

The background image shows a conservatory building with a prominent glass dome on the right side. In the foreground, there is a large field of bright yellow daffodils. The sky is blue with some light clouds. A green semi-transparent box is overlaid on the left side of the image, containing the title and subtitle text.

Allan Gardens Conservatory

Draft Operating Model

June 2018

INTRODUCTION

As one of the oldest designed landscapes in Toronto, Allan Gardens remains one of the most significant horticultural assets of the City of Toronto and is among the many botanical experiences in within the city. However, Allan Gardens Conservatory has fallen into disrepair over the last several decades and has struggled to meet the demands of a 21st Century urban public garden. Urban public gardens require dynamic horticultural displays, engaging public and educational programming and amenities that serve a broad constituency including the local neighbourhood, the broader urban community including school groups and younger as well as older adults and tourists.

Recognizing the vast potential of the Gardens and the need for higher standard of quality and performance, a group of concerned local citizens – neighbours, civic leaders and city builders - banded together to form the Friends of Allan Gardens (FOAG). FOAG’s mission is to “reinvigorate the park through creative strategies that will improve open spaces, nurture local culture, and attract a larger and more diverse group of users.”

In February 2017, FOAG completed a study called “Refresh: A Vision Document for Allan Gardens” which set out a clear vision for a revitalized garden. “Refresh” provides themes, principles and opportunities for a revitalized garden and conservatory and serves as a “guidepost” for the City of Toronto and future partners to implement, manage and operate. The following is a framework for the operations and management of Allan Gardens based on the Friends’ vision as it moves towards a refurbished and expanded conservatory and reimagined gardens.

OPERATING MODEL GOALS

This Operating Model sets out parameters to help guide the operations and management of Allan Gardens Conservatory. Additionally this model will help to inform a future management agreement between the City of Toronto and the Friends of Allan Gardens (FOAG) who will share responsibilities to operate and manage the Conservatory within a Collaborative Governance Structure.

The Operating Model goals are as follows:

- To ensure the long-term ecological, operational and fiscal sustainability of the Conservatory.
- To manage the Conservatory as an important and vital botanical and cultural asset for Toronto.
- To maintain the highest possible quality of horticultural and botanical excellence, displaying a wide range of native species in addition to species from tropical, arid and cool temperate climates.
- To create programs, events and interpretation that are inclusive, accessible and meet the needs of the local neighbourhood community as well as the broader Toronto market.
- To create and maintain open and safe spaces within the conservatory and surrounding gardens that are accessible.
- To develop the Gardens as an educational resource and allow for the utilization of its resources for research purposes.
- To conserve and maintain the built and natural heritage resources of the site.
- To recognize the Indigenous peoples – their culture, values and teachings.

1.1 ADMINISTRATION

Currently, the City of Toronto owns, funds, operates and maintains Allan Gardens Conservatory, the surrounding gardens and public park. Over the last few years, the City has sought new partnership and shared governance frameworks for a number of its parks, greens spaces and gardens to provide better and more efficient service and support where it makes the most sense. To date, the City of Toronto has implemented these frameworks referred to as Collaborative Governance Models to Edwards Gardens/Toronto Botanical Gardens, the Lower Don Parklands, the Humber Arboretum and in Grange Park.

A Collaborative Governance Model is being sought for Allan Gardens Conservatory with the Friends of Allan Gardens (FOAG) , the leading proponents and advocates for the revitalization of Allan Gardens. Their “Refresh” document, completed in 2017, lays out a bold vision for the future of the Allan Gardens conservatory, gardens and park with respect to horticultural excellence, heritage features, facilities, programming, neighbourhood context, programming and partnerships.

With the “Refresh” document completed and adopted by Toronto City Council, some of FOAG’s vision is already underway. Funded by an Ontario Trillium Foundation grant, the Friends have welcomed its first employee, a Program Manager tasked to bring new energy, activities and programs to the Gardens. The Friends also undertook their first direct mail membership and fundraising campaign receiving both support and donations.

GOVERNANCE

Governance refers to the mechanisms, processes, procedures and relationships by which Allan Gardens will be operated, controlled and directed in the future. It confirms the key partners who will have oversight and decision making at the Gardens, lays out roles and responsibilities, and outlines general principles for establishing monitoring and implementation policies by the members of the governing body.

The following is a Governance framework developed by the City of Toronto’s Parks, Forestry and Recreation for the current and future operations and management of Allan Gardens Conservatory. The items reflect the results of a visioning session held by the City staff and the leadership of Friends of Allan Gardens.

It is suggested that the below governance structure should be implemented as transitional while FOAG ramps up its effort in terms of fundraising, capacity building and staffing. The City of Toronto and FOAG should develop a management agreement that clearly articulates the roles and responsibilities of each party and allows for an expanded role of FOAG for the management and operations of Allan Gardens Conservatory.

- Allan Gardens Conservatory remains under the ownership of the City of Toronto, administered through Parks, Forests and Recreation.
- The Gardens will be operated and managed under a shared governance model referred to as a “Collaborative Governance Model” between the City of Toronto and the Friends of Allan Gardens.
- The geographical scope of Allan Gardens’ responsibilities under a shared governance will be comprised of the approximate 5 acres bounded by Jarvis Street to the west, Carlton Street to the north, Sherbourne Street to the east and Gerrard street to the south and include Allan Gardens Conservatory and proposed link building expansion, surrounding gardens and public park (including the off-leash dog park and children’s playground).

- The day-to-day functions of the Gardens will be operated by both the City and by the Friends independently with a clear delineation of responsibilities for each party.
- City-led functions will be completed independent of FOAG. These functions include the following:
 - **Facility Operations**
 - Litter and waste removal
 - Janitorial services (including the proposed new washroom facilities and proposed expansion as well as special event and rentals.
 - Lawn and outdoor garden and park maintenance
 - Utilities
 - Security
 - **Capital Delivery**
 - Small capital repairs
 - Financial Planning and Management
 - Procurement and Contractor Management
 - Project Management
 - **Park and Facility Booking**
 - Permits
 - Facility Rentals and Management (to include expanded rental facilities at the proposed Conservatory Link Building and excluding the Children’s Conservatory)
 - Park Bookings
 - **Horticultural, Collection Management and Facility Staffing**
 - Labour Relations
 - Hiring and Performance Management
 - Schedules and Training.
 - Horticultural and Collection Management team
 - Indigenous Liaison
 - Social Services

- FOAG-led functions will be completed independent of the City in accordance with any applicable legislation, agreements, rules or requirements. These functions include the following:
 - **Programs, Events and Amenities**
 - Public and Educational Programming Development and Delivery
 - Interpretation and Tours
 - Café and Retail Management (proposed for the Conservatory expansion)
 - Digital Programming and Web management
 - **Partnership and Outreach**
 - Communications Strategy and Branding
 - Marketing
 - Neighbourhood Outreach
 - Stakeholder and partner engagement (ie Corporate, other Toronto Public Gardens, cultural organization and public libraries)
 - **Development – Sponsorship and Fundraising and Earned Revenue**
 - Corporate Sponsorship – programs and events, major capital
 - Donor Solicitation and recognition
 - Donor Strategy and Campaigns
 - Grant Development
 - Management of temporary exhibitions and special events
 - **Capacity Building**
 - Board and Staff Development
 - Hiring and Performance Management
 - Schedules and Training
- Some functions will require the collaboration of both the City and the Friends. Collaboratively-led functions will be directed to the Collaborative Leadership. These functions include:
 - **Public Access**

- Operating Hours
 - Branding and communications
 - Guest experience
 - Staff, Volunteer & Guest Safety
 - Permit and Event Coordination
 - **Indoor Displays**
 - Show themes
 - Plant collection growth and engagement
 - Research and interpretation
 - **Outdoor Displays**
 - Plant inventory
 - Managing arboretum
 - Gardening and maintenance
 - Themes and design
 - **Capital Vision and Master Planning**
 - Long-term strategies
 - Building and landscape design
 - Visioning and master planning
 - Capital project scope and design
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- The current investment that the City of Toronto allocates annually towards the management, maintenance and operation of Allan Gardens through the Parks, Forestry and Recreation Division should continue assuming that this investment is sufficient to cover the City-led functions for the Gardens as outlined above.
 - The Board of Directors of FOAG will continue to have oversight over FOAG as per the requirements of their Letters Patent and bylaws. This board should expand its duties beyond a governance Board to include fundraising in addition to strategic direction, policy development, operational oversight, and fiduciary responsibility.
 - To ensure that the City's interests are considered and that it is able to continue to fulfil its role as steward, the City should appoint a member of staff to the Board of Directors.
 - FOAG should continue to develop its Board of Directors and membership so that it is composed of members reflective of the multi-cultural, socio-economic, gender and age diversity of the City.
 - In addition to the management agreement, FOAG should strive to uphold the principles of the *Canadian Botanic Garden Charter* and meet recognized public garden management practices in all facets of their operations.

- FOAG and the City should continue to develop their suite of institutional documents to help align organizational goals, guide future development and ensure a sustainable operating model. This should include a strategic plan, a business plan, an interpretive plan, a collections strategy, a partnership strategy, a research strategy, and an education and public program strategy. These documents should be reviewed and updated regularly on a 3-5 year basis.

STAFFING AND VOLUNTEERS

An expanded and enhanced visitor experience including an expanded horticultural collection and display spaces, new retail and food services and expanded programming and services will require new staff and additional expertise. It is also likely that more staff will be required at the City to manage new responsibilities at the Gardens. FOAG as well will need to expand given the anticipated role for development and fundraising, programming and events. Volunteers will continue to play a vital role in the operations of the Gardens, as will providing work experience and learning opportunities for students.

- FOAG and the City of Toronto should continue to employ an integrated combination of full-time and part-time paid staff, and volunteers positions to ensure the smooth administration and operation of the Gardens, provide a high level of visitor services, program delivery and horticultural excellence, as well as to maintain the Gardens and its facilities.
- With the proposed expansion of the Conservatory Link building, a larger and more diverse horticultural collection, more programming and new amenities, both the City and TBG must reconsider its current staffing needs and adjust its current human resources plan and organizational structure to be as efficient and effective as possible. Additional expertise and staffing capacity will likely be required in the following areas:
 - Horticulture
 - Curation and Collections Management
 - Education, Interpretation and Programming
 - Events, Permits and Rentals
 - Visitor Services
 - Retail and food services
 - Social Services
 - Marketing
 - Maintenance
 - Development
 - Indigenous Liaison

- Professional standards for all positions, particularly horticultural positions, will need to be established. Skills, knowledge and ability should take precedence in staffing an enhanced botanical experience.
- The use of volunteers will continue to be crucial to operations of Allan Gardens and minimizing staff costs, which are the largest expenditure of a cultural organization. FOAG should look to grow volunteer support. Careful attention should be paid to which functions are fulfilled by paid staff and which are fulfilled by volunteers. The involvement of volunteers should complement and supplement the work of paid staff, rather than replace it.
- Allan Gardens should introduce opportunities for youth and students to learn from Garden staff and be directly involved in day-to-day management, operations and activities at the Gardens. This could take the form of work experience, paid and unpaid internships, and apprenticeships.

PARTNERSHIPS AND COMMUNITY INVOLVEMENT

Partnerships are key to help develop and deliver on an expanded horticultural program at Allan Gardens. Partnerships with the City's other botanical gardens, arboreta and conservatories, horticultural, environmental, cultural and Indigenous organizations and social service agencies will help Allan Gardens meet the increased needs for specialized knowledge and expertise in research and conservation, plant collection development and management and educational and public programming and community engagement.

- The City of Toronto Parks, Forestry and Recreation is the primary partner in managing, operating and maintaining Allan Gardens. PF & R is also an important partner in promoting the Gardens along with other Toronto parks, public gardens and green spaces.
- FOAG should also explore potential partnerships with other relevant City divisions such as Economic Development and Culture and other arms-length City agencies such as Toronto Transit Commission, Tourism Toronto, Waterfront Toronto and Heritage Toronto to enhance programming and visitor services.
- FOAG should develop educational programming partnerships with the City's botanical gardens and conservatories such as the Toronto Botanical Gardens/Edwards Gardens. Being a downtown location and accessible public transit, Allan Gardens has the potential of developing and delivering an important school group program.
- FOAG should also develop a network of botanic garden and horticultural partners provincially, nationally and internationally in order to build greater expertise and reputation.
- FOAG should develop close relationships with its current horticultural and environmental enthusiast groups (ie garden clubs) and other community interest groups to assist with horticulture, garden maintenance and delivery of programs and events. Additionally FOAG should consider engaging local residents - Seaton House residents in particular - to participate and assist with garden maintenance and other horticultural duties.

- Allan Gardens is at the epicentre of one of the most diverse and active neighbourhoods in the city. FOAG must establish relationships and partnerships with local community groups, Indigenous organizations and social service agencies to ensure accessibility and inclusivity for all.
- Partnering is both challenging and resource intensive. A partnership strategy is essential to create a framework for partnership development and guide an organization in making important decisions about the types of partnerships, costs and reciprocal benefits.
- With a view to broadening its appeal as a botanic destination for locals and tourists, FOAG should investigate and develop partnerships with relevant visitor attractions, organizations and higher education institutions who have expertise in hospitality, event planning, and heritage and cultural resource management.
- FOAG should investigate and develop partnerships with relevant cultural organizations, cultural communities, educational institutions and individual artists who can help to develop and deliver arts and cultural program, public art and other cultural events.
- FOAG should explore partnerships with Indigenous groups to produce and deliver programs and ceremonies, to provide space and support for “expressions of Truth and Reconciliation”, to share knowledge and provide teachings.
- Partnerships with universities and colleges should be implemented to develop research capacity for land management, botanical research, landscape architecture and other relevant and related subject areas.
- Other areas for partnership consideration could also include relevant organizations and institutions with experience and expertise in recreation, social service and health and well-being.

1.2 RESOURCE MANAGEMENT

BUILT AND CULTURAL HERITAGE

Located in the city’s Garden District neighbourhood, Allan Gardens is one of the oldest public gardens in Toronto. The five-hectare parcel includes the Allan Gardens Conservatory comprised of the historic Palm House and five other interconnected greenhouses, numerous walking paths, a children’s playground, dog park and a collection of more than 300 trees most of which have stood for more than a century.

In 1986 Allan Gardens was designated a heritage property under the Ontario Heritage Act. 27 years later this distinction was amended and revised so that Allan Gardens is designated as being of cultural heritage value meeting the Provincial criteria of design, associative and contextual values.

- All designated and listed features, and other significant heritage elements within the Gardens will be preserved. One of the best ways to preserve these heritage features is to ensure their continued relevance and use.

- Efforts should be made to celebrate and interpret important tangible and intangible heritage features of the Gardens.
- Maintenance and development of all designated and listed heritage features within the Gardens should adhere to City regulations and bylaws and the *Standards and Guidelines for the Preservation of Historic Places in Canada* and the Ontario Ministry of Tourism, Culture and Sport's *Standards and Guidelines for Consultant Archaeologists*.
- The City of Toronto's Heritage Preservation Services should be consulted on all proposed changes or alterations, and these will need to adhere to City regulations and bylaws.
- Use of all designated and listed heritage features is acceptable as long as they pose no physical threat to the heritage asset, and does not detrimentally affect its layout or the integrity of its heritage value.

1.3 MAINTENANCE, REPAIR AND ALTERATION

BUILDINGS AND STRUCTURES

Allan Gardens has a variety of buildings and structures including the historic Palm House and other greenhouses that should be maintained, upgraded and restored to allow for the safe and accessible use of visitors. Additions and alterations to the greenhouse structures – the Palm House in particular – should respect the heritage features and complement their existing uses.

- Allan Gardens should ensure that any new buildings, structures or additions employ a high level of environmentally sustainable design and use “green” technology where appropriate. Moreover as a centre for urban horticulture, Allan Gardens should demonstrate and explore innovative approaches to all aspects of sustainable landscape per the vision of the “Refresh” document.
- Allan Garden should ensure that the local neighbourhood, the broader public and stakeholders are consulted for any new significant buildings and structures proposed for the Gardens.
- All designated and listed heritage buildings and their associated features will be preserved. Heritage features will be maintained in a timely manner and to a historically relevant condition, as resources permit. Where possible, Allan Gardens should ensure that existing buildings and structures are upgraded and maintained to be sympathetic to the heritage character of these structures and the cultural heritage landscape of the Gardens.
- All buildings and structures on site will meet appropriate planning regulations and bylaws around physical accessibility, and health and safety, and will be subject to regular planning approvals of the City.

EVENT RENTALS AND PERMITTED SPACES

It is anticipated that there will be an increase in programming, visitor attendance, rentals and permitted events with the addition of the Link Building and efforts by FOAG and the City of Toronto to make Allan Gardens a destination. With increased activity comes greater impact on built structures, green spaces and grounds.

- Appropriate use of indoor and outdoor event and function spaces at Allan Gardens should be regulated and administered through a formal permitting process to prevent damage and unauthorized alterations to the Gardens. Based on the City-proposed dual governance structure, the City of Toronto will continue to issue permits.
- Any spaces – indoor and outdoor – used for events, functions and other permitted activities should be maintained by the City of Toronto (as per governance framework) to a standard that will ensure that permitted spaces look as good or better after the event or function, as it did before the event or function occurred.

1.4 REVENUE GENERATION

A new governance structure will afford greater opportunities for revenue generation particularly for contributed and earned income. The ultimate goal for revenue generation will be to secure funding for capital needs as well as day to day operations and guarantee regular investment in the management, maintenance, programming, collections and long-term sustainability for the Gardens.

FOAG will be tasked to generate both contributed and earned income. Contributed income is defined as cash or in-kind resources that were given (not loaned) to the organization in the form of a gift or grant. The Friends' charitable status will provide the Gardens funding sources through fundraising and grants that a City department would not otherwise be eligible for. Usually, this includes donations, grants from public sector organizations and private foundations, and corporate sponsorship.

Earned income is revenue derived from activities such as special events, rentals and other means where the visitor pays. Admissions revenue is typically a major component of earned revenue, however, Allan Gardens does not currently charge for admission nor does it plan to in the future. Additionally, FOAG will look to government support, provincially and federally, for additional financial support through grants and direct payment. It is assumed the City of Toronto will maintain its current allocate annual allocation towards the management, maintenance and operation of Allan Gardens. Other income to support operations is the interest earned from an investment or endowment.

FOAG will also be responsible to raise capital funding for the Conservatory restoration and expansion (Link Building) as well. As part of its capital campaign, the Friends should include an endowment - a gift to be held untouched in perpetuity - whereby the interest generated from the investment to goes toward the operations or other areas specifically earmarked such as collection acquisition.

EARNED INCOME

- FOAG should be granted full and exclusive use and control of the Gardens and its facilities for earned income generating activities and by other outside third-party users. Although, the City of Toronto retains the responsibility for permitting (per the Governance framework), the revenue generated should go directly to operations.
- Regular, day-time access to Allan Gardens must remain free of charge to the public throughout the year.
- FOAG, when it eventually creates more offerings should develop a membership program, offering such benefits as priority access to programs, facilities and spaces across the Gardens (of which it has control) and discount pricing, etc., so long as they do not inhibit public access and reasonable enjoyment of the Gardens. Memberships are also another source of revenue.
- FOAG should develop and deliver an expand roster of program, events and activities and charge accordingly. There should be a mix of free and charged activities for its members and the public. These activities should be directly related to the mission, vision and mandate of the Gardens, and relevant strategies and plans.
- FOAG should be able to provide, or contract an external-third party to provide, related income generating amenities and services such as food services, event catering and retail in the Conservatory and across the Gardens.
- Per the proposed governance framework, the City of Toronto retains control of administering, issuing and charging for any permits related to the use of the Gardens, its spaces and facilities by outside third-parties for activities such as photography, weddings, functions and events. The revenue
- FOAG should establish an endowment fund to help generate a level of investment income that will help to off-set operational expenses. An endowment fund should be part of the capital campaign for the renovation and expansion of the Conservatory.

CONTRIBUTED INCOME

Recommendations

- FOAG will be responsible for generating contributed income to support regular operations, special projects, events and initiatives. Contributed income can be developed through:
 - Applying for grants from public bodies and private foundations
 - Soliciting individual and group charitable donations and gifts
 - Offering a high-level patron's membership scheme

- FOAG should be developing sponsorship opportunities for the Gardens' events, programs, facilities, and amenities where appropriate, so as long as association with the sponsor does not impact negatively the reputation or credibility of either the Gardens or the City. Corporate sponsorship opportunities should be developed and considered based on principles of best practice and ethics, and in accordance with the overall fundraising strategy.

GOVERNMENT SUPPORT

- The current investment that the City of Toronto allocates towards the operation and maintenance of Allan Gardens through the Parks, Forestry and Recreation Division should continue. As FOAG gradually takes on more of the responsibility for operation and management of the Gardens, a portion of these funds should be allocated to FOAG commensurate with the specific responsibilities FOAG had taken over from the City. Funding levels will be reviewed regularly.
- The City will lend its full support to FOAG in order to leverage relevant government support from Provincial and Federal sources.

1.5 USE/PURPOSE

Allan Gardens continues to play many unique roles in the city of Toronto. It is to many a horticultural and cultural attraction and of the most familiar historic landmarks for residents and visitors alike. It is for others an important site for civic rallies, political uprisings and demonstrations as well as festivals and celebrations. And it is a public park - an important and much needed green space and respite for the thousands of local residents who live and work in and around the Garden District.

PUBLIC USE

- Residents and visitors will continue to have regular day time (and in the future night time) access free of charge throughout the year.
- Appropriate public use of the Gardens should be in keeping with Parks, Forestry and Recreation rules and regulations. The City of Toronto and FOAG should enforce appropriate public uses at Allan Gardens that:
 - Pose no physical threat to the plant collections in the Conservatory and outdoor green space and arboreta.
 - Do not hinder the staff in the execution of their normal duties.
 - Do not detrimentally affect the layout or integrity of the Gardens.
 - Do not detract from the enjoyment of the Gardens' program participants.

- The functions and purposes of Allan Gardens as a horticultural experience should continue to be promoted by the City and FOAG. Appropriate activities befitting of a public garden and low impact recreational uses should be permitted.

PERMITTED USES AND SPACES

- The City of Toronto will retain control of administering, issuing and charging for any permits related to the use of the Gardens its spaces and facilities by outside third-parties. Appropriate uses should be left to the discretion of the City in collaboration with FOAG. Such activities include but not limited to:
 - Wedding Ceremonies
 - Functions and Events
 - Photography and Filming
 - Concerts and Performances
 - Markets and Fairs
 - Exhibitions
- Only those who have paid for, been issued a permit by the City of Toronto and display that permit should be authorized to engage in use or activity in the Gardens.
- All outdoor musical performances and night time events must comply with all City bylaws.
- Permit holders should be granted permission to restrict access to the areas that have been booked to ticket holders only (assuming it is a ticketed event), so long as the public maintains access and enjoyment of the majority of the Gardens, restricted access to these areas is only for short duration, and the blocking, inhibiting or restricted access of paths is minimized. The City and FOAG should consider setting restrictions based on the level of free public access it requires.
- Any spaces – indoor and outdoor – used for events, functions and other permitted activities should be maintained by the City of Toronto and FOAG to look as good as, or better than it was before the use occurred.

1.6 INTERPRETATION, EDUCATION AND PUBLIC PROGRAMS AND SOCIAL SERVICES

The expansion and enhancement of the Gardens and Conservatory will not only provide a compelling new visitor experience but will also provide new opportunities to grow public and educational programs, improve interpretation and hold special events. Allan Gardens must maintain a high

standard of interpretation, learning opportunities and public programs as well as a strong investment in horticultural training.

INTERPRETATION

Recommendations

- FOAG should develop an Interpretive Plan to bring all new elements of the revitalized Conservatory and Gardens together with a new and compelling narrative and visitor experience. The interpretation should include lost paths and gardens on the park's east side along Sherbourne St.
- The Interpretive Plan should be used by Allan Gardens to form the basis for planning, developing and making decisions about the design of new gardens in the Conservatory, interpretation tools, displays and exhibits.
- The new interpretation must be based on a dialogue between Victorian botanical principles and Indigenous practices.
- All signage, wayfinding, interpretation and environmental graphics used across the Gardens (indoor and out) should have a coherent design approach that allows for independent exploration and navigation within the Conservatory, outdoor gardens and Arboretum.
- FOAG should continually develop and maintain interpretive materials at a standard that is accurate, up-to-date, engaging, and accessible.
- FOAG should explore ways of leveraging and incorporating digital opportunities across the Gardens as a means of expression for interpretation in ways that enhance but do not detract from the enjoyment of the natural environment. Digital tools for providing greater access to information and the collections, engaging more people with content and research, and reaching a younger and broader audience should be explored.

EDUCATION AND PUBLIC PROGRAMS

- FOAG should develop a multifaceted, year-round program of courses, lectures, events, activities and social services to expand audiences beyond garden enthusiasts, with a particular focus on the local neighbourhood – residents of Seaton House for example, youth and newcomers to Canada. Potential activities could include:
 - Public Art including Indigenous art;
 - Cultural events of interest to particular ethnic or multicultural communities and to the wider community;
 - Evening light shows, either holiday-themed or specific to the creations of a particular artist;
 - Enhanced docent-led tours, including cart tours for those with accessibility issues;

- Enhanced self-guided tours and interpretation, available in multiple languages, through a smartphone and garden-wide wi-fi infrastructure;
- Concerts and other live performances;
- Cultural ceremonies (involving for example dance, fire, smudging ,music, drumming and storytelling);
- Expanded course and lecture offerings;
- Expanded school programs to bring more Toronto and regional students to the new Conservatory;
- Organized symposia on environmental, horticultural and botanical themes; and
- FOAG should use the Gardens as an opportunity to exchange Earth knowledge and land management by incorporating formal and informal learning opportunities throughout Allan Gardens using a variety of perspectives and interpretive and communication methods. Potential interpretive themes include:
 - Plants, horticulture and life science
 - Landscape restoration, design and management
 - Urban gardening
 - Green building and resiliency engineering
 - Wildlife and habitats
 - Cultural heritage, including Indigenous teachings
- Use of the Conservatory as an educational facility for schools, tertiary institutions and the general public should be encouraged.
- FOAG should develop its partnerships with the Toronto District School Board, and the Toronto Catholic District School Board to deliver a high-quality school program that is strongly linked to the provincial curriculum. Partnerships with the Toronto Zoo, Evergreen Brickworks and Edwards Garden/Toronto Botanical Garden would help to strengthen programs and avoid duplication.
- FOAG should establish partnerships with relevant higher education institutions, colleges and universities in Toronto, Ontario and across Canada to develop horticultural internships, apprenticeships, training programs, and certifications.

MONITORING AND EVALUATION

Recommendations

- FOAG should develop monitoring and evaluation mechanisms to track visitors to the Conservatory – attendees to the Gardens, programs and events. Quantifiable and qualifiable metrics will be important for demonstrating impact to the City, donors and grant funders.

1.7 MARKETING AND PROMOTION

With the revitalization and expansion of Allan Gardens Conservatory it is critical to increase awareness of the Gardens as an important public asset to Toronto residents and to promote it as a key tourist attraction for visitors.

BRANDING AND ACKNOWLEDGEMENT

- FOAG and the City of Toronto should consider new branding of the Gardens to reflect and
- FOAG and the City of Toronto will acknowledge each other as partners in the management and operation of Allan Gardens Conservatory.
- All signage, wayfinding, interpretation and environmental graphics used across the Gardens (indoor and out) should have a coherent design approach which features any new logo and should be consistent with the new brand identity created for the Gardens.

MARKETING AND PROMOTION

- FOAG and the City of Toronto should develop a new marketing strategy and plan to ensure the plans of the Gardens are promoted to the public.
- As programming and activities ramp up at the Gardens, FOAG and the City should actively promote the Gardens as a premier cultural attraction and botanic destination for residents and visitors to Toronto alike.

WEBSITE AND SOCIAL MEDIA

- An new website should be developed for Allan Gardens Conservatory independent of the City of Toronto's and FOAG's sites.
- FOAG should be responsible for a new and independent Allan Garden's website. As the Gardens ramp up for revitalization and expansion, programs could be offered online that enable visitors to engage virtually.
- Communication through online platforms should be kept up to date with technological advances and changing visitor preferences and needs.

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