAMPLE, THE BIODIGESTOR



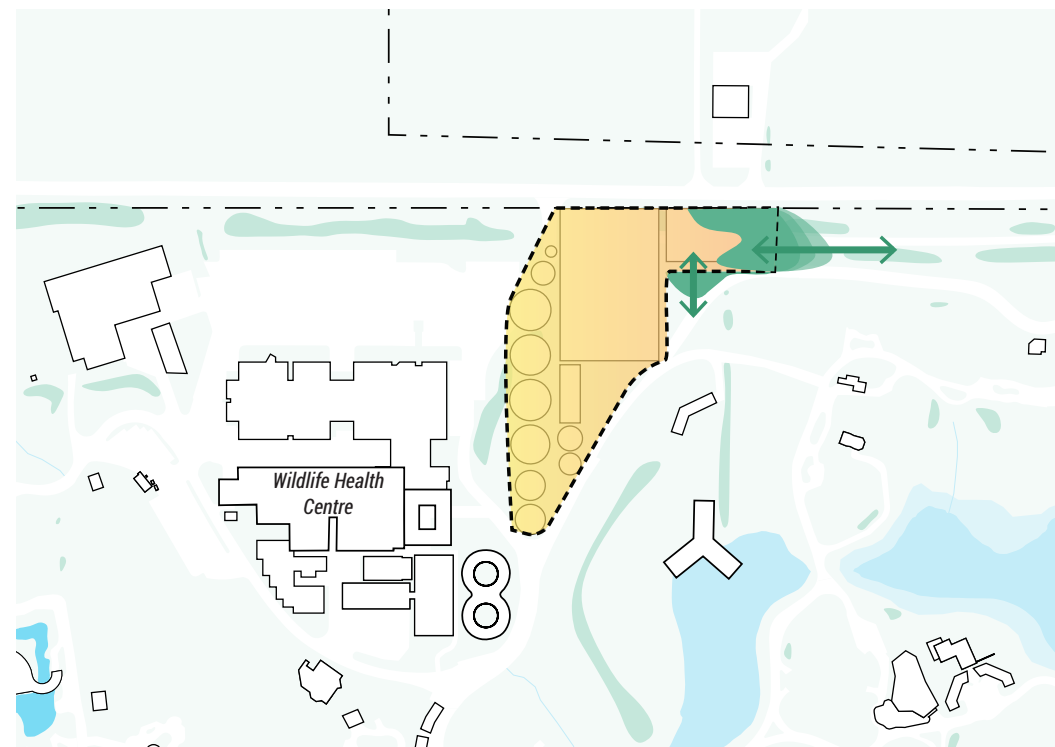
Proposed location with approximate building program footprints



1) Leverage site access and circulation



2) Three important edges creating views onto biodigester landscape



3) Opportunity with newly introduced height to pull landscape/habitat up onto walls and roof

The Biodigester Project presents a great opportunity to be developed in connection with the Nutrition Centre and Restaurant and the Forage Farm, to maximize efficiencies between these three activities, as well as develop educational narratives and opportunities. The Biodigester becomes part of Your Zoo's energy-production landscape, as well as a part of the larger operational landscape systems to close loops and reduce waste outputs on site, by turning waste into energy and inviting the community to participate in these systems as well.

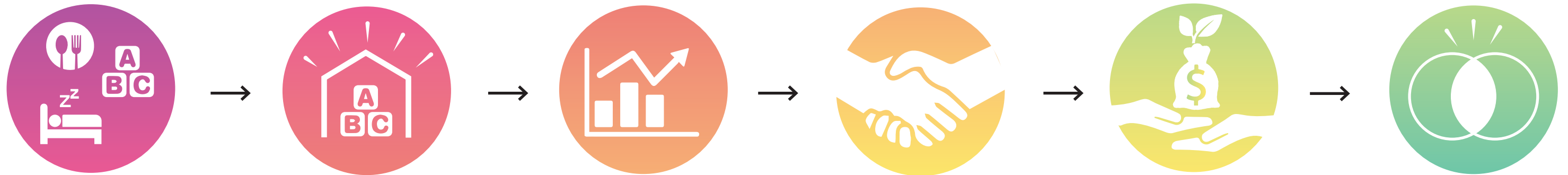
This project would be well-placed in the Northeast corner of Your Zoo, and has the opportunity to become an educational experience for Zoo guests, as well as providing new views and opportunities to become a platform for art here, with new vertical elements and close proximity to the artwalk.

To maximize how this best works with Your Zoo's site and mission, it is important to consider a few basic principles for organizing this program here:

- 1) Maintaining two flows on site (vehicular and pedestrian) frames this district and allows efficient circulation.
- 2) Understanding each new edge of this program as a specific experiential opportunity allows the Biodigester Project to be stitched into the site and the landscape, working with the experiences of the Nutrition Centre and Restaurant, the entry from the North, as well as Wilderness North and the artwalk.
- 3) With such a large footprint, and thanks to the new height introduced to this area, a real opportunity exists to see the walls and roofs as a canvas and pull landscape up them, and allows for the creation of rooftop viewing of the Zoo and city.

# 6. REVENUE GENERATION

## 6.2. PROJECT-SPECIFIC FUNDING FRAMEWORK: ALTERNATIVE REVENUE GENERATION ROADMAP



### 1. Identify types of programs on which to focus

- a. Your Zoo is a mission-based organization, and that mission already supports on site programs like reproductive science, nutrition science, and educational programs. Identify other unexpected types of programs that the mission could extend to, that could generate revenues on site, such as hospitality, wellness, tourism, or early childhood education.

### 2. Raise and visualize capital projects potentials

- a. The role of a master plan is to raise opportunities for new projects and partnerships to emerge and translate those ideas visually in order to create a momentum for attracting potential partners and investors.
- b. Conversations with partners could in turn lead to significant changes to the execution of a project.

### 3. Conduct a market study

- a. Find relevant metrics that will help inform the decision-making process: program work sessions/ focus groups with experts in the industry, or direct a short consulting engagement with professionals in each relevant field.
- b. Study similar offerings (if any) at high end zoos internationally.

### 4. Find partners and define parameters

- a. Once a new program is deemed ready for implementation, and following an initial period of fact-finding, Your Zoo reaches out to potential partners with whom the final parameters of the projects can be negotiated, measured and confirmed (ex: size, finances, access to Zoo programs and activities, management involvement, indoor/outdoor space, timeline).

### 5. Share the investment







- a. Identify the % of the investment made by Your Zoo vs the partner and the nature of the investment. Determine whether the contribution is in money, space, content, or other. Determine the responsibility split and how profits are to be shared.
- b. Determine financing mechanism (bonds, loan, capital campaign).

### 6. Look for program synergies

- a. For each new program being discussed, Your Zoo must consider the range of capital projects like an ecosystem in which some parts can live in symbiosis. A strategic plan should identify which programs should be developed together, or whether projects would benefit from being developed in a particular order.







# 6. REVENUE GENERATION

## 6.2. PROJECT-SPECIFIC FUNDING FRAMEWORK: IDENTIFYING CONSIDERATIONS TO TEST THE ROADMAP

Idea/case	 1. Identify types of programs on which to focus	 2. Raise and visualize capital projects potentials	 3. Conduct market study	 4. Find partners, and define parameters	 5. Share the investment	 6. Look for program synergies
<b>Conservation Campus Accommodation Project</b>	<ul style="list-style-type: none"> <li>identify type of facility (indoor/outdoor/4-season)</li> <li>identify price point and amenity level</li> <li>identify location on Zoo property</li> <li>identify whether additional programs needed to support this hospitality offering, such as a restaurant, must be embedded within the hospitality</li> <li>identify whether the approach is a "boutique" approach, or whether a partnership with a larger brand is possible or desirable</li> </ul>	<ul style="list-style-type: none"> <li>identify ways in which the project will support Your Zoo's mission, beyond just contributing rent income</li> <li>identify ties to other Zoo activities</li> <li>define "must haves" for Your Zoo</li> <li>define "no-gos" for Your Zoo</li> </ul>	<ul style="list-style-type: none"> <li>understand the minimum number of rooms to make the offering profitable</li> <li>establish the minimum number of rooms to create an offering that will work well for the programs this supports (visiting researchers? Guests at Zoo-related conferences or lectures? Corporate hospitality? One-night overnight stay for guests?)</li> <li>look into other "themed" properties that exist, and how they market and sustain themselves</li> <li>look into typical rents and profit margins</li> <li>understand the risks for the business</li> </ul>	<ul style="list-style-type: none"> <li>identify brands/developers that fit the criteria</li> <li>for these brands/developers, understand their reputation, history, and customer base</li> </ul>	<ul style="list-style-type: none"> <li>establish how investment in the project is shared</li> <li>establish how profits from the project could contribute to supporting Your Zoo (ex. 1% for the Planet)</li> </ul>	<ul style="list-style-type: none"> <li>explore synergies between the Conservation Campus Accommodation Project and the Nutrition Centre and Restaurant and other food offerings on site</li> <li>strategically prioritize these projects based on these synergies</li> </ul>
<b>The Daycare Project</b>	<ul style="list-style-type: none"> <li>identify number of students and grade level(s)</li> <li>identify support facilities required (gym, auditorium, others?)</li> <li>identify whether existing or planned Zoo amenities can fulfill the requirements of these support facilities</li> <li>identify whether a kitchen space is needed</li> </ul>	<ul style="list-style-type: none"> <li>identify ways in which the project will support Your Zoo's mission, beyond just contributing rent income</li> <li>identify ties to other Zoo activities</li> <li>define "must haves" for Your Zoo</li> <li>define "no-gos" for Your Zoo</li> </ul>	<ul style="list-style-type: none"> <li>determine whether there is demand in the area</li> <li>determine whether there is a differentiated education option that would ensure the success of the Daycare beyond the appeal of the animals</li> <li>determine how the Zoo location can be integrated into a curriculum for maximum effect</li> </ul>	<ul style="list-style-type: none"> <li>identify who is relevant and experienced in the field in Toronto</li> <li>determine how to bring these Toronto experts to the table</li> <li>likely start with day care/PreK and 1st grade, and build up</li> </ul>	<ul style="list-style-type: none"> <li>establish how the Daycare is funded, externally</li> <li>establish plan for how ongoing maintenance/site investments surrounding the daycare are shared by Your Zoo and partner</li> </ul>	<ul style="list-style-type: none"> <li>explore synergies between the evolution of technology development on site and whether the Daycare could be involved as a testing ground for new Zoo technology</li> <li>strategically prioritize projects based on these synergies</li> </ul>
<b>Nutrition Centre and Restaurant</b>	<ul style="list-style-type: none"> <li>identify price point and audience</li> <li>identify capacity/number of seats</li> <li>identify tie-ins with other proposed activities</li> </ul>	<ul style="list-style-type: none"> <li>identify ways in which the project will support Your Zoo's mission, beyond just contributing rent income</li> <li>identify ties to other Zoo activities</li> <li>define "must haves" for Your Zoo</li> <li>define "no-gos" for Your Zoo</li> </ul>	<ul style="list-style-type: none"> <li>identify habits and tastes of current Zoo guests</li> <li>based on existing habits and tastes, identify what might appeal to guests</li> <li>identify how a higher-grade restaurant experience could change their Zoo visit (more time spent onsite? return visits?)</li> <li>identify typical rents and profit margins</li> </ul>	<ul style="list-style-type: none"> <li>explore which restaurateurs in Toronto make sense when considering this program</li> </ul>	<ul style="list-style-type: none"> <li>establish how the Nutrition Centre and Restaurant is financed jointly by Your Zoo and private partner</li> <li>establish joint-financing with technology partner for technology within the hydroponic greenhouse</li> </ul>	<ul style="list-style-type: none"> <li>explore synergies between the Conservation Campus Accommodation Project and the Nutrition Centre and Restaurant</li> <li>explore synergies between the Nutrition Centre and Restaurant and the Forage Farm</li> <li>strategically prioritize these projects based on these synergies</li> </ul>

# 6. REVENUE GENERATION

## 6.2. PROJECT-SPECIFIC FUNDING FRAMEWORK: IDENTIFYING CONSIDERATIONS TO TEST THE ROADMAP

Idea/case	 1. Identify types of programs on which to focus	 2. Raise and visualize capital projects potentials	 3. Conduct market study	 4. Find partners, and define parameters	 5. Share the investment	 6. Look for program synergies
<p><b>Zoo Brewery</b></p>	<ul style="list-style-type: none"> <li>identify desired type of brewery (microbrewery, partnership with larger brewer, for example)</li> <li>identify optimal location on Zoo property</li> <li>identify desired new program to develop with the brewery (connection with evening events such as evening walks or speaker series, possibility for new shoulder-season or winter offerings)</li> <li>identify whether the brewery will be experience-based (beers on site) or more brand driven, also offering beer to take away to support conservation</li> </ul>	<ul style="list-style-type: none"> <li>identify ways in which the project will support Your Zoo's mission, beyond just contributing rent income</li> <li>identify ties to other Zoo activities</li> <li>define "must haves" for Your Zoo</li> <li>define "no-gos" for Your Zoo</li> </ul>	<ul style="list-style-type: none"> <li>understand the minimum seating capacity to make the project viable</li> <li>identify the minimum capacity for the Brewery to effectively support other offerings on site (evening events, daytime events, private gatherings)</li> <li>look into similar mission-based breweries that exist and see how they market and sustain themselves</li> <li>look into existing breweries for examples of forward-looking energy practices, such as cogeneration, or production of heat for buildings and habitats with brewery waste</li> </ul>	<ul style="list-style-type: none"> <li>identify breweries or brewers who fit the criteria</li> <li>for these breweries or individuals, understand their reputation, history, and customer base</li> <li>identify the desired branding for the Brewery on site and how this relates back to Your Zoo's mission</li> <li>identify whether the Brewery serves Zoo beer only on site or if it produces beer to serve beyond the site</li> </ul>	<ul style="list-style-type: none"> <li>identify how investment in the project is shared</li> <li>establish how profits from the project could contribute to supporting Your Zoo</li> <li>establish how profits from sales offsite could support Your Zoo</li> </ul>	<ul style="list-style-type: none"> <li>explore synergies between the Nutrition Centre and Restaurant and the Brewery</li> <li>explore synergies between the Forage Farm and Brewery</li> <li>explore synergies with local microbrewers in the area who may be looking for space and could bring additional new clientele with them</li> </ul>
<p><b>Gondola</b></p>	<ul style="list-style-type: none"> <li>identify desired program for the gondola (rides for groups/individual, guided rides with a host, for example)</li> <li>building on desired program, identify optimal areas of interest on site for this program (determine which stories are best understood from above, for example, stories of animals in vast landscapes, great migrations, connection to aerial surveys performed in conservation)</li> <li>identify desired operation of the gondola program (all year versus summer and shoulder season; opportunity for views over animals that are active at night, partnering with new technology to view them)</li> </ul>	<ul style="list-style-type: none"> <li>identify ways in which the project will support Your Zoo's mission, beyond just contributing rent income</li> <li>identify ties to other Zoo activities</li> <li>define "must haves" for Your Zoo</li> <li>define "no-gos" for Your Zoo</li> </ul>	<ul style="list-style-type: none"> <li>understand the minimum ride length or duration to make the experience enticing for guests</li> <li>understand the minimum cost of a ride to make the endeavour profitable</li> <li>look into similar rides at other zoos to understand pricing and program opportunities</li> </ul>	<ul style="list-style-type: none"> <li>identify possible partners providing similar experiences at other zoos, theme parks, or outdoor scenic destinations</li> <li>understand the history and reputation of each potential partner, and the longevity and success of the projects that they have been involved with</li> </ul>	<ul style="list-style-type: none"> <li>establish how the project is funded, externally</li> <li>establish how profits from the project could contribute to supporting Your Zoo</li> </ul>	<ul style="list-style-type: none"> <li>explore synergies with the Conservation Campus Accommodation Project (an overnight stay with a ride included)</li> <li>explore synergies with the Nutrition Centre and Restaurant (dinner with a pre-dinner sunset gondola ride, for example)</li> <li>explore how this form of experiential transportation on site complements other offerings (Zoomobile with guided tours, Maglev monorail rides, Tundra Air Ride), bringing something unique</li> </ul>



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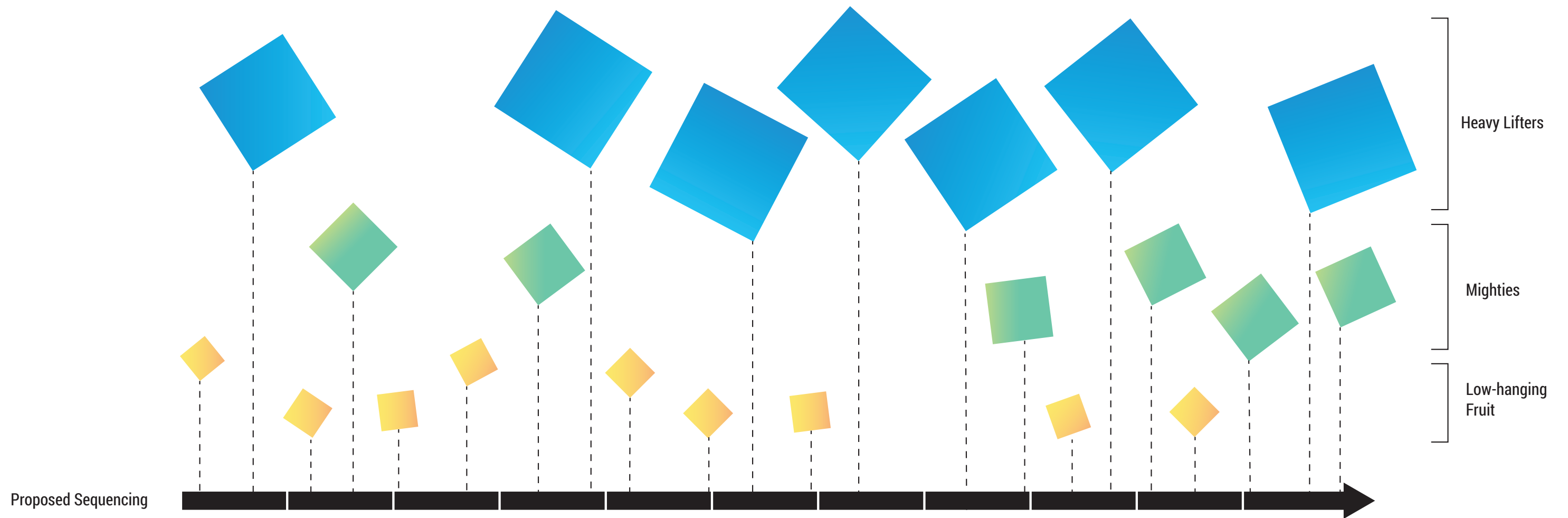
● PHASING



# 7. PHASING

## 7.1. CAPITAL PROJECTS: A STRATEGIC SUCCESSION

Phasing of site development focuses on the three main types of interventions - Heavy Lifters, Mighties, and Low-hanging Fruit - and how these work together throughout the Master Plan timeline and beyond. With Heavy Lifters requiring more investment and more time to develop, these become interspersed with Mighties which have slightly less investment from Your Zoo as well as a shorter construction timeline, and Low-hanging Fruit projects which are much smaller in terms of financial input as well as timeline.

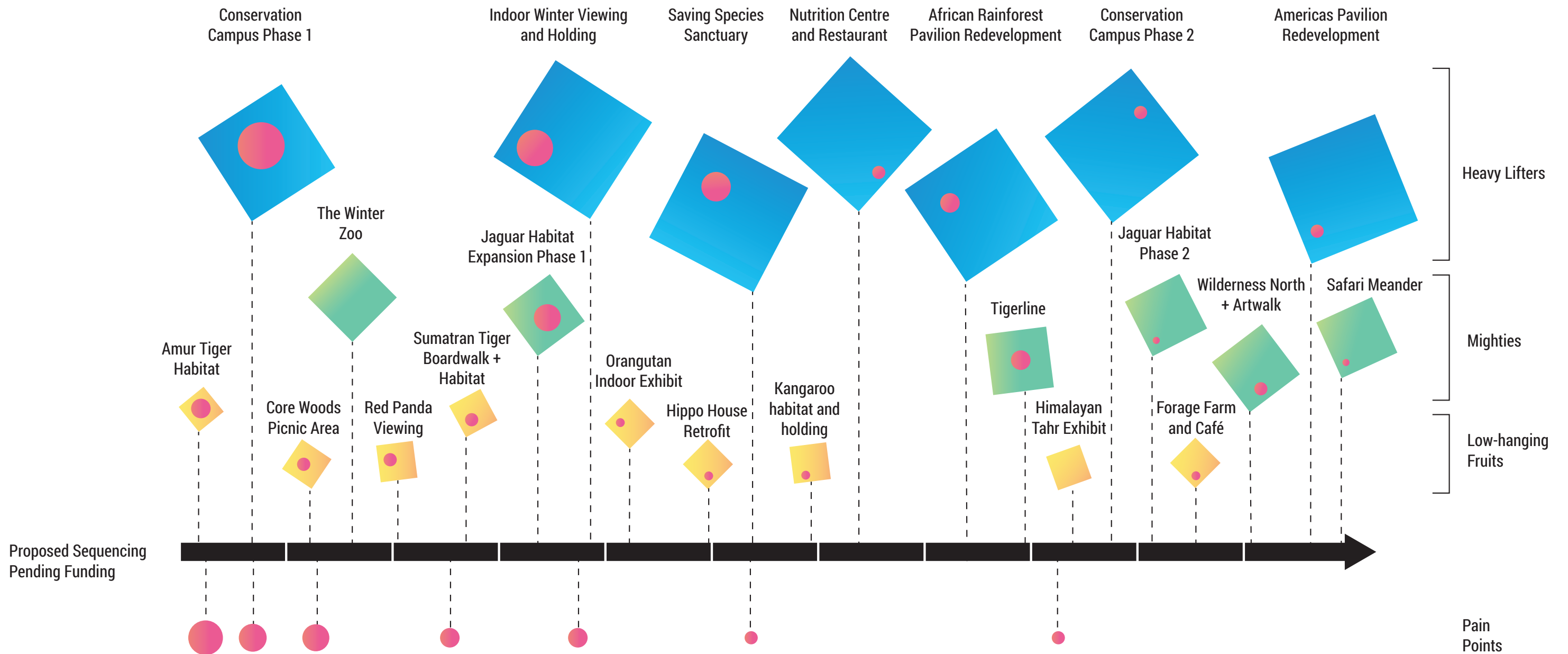




# 7. PHASING

## 7.1. 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.



# 7. PHASING

## 7.2. CAPITAL PROJECTS TIMELINE: PRELIMINARY PHASING

With many competing interests onsite, as well as many opportunities for exciting redevelopment, it becomes important to develop criteria for phasing projects in a strategic manner. A list of seven main indicators were developed to serve this purpose. The indicators, listed below, work collectively to allow for a holistic approach to site redevelopment, maximizing how projects can address site challenges while building off of one another in a way that fosters synergies and ensures project success from the start, as well as securing financial stability in the long-term. Your Toronto Zoo will continue to pursue innovative sources of funding for capital projects including public/private partnership opportunities in order to complete some projects contained in the Master Plan sooner than planned.

CAPITAL PROJECTS	DESCRIPTIONS	PP	OP	RG	1-10 YEAR PLAN - \$148 MILLION TOTAL		11-20 YEAR PLAN	
					Funding through City of Toronto, Wildlife Conservancy and other fundraising initiatives		Funding to be determined based on project progress through the first 10 years	
<b>HEAVY LIFTERS</b>								
The Conservation Campus	Multi-purpose event and education space with new entrance gate and welcome plaza. Phase 1: North building, otter habitat; Phase 2 South building - research facilities, partnership opportunity for hotel, conference/event space, theatre with views of orangutan line and plaza							
New Indoor Winter Viewing and Holding (African Savanna)	Flexible animal winter viewing and holding area with year-round event space							
The Saving Species Sanctuary	New flexible and multi-purpose holding spaces for rescued/confiscated/seized animals with access to outdoor habitats and limited guest viewing opportunities (externally funded)							
Nutrition Centre and Restaurant	Relocation and development of new Nutrition Centre with integration of hydroponic facilities, combined dining experience with a guest educational/demonstration area							
African Rainforest Pavilion's Redevelopment	Creation of Goniland offering exciting 360 trail opportunities for both gorillas and guests							
Americas Pavilion Redevelopment	Americas Pavilion expansion addresses AODA compliance issues, creates better connection between indoor and outdoor spaces and creates expanded exhibits							
<b>MIGHTIES</b>								
The Winter Zoo	Introduction of a "highly programmed" visitor loop in African Savanna that provides a broad range of winter activities							
Jaguar Habitat Expansion	Phase 1: resolve accessibility issues by re-routing existing pathway Phase 2: introduce 360 habitat connection from the existing habitat Phase 3; new jaguar home with habitat expansion							
Tigerline Sumatran Tiger Habitat Expansion With Holding	Phase 1: resolve accessibility issues by re-routing existing pathway Phase 2: 360 habitat connection across ravine; Phase 3; new tiger home with habitat expansion							
Wilderness North + Artwalk	Relocation of Canadian species to the Northeastern corner of the site incorporating yurts for overnight stays and a new artwalk							
The Safari Meander	Expanded habitats with land bridge and rotating species in time-share as well as high-tech interpretive tunnel							
<b>LOW HANGING FRUIT</b>								
Amur Tiger Habitat Expansion	Increase existing habitat space by utilizing underused adjacent landscape areas (ongoing project, under 2022 budget)							
Core Woods Picnic Area	Enhance existing pedestrian pathways and creating new and improved picnic areas							
Red Panda Climate-Controlled Viewing	Addition of a small, climate-controlled indoor building with viewing area facing into the red panda habitat in the summer							
Sumatran Tiger Habitat Expansion / Boardwalk	Replacement of existing boardwalk to meet accessibility requirements and expansion of existing Sumatran Tiger habitat							
Orangutan Indoor Exhibit	Exhibit modification including habitat improvement							
Hippo House Retrofit	Exhibit modification including habitat improvement							
Kangaroo Habitat Expansion and New Holding	Expansion of existing habitat, with addition of new holding onto Australasia Pavilion							
Himalayan Tahr Exhibit Improvement	Exhibit modification including habitat improvement							
The Forage Farm and Café With Demonstration Site	On site vegetable/plant/browse grounds where we grow food for our animals seasonally							
<b>SITE INFRASTRUCTURE</b>								
Donor Recognition	Identify new and unique opportunities to recognize donors including incorporating into existing exhibits, as well as in some gathering locations and ongoing as new projects occur							
Fleet of Cargo Bikes	Shared bikes available to staff for goods distribution on site, including cargo and E-bikes and trikes							
Landscape Destinations and Horticultural Displays	Enhance the Zoo horticultural landscape by increasing the planted areas with seasonal/themed floral displays throughout the site							
Tech Nodes At Decision-Making Points	Hubs for interpretation and wayfinding including wifi and technological interpretive displays at key intersections around the site							
Stormwater Ponds Network	Introduce wetlands, cleaning ponds, retention basins; floating wetlands for water improvement, throughout entire network, with educational program opportunities							
<b>PAIN POINTS</b>								
Bathrooms Refurbishment	Modifications to washrooms to meet AODA legislation and make the Zoo more accessible to all guests							
AODA Adaptation of Twiga-Africa Restaurant Path	Regrading of path to meet AODA legislation							
AODA Adaptation of America-Africa Restaurant Path	Regrading of path to meet AODA legislation							
AODA adaptation of Lot 2 Parking Path	Regrading of path to meet AODA legislation							
<b>EXTERNALLY FUNDED</b>								
Daycare	New pre-school facility embedded into the Zoo site with direct access off Zoo Road							
Conservation Research Centre and Hotel	Hotel/research centre and transportation hub developed with external partners offering on site stays at Your Zoo with views into adjacent species habitats, supporting the Zoo's mission							
Maglev Monorail	Maglev monorail, moving guests around the site and into the valley providing access and additional viewing opportunities; if not viable, considered as an elevated trail							
Biodigester	Partnership opportunity for processing of community waste; extensive educational and climate change component; opportunity for synergies with Nutrition Centre and Restaurant, Farm							
Zoo Brewery	Partnership opportunity to create an onsite brewery with shared revenue opportunity and unique event space							
Gondola	Scenic overhead ride that moves guests around our site providing a birds eye view into various animal habitats							
Viewing Tower	Nestled in the heart of African Savanna view our African Savanna species from an elevated tower experience							

### Legend

- PP: Project addressing pain points/problem areas
- OP: Project takes advantage of an existing site opportunity beyond solving a problem
- RG: Revenue-generating projects
- Project announcement, building momentum towards groundbreaking
- Project inauguration
- Continuous/ongoing project (series of smaller, connected projects continually being developed)
- Project construction timeline

INDICATORS (prioritized):	PROJECT EXAMPLES:	REASONS:
1 Addressing AODA requirements by 2025	Indo-Malayan bridge & plaza	Accessibility and welcoming everyone
2 Front-loading projects addressing the main painpoints	Winter holding	Improving animal welfare and guest experience as a priority
3 Front-loading revenue generating hot spots	Winter indoor holding or conservation campus	Extend operating hours and the season and improve financial viability
4 Launching back-bone projects	Ponds network	Starting today to implement projects attached to it
5 Spreading capital investments evenly over time	Balance Heavy Lifters, Mighties and Low-hanging Fruit	To manage the 10 year Capital Works Program
6 Aiming for yearly project announcements and inaugurations		Celebrating accomplishment and new offerings regularly! Sustaining momentum!
7 Exploiting potential synergies	Nutrition Centre and Restaurant + Biodigester	Gaining maximum impact from each new project and reducing costs
* Giving the go to a partner coming with a budget and projects	As opportunities are presented	



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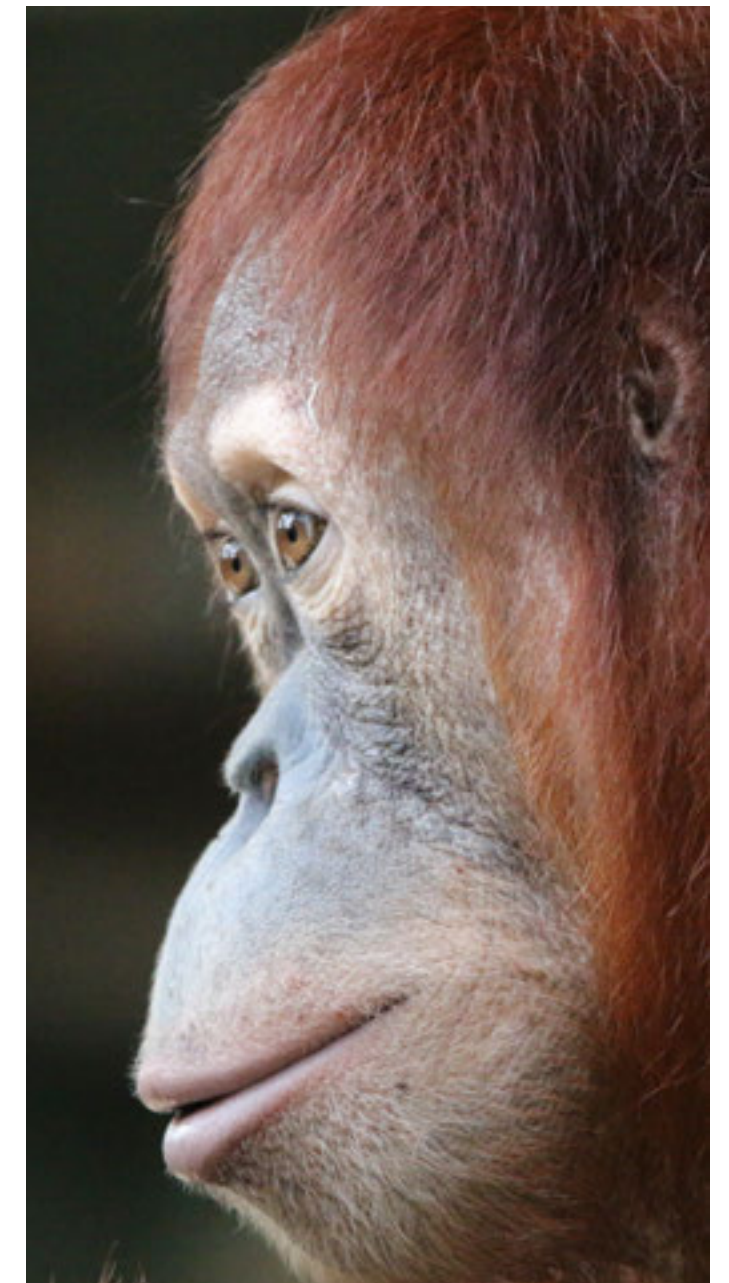
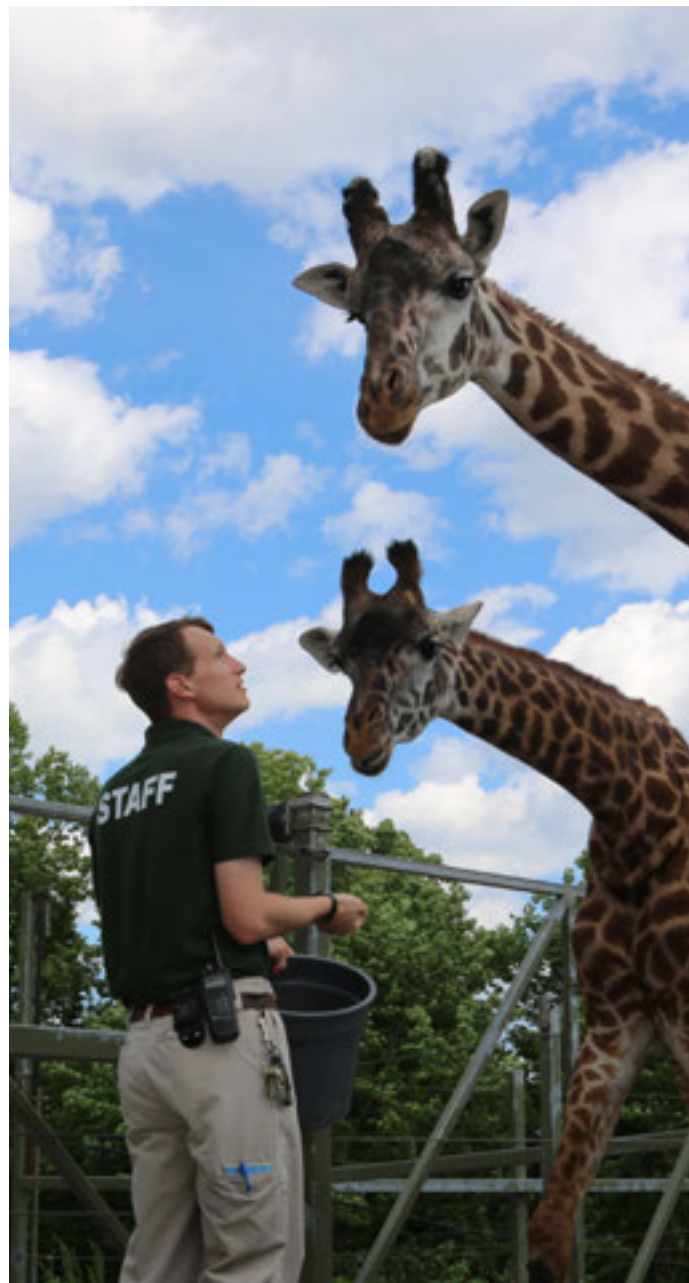
● YOUR ZOO, YOUR IMPACT



## 8. YOUR ZOO, YOUR IMPACT

### 8.1. A GLOBAL AND LOCAL LEADER AND PARTNER: YOUR TORONTO ZOO

While Your Toronto Zoo has an incredible site to offer, with amazing experiences that are tied to the unique location, incredible species, and presence of staff and volunteers who create fun and memorable experiences, it has also developed an incredible offsite presence. Being able to offer programming beyond its site boundaries - especially through digital means - allows Your Zoo to engage with an even broader range of audiences, and to bring new guests to Your Zoo, virtually, for engaging, and impactful experiences. Using tools to connect digitally, Your Zoo is able to engage with different audiences, and to pique the interest of the next generation of conservationists, climate scientists, philanthropists, volunteers, and future staff, in a way that allows it to create ripples far beyond its site in Toronto. Your Zoo continues to expand its offsite presence to maximum its reach and impact.



# 8. YOUR ZOO, YOUR IMPACT

## 8.2. A LIVING DOCUMENT CREATED TOGETHER, WITH YOU!

The work of creating a new Master Plan is a task that has involved many conversations with a diverse range of contributors. Your feedback has been invaluable in ensuring that Your Zoo reflects your aspirations for our collective site, in an aim to establish Your Zoo as a place that is even bolder, more diverse, and more equitable. Thanks to these many conversations Your Zoo will reflect not only the high ambitions that it sets for itself, but will also foster partnerships with organizations and individuals passionate about animal welfare, community engagement, conservation, and sustainability in the face of climate change. Together, we are creating a Zoo that is expanding its role, forging innovative, new partnerships, and inviting more of the community in, while also giving more back. Thank you to the incredible contributors who have taken time to add your voices to this collaborative process.



# YOUR TORONTO ZOO MASTER PLAN 2022



## Prepared by:

**Mandaworks Design Studio**  
Master planning, public spaces design, and project management

## In consultation with:



**Ralph Applebaum Associates**  
Live exhibit design and interpretation



**Re:Public Urbanism**  
Public consultation and stakeholder engagement



**Fennessy Consulting Services**  
Cost estimation and phasing



**Town Square**  
Funding strategies and revenue generation



**Momentum**  
Site circulation





**WSP**  
Technology Master Plan





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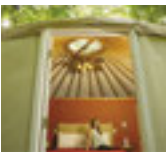
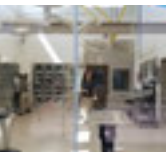













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