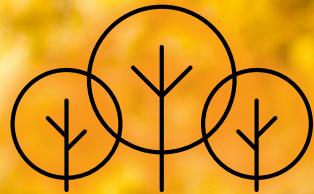


CELEBRATING OUR **40TH** YEAR



HUMBER
ARBORETUM
+ CENTRE FOR URBAN ECOLOGY



**BUSINESS PLAN
2017/2018**



A MESSAGE FROM THE MANAGEMENT COMMITTEE AND DIRECTOR

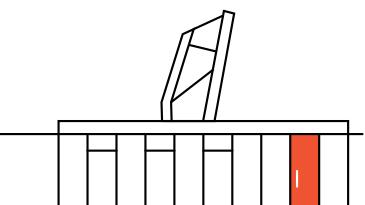


It is our pleasure to introduce the Humber Arboretum's business plan for the 2017/2018 year.

This plan articulates our top priorities for the year ahead and also aligns with the Arboretum's purpose as set forth in our Tripartite Agreement. Our priorities this year are to conserve, restore, and educate about our natural environment, enrich student learning and experiences at Humber College, and develop and maintain our outdoor spaces so that they are even more welcoming, safe, and beautiful. This plan outlines accompanying goals to help us realize these priorities.

We thank the Arboretum's staff for their contributions to the business planning process this year — your ideas and hard work are essential to the Arboretum's success!

In all, we're proud to support the Humber Arboretum's 2017/2018 Business Plan. It is in harmony with the Humber Arboretum's purpose as well as the shared priorities of our three organizations. We're looking forward to supporting the plan as it comes to life in the year ahead!



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This Booklet is printed on  mixed paper

FRONT COVER PHOTO: Colby Stopa
White-tailed deer (*Odocoileus virginianus*)

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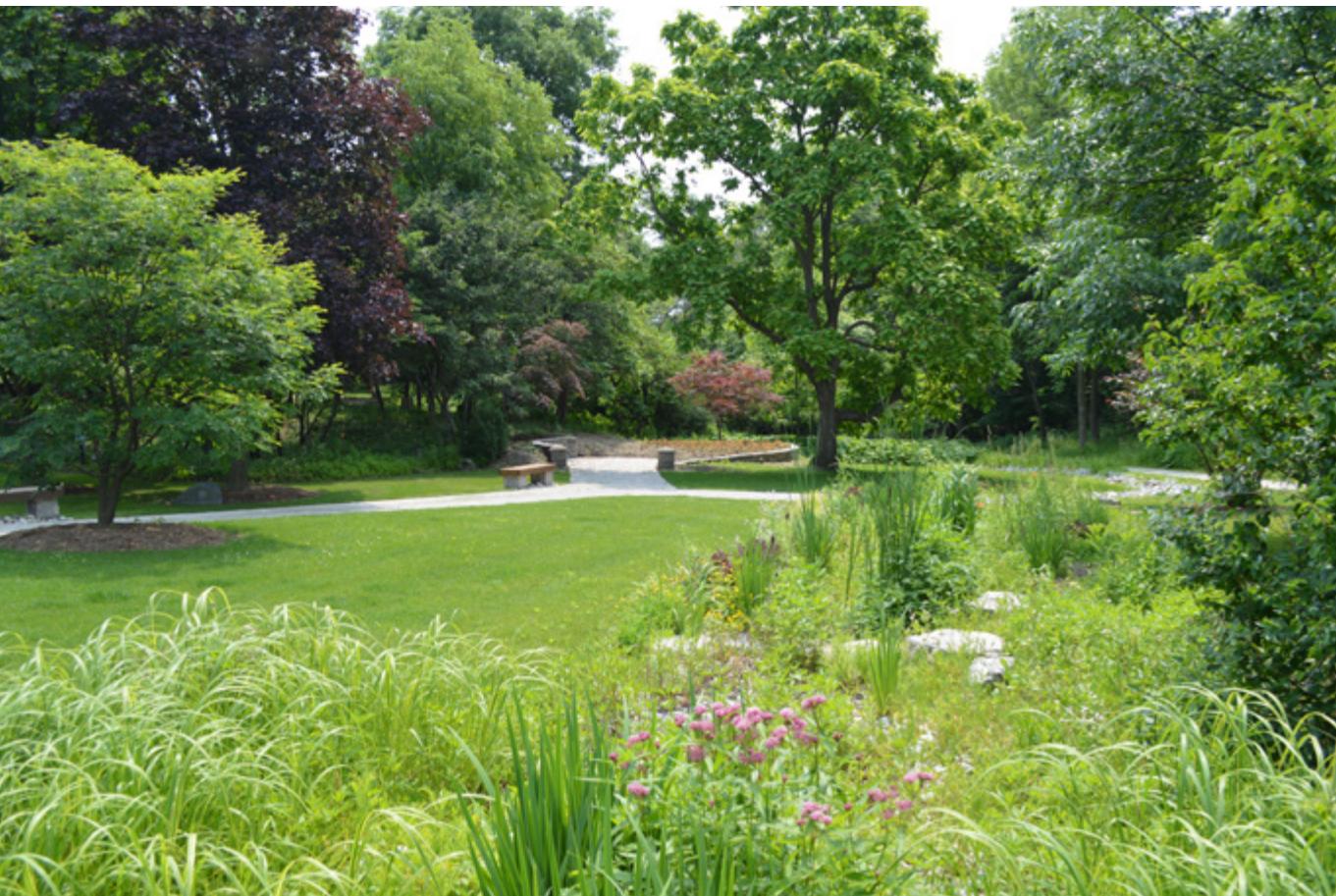
RICHARD UBBENS DIRECTOR OF PARKS
City of Toronto



about us

Purpose

The purpose of the Humber Arboretum is to: establish and maintain a comprehensive, aesthetically pleasing collection of woody and herbaceous plants; demonstrate correct horticultural and arboricultural techniques; protect natural areas through conservation and restoration practices; facilitate educational and research opportunities; establish and promote itself as a resource to the Greater Toronto community and national and international visitors; establish, maintain and encourage wildlife habitat; and maintain the Centre for Urban Ecology as a gathering point.



Lands and natural environment

The Humber Arboretum comprises 250 acres of land including botanical gardens, trails, wetlands, ponds, the West Humber River and West Humber trail, meadows, and forests. It is part of the Carolinian Life Zone, Canada's most biodiverse ecological region. The Arboretum is designated as an Environmentally Significant Area (ESA) by the City of Toronto due to the vulnerable, rare and/or threatened plants and animals on site.

Parts of the Arboretum's valley were historically wet meadows. In recent years, TRCA has been restoring the wetland features of these areas. This provides many benefits including water treatment, cleaning and slowing storm water and floods, and enhanced wildlife habitat.

Centre for Urban Ecology (CUE)

Built to serve the Arboretum's purpose, the CUE has won numerous sustainable design awards and was one of Toronto's first LEED Gold buildings. It is also Ontario's first Platinum certified EcoCentre, achieving the highest rating for sustainable building operations in the province.

Horticultural, arboreal, and edible collections

Similar to a "tree and plant museum", the Arboretum has a comprehensive collection of accessed and mapped plant specimens. This collection includes over 4,000 trees, shrubs, vines, and herbaceous perennials. In addition, 20,000 flowering annuals are planted each year. These plants are used by students and community members for plant identification and study.

There are over 10,000 trees in the Arboretum. The shade tree collection offers a variety of beech, maple, oak, ash, lilac, horse chestnut, willow, and nut species. Evergreens include spruce, pine, false cypress, juniper, cedar, yew and hemlock, including dwarf varieties.

There is also a small sugar bush stand. Sugar maple trees are sustainably tapped and maple syrup harvested each winter for educational use by Humber College academic programs and the Arboretum's nature education and camp programs. Other edible offerings include a small food garden and a native meadow apiary with beehives.

Tripartnership

One of the most valuable and unique aspects of the Arboretum is that it is a partnership of three public agencies: the City of Toronto, through the Parks, Forestry and Recreation Division, Toronto and Region Conservation (TRCA), and Humber College.



Services

The Humber Arboretum provides a wide variety of services for Humber College, visitors, and the community. These include:

- Support for Humber College academic programs, including teaching and learning, applied research, and innovation;
- Ongoing stewardship of the Arboretum's natural environment and outdoor learning spaces;
- Rental, wedding ceremony, and photography space;
- Use of the Arboretum for wellness, recreation, and relaxation; and
- Events, tours, camps, and educational programs focused on the natural environment.



Contact us:

Would you like to know more? We'd love to hear from you!

Connect with us at:

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205 Humber College Blvd. Toronto, ON Canada M9W 5L7

TEL: (416) 675-5009

EMAIL: arboretum@humber.ca

WEBSITE: humber.ca/arboretum

SOCIAL MEDIA: @humberarb (Facebook, Twitter, YouTube, Instagram)

OUR 2017/18 PRIORITIES

Aligned with the organizational plans¹ of our three partners, our priorities for 2017/18 are:

1 CONSERVE, RESTORE, AND EDUCATE ABOUT OUR NATURAL ENVIRONMENT.

We'll work to conserve and restore our natural assets through hands-on stewardship activities and creating a conservation plan. We'll also inspire and educate students, staff, and our community about the natural environment.

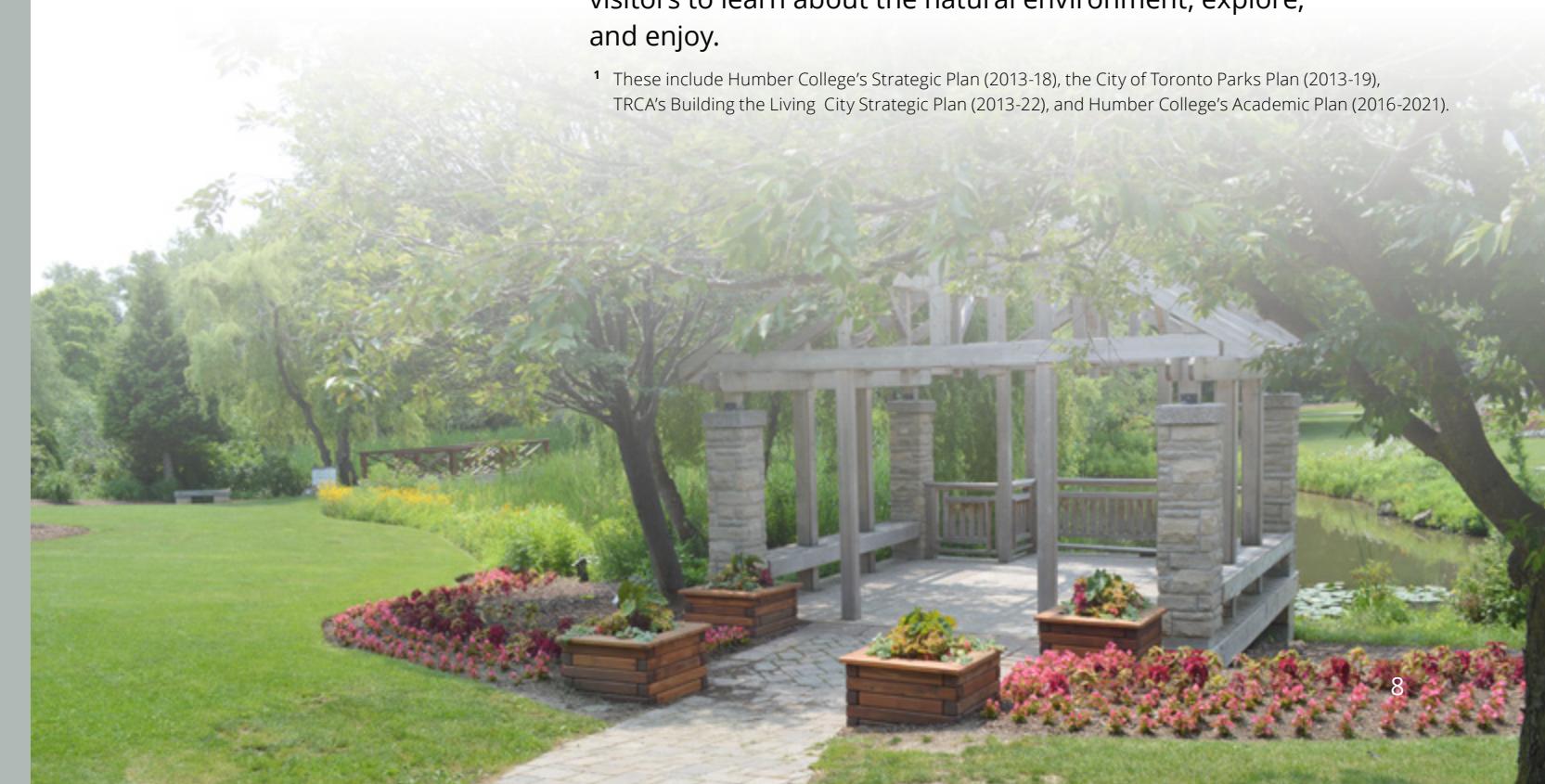
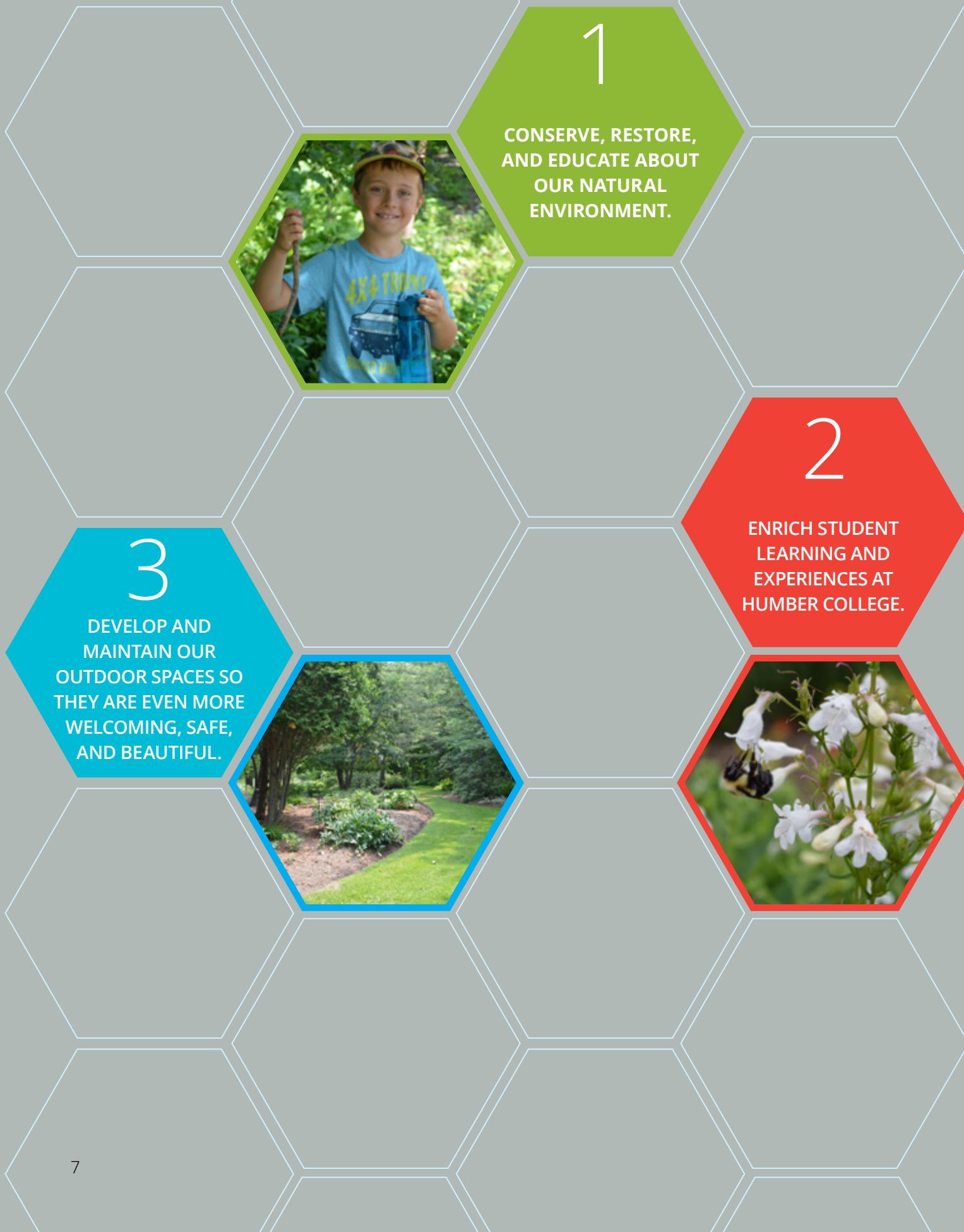
2 ENRICH STUDENT LEARNING AND EXPERIENCES AT HUMBER COLLEGE.

We'll facilitate and support educational, innovation, and research opportunities for Humber College students in alignment with our organization's purpose. We'll also create meaningful experiences for Humber College students connected to the Arboretum.

3 DEVELOP AND MAINTAIN OUR OUTDOOR SPACES SO THEY ARE EVEN MORE WELCOMING, SAFE, AND BEAUTIFUL.

We'll create and maintain attractive outdoor spaces for our visitors to learn about the natural environment, explore, and enjoy.

¹ These include Humber College's Strategic Plan (2013-18), the City of Toronto Parks Plan (2013-19), TRCA's Building the Living City Strategic Plan (2013-22), and Humber College's Academic Plan (2016-2021).



SUPPORTING GOALS

The goals outlined below will support the realization of our three priorities for 2017/18.

1. CONSERVE, RESTORE, AND EDUCATE ABOUT OUR NATURAL ENVIRONMENT.

GOAL 1.1:

In support of the Toronto Ravine Strategy, develop a Humber Arboretum Conservation and Restoration Management Plan in consultation with TRCA and City of Toronto Parks, Forestry, & Recreation.

GOAL 1.2:

Complete our new Tranquility Bird Garden and accompanying gazebo in partnership with Bird Studies Canada and in connection with Humber College Dual Credit landscape and horticulture curriculum.

GOAL 1.3:

Implement Phase 1 of our signage plan to enhance way-finding and access to information about our natural and cultural heritage.

GOAL 1.4:

Launch our new website with a focus on being more welcoming, informative, and user-friendly.

GOAL 1.5:

Educate the community about our natural environment through:

- i. Providing high quality environmental programs for school children and youth across the GTA;
- ii. Offering community outreach events in partnership with Bird Studies Canada, TRCA, and the Etobicoke Master Gardeners; and
- iii. Delivering high quality summer, winter, and March break nature day camps.

GOAL 1.6:

Continue to grow our revenue sources in order to support our conservation, restoration, and educational activities.

GOAL 1.7²:

Develop a plan to restore the pond in the valley so that it is safe for wildlife and our community to enjoy.

² This objective will be achieved through staff collaboration across all three partner organizations.

2. ENRICH STUDENT LEARNING AND EXPERIENCES AT HUMBER COLLEGE.

GOAL 2.1:

Strengthen experiential learning opportunities for Humber students by:

- i. Coordinating use of the Arboretum's learning spaces for programs and classes especially the School of Applied Technology's Landscape Technician, Horticulture Apprenticeship, Dual Credit Horticulture, Career Foundations - Horticulture, and Women's Pre-Apprenticeship (MicroSkills) programs; and
- ii. Providing engaging, enduring and transformative practicum and work-study experiences through our Jr. Nature Interpreter and Jr. Horticulturalist programs.

GOAL 2.2

Drive Humber's Centre of Innovation (Col) Strategy through our active participation in Humber College's Col in Health and Wellness. In particular, advance the following initiatives:

- i. The Arboretum's Nature Education partnership with the School of Health Sciences' Early Childhood Education program, Community Integration through Co-operative Education program, and Child Development Centres; and
- ii. Establishing an "Urban Edible Garden" as a learning, research & innovation space for the following schools and programs: Hospitality, Recreation & Tourism: Culinary Management program, Applied Technology: Landscape Technician, Horticulture Apprenticeship, and Women's Pre-Apprenticeship programs, and Health Sciences: Early Childhood Education program; and Humber Arboretum camps and educational programs.

GOAL 2.3:

Actualize Humber's research and innovation strategy through assisting faculty with their research projects in the Arboretum with a focus on the following projects:

- i. "Sustainable control of invasive *Phragmites* reed in wetlands", and
- ii. "Development of a seed mix for application on roadsides and hydro corridors to support native pollinators."

GOAL 2.4:

Support the development of new markets and increased enrollment in Continuing Education (CE) by piloting a CE certificate of participation in Sustainable Urban Beekeeping.

3. DEVELOP AND MAINTAIN OUR OUTDOOR SPACES SO THAT THEY ARE EVEN MORE WELCOMING, SAFE, AND BEAUTIFUL.

GOAL 3.1:

Re-imagine and re-construct our front entranceway kiosk and surrounding area.

GOAL 3.2:

In partnership with Humber College's Industrial Woodworking Technician diploma program students, showcase displays in high visibility areas thematically focused on Humber College's 50th anniversary in our main entranceway garden beds, Pond #2 garden bed, and the garden beds by the residence buildings.

GOAL 3.3:

Revitalize our social gathering spaces in the botanical garden zone.

Focus on:

- i. Site repairs,
- ii. Updating our horticultural collection signage³, and
- iii. Building and installing new garbage bins and benches.

GOAL 3.4:

In partnership with Applied Technology's Landscape Technician and Horticulture Apprenticeship program students, build:

- i. A deck overlooking Pond #3
- ii. New garden planters, and
- iii. An entrance structure for our woodland and Environmentally Significant Area



³ Phase 1

APPENDIX A. TRIPARTITE MATRICES

HUMBER ARBORETUM GOAL	HUMBER COLLEGE ACADEMIC GOAL	HUMBER COLLEGE ACADEMIC STRATEGY/SEM PRIORITY	TRCA BUILDING THE LIVING CITY STRATEGIC PLAN (2013-22)	CITY OF TORONTO PARKS PLAN: THEMES AND DIRECTIONS
<p>GOAL 1.1: In support of the Toronto Ravine Strategy, develop a Humber Arboretum Conservation and Restoration Management Plan in consultation and partnership with TRCA and City of Toronto Parks, Forestry, & Recreation.</p> <p>GOAL 1.2: Complete our new Tranquility Bird Garden and accompanying gazebo in partnership with Bird Studies Canada and in connection with Humber College Dual Credit landscape and horticulture curriculum.</p> <p>GOAL 1.3: Implement Phase 1 of our signage plan to enhance way-finding and access to information about our natural and cultural heritage.</p>	<p>GOAL 4: Increase access to applied learning opportunities that enable students to co-create learning experiences that are engaging, enduring and transformative, and allow them to gain deep learning through relevant experiences.</p> <p>GOAL 4: Increase access to applied learning opportunities that enable students to co-create learning experiences that are engaging, enduring and transformative, and allow them to gain deep learning through relevant experiences.</p>	<p>STRATEGY 3: Maximize interdepartmental collaborations and shared resources in the development and delivery of teaching and learning.</p> <p>STRATEGY 13: Apply Humber's Experiential Learning Model in all program areas in order to ensure that Humber students have more practical learning opportunities.</p> <p>STRATEGY 3: Maximize interdepartmental collaborations and shared resources in the development and delivery of teaching and learning.</p> <p>STRATEGY 13: Apply Humber's Experiential Learning Model in all program areas in order to ensure that Humber students have more practical learning opportunities.</p>	<p>LEADERSHIP STRATEGY 3: Rethink greenspace to maximize its value.</p> <p>OBJECTIVE 3. Improved protection of Toronto region's natural systems.</p> <p>LEADERSHIP STRATEGY 3: Rethink greenspace to maximize its value.</p> <p>OBJECTIVE 2. More people engaging with nature more often.</p> <p>LEADERSHIP STRATEGY 3: Rethink greenspace to maximize its value.</p> <p>OBJECTIVE 2. More people engaging with nature more often</p>	<p>THEME: Preserve and promote nature.</p> <p>DIRECTION 4 Improve the management of natural areas.</p> <p>THEME: Maintain quality parks.</p> <p>DIRECTION 7 Advance the quality and consistency of parkland and trails.</p> <p>THEME: Communicate and connect with users.</p> <p>DIRECTION 2 Improve communications and outreach.</p> <p>THEME: Maintain quality parks.</p> <p>DIRECTION 7 Advance the quality and consistency of parkland and trails..</p> <p>THEME: Communicate and connect with users.</p> <p>DIRECTION 1 1. Improve communications and outreach.</p>

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<p>GOAL 1.4: Launch our new website with a focus on being more welcoming, informative, and user-friendly.</p> <p>GOAL 1.5: Educate the community about our natural environment through: i. Providing high quality environmental programs for school children and youth across the GTA; ii. Offering community outreach events in partnership with Bird Studies Canada, TRCA, and the Etobicoke Master Gardeners; and iii. Delivering high quality summer, winter, and March break nature day camps.</p> <p>GOAL 1.6: Continue to grow our revenue sources in order to support our conservation, restoration, and educational activities.</p>	<p>GOAL 2: Develop and support teaching and learning practices that are informed by technology.</p> <p>GOAL 3: Live the values of a 'learning organization' by ensuring that all employees are supported to develop new skills and engage with their field of practice in support of student success.</p> <p>GOAL 4: Increase access to applied learning opportunities within and outside of Humber that enable students to co-create learning experiences that are engaging, enduring and transformative, and allow them to gain deep learning through relevant experiences.</p>	<p>STRATEGY 3: Maximize interdepartmental collaborations and shared resources in the development and delivery of teaching and learning.</p> <p>STRATEGY 13: Apply Humber's Experiential Learning Model in all program areas in order to ensure that Humber students have more practical learning opportunities.</p>	<p>LEADERSHIP STRATEGY 5: Foster sustainable citizenship.</p> <p>OBJECTIVE 1. Better understanding of environmental, sustainability and urban issues among more people.</p> <p>LEADERSHIP STRATEGY 3: Rethink greenspace to maximize its value.</p> <p>OBJECTIVE 2. More people engaging with nature more often.</p> <p>LEADERSHIP STRATEGY 5: Foster sustainable citizenship.</p> <p>OBJECTIVE 1. Better understanding of environmental, sustainability and urban issues among more people. 2. More residents engaged more often in activities that help improve their health and well-being, their communities and their environments.</p> <p>STRATEGY 7: Build partnerships and new business models.</p> <p>OBJECTIVE 3 Increased financial resilience for TRCA through stable and diversified funding.</p>	<p>THEME: Communicate and connect with users.</p> <p>DIRECTION 1 Improve communications and outreach.</p> <p>THEME: Maintain quality parks.</p> <p>DIRECTION 9 Demonstrate, educate and inspire through horticulture and urban agriculture.</p> <p>THEME: Communicate and connect with users.</p> <p>DIRECTION 1 Improve communications and outreach.</p>

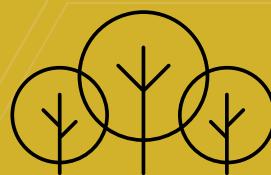
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<p>GOAL 1.7: Restore the pond in the valley so that it is safe for wildlife and our community to enjoy.</p>	<p>GOAL 4: Increase access to applied learning opportunities within and outside of Humber that enable students to co-create learning experiences that are engaging, enduring and transformative, and allow them to gain deep learning through relevant experiences.</p>	<p>STRATEGY 3: Maximize interdepartmental collaborations and shared resources in the development and delivery of teaching and learning.</p> <p>STRATEGY 13: Apply Humber's Experiential Learning Model in all program areas in order to ensure that Humber students have more practical learning opportunities.</p>	<p>LEADERSHIP STRATEGY 2: Manage our regional water resources for current and future generations.</p> <p>OBJECTIVE</p> <ol style="list-style-type: none"> Improvement of the water quality and aquatic ecosystem health of TRCA rivers and shorelines, making them more fishable, more hikeable, more canoeable and more swimmable. Minimization or elimination of the impact of new development and urban intensification on water quality, erosion, flood risk and ecosystems, and improvement of conditions through redevelopment and community retrofit initiatives. Maximization of the resilience of our water systems in preparation for predicted changes in climate and ongoing development and land use change. <p>LEADERSHIP STRATEGY 3: Rethink greenspace to maximize its value.</p> <p>OBJECTIVE</p> <ol style="list-style-type: none"> Improved protection of Toronto region's natural systems 	<p>THEME: Preserve and promote nature.</p> <p>DIRECTION 4 Improve the management of natural areas.</p> <p>THEME: Maintain quality parks.</p> <p>DIRECTION 7 Advance the quality and consistency of parkland and trails.</p>
<p>GOAL 2.1: Strengthen experiential learning opportunities for Humber students by:</p> <ul style="list-style-type: none"> i. Coordinating use of the Arboretum's learning spaces for programs and classes especially the School of Applied Technology's Landscape Technician, Horticulture Apprenticeship, Dual Credit Horticulture, Career Foundations - Horticulture, and Women's Pre-Apprenticeship (MicroSkills) programs; and ii. Providing engaging, enduring and transformative practicum and work-study experiences through our Jr. Nature Interpreter and Jr. Horticulturalist programs. 	<p>GOAL 1: Position Humber as a provincial leader in the scholarship of teaching and learning.</p> <p>GOAL 4: Increase access to applied learning opportunities that enable students to co-create learning experiences that are engaging, enduring and transformative, and allow them to gain deep learning through relevant experiences.</p>	<p>STRATEGY 3: Maximize interdepartmental collaborations and shared resources in the development and delivery of teaching and learning.</p> <p>STRATEGY 13: Apply Humber's Experiential Learning Model in all program areas in order to ensure that Humber students have more practical learning opportunities.</p>	<p>LEADERSHIP STRATEGY 3: Rethink greenspace to maximize its value.</p> <p>OBJECTIVE</p> <ol style="list-style-type: none"> More people engaging with nature more often. 	<p>THEME: Communicate and connect with users.</p> <p>DIRECTION 2 Increase opportunities for resident, group and stakeholder involvement.</p>

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<p>GOAL 2.3: Actualize Humber's research and innovation strategy through assisting faculty with their research projects in the Arboretum with a focus on the following projects:</p> <ul style="list-style-type: none"> i. "Sustainable control of invasive <i>Phragmites</i> reed in wetlands", and ii. "Development of a seed mix for application on roadsides and hydro corridors to support native pollinators." 	<p>GOAL 9: Implement a research and innovation strategy and build a research culture that nurtures the production and dissemination of new knowledge and original works and supports faculty and students to solve real-world problems.</p>	<p>STRATEGY 3: Maximize interdepartmental collaborations and shared resources in the development and delivery of teaching and learning.</p> <p>STRATEGY 13: Apply Humber's Experiential Learning Model in all program areas in order to ensure that Humber students have more practical learning opportunities.</p>	<p>LEADERSHIP STRATEGY 5: Foster sustainable citizenship.</p> <p>OBJECTIVE 2. More residents engaged more often in activities that help improve their health and well-being, their communities and their environments.</p>	<p>THEME: Maintain quality parks.</p> <p>DIRECTION 9 Demonstrate, educate and inspire through horticulture and urban agriculture.</p>

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<p>GOAL 2.4 Support the development of new markets and increased enrollment in Continuing Education (CE) by piloting a CE certificate of participation in Sustainable Urban Beekeeping.</p> <p>GOAL 3.1: Re-imagine and re-construct our front entranceway kiosk and surrounding area.</p> <p>GOAL 3.2: In partnership with Humber College's Industrial Woodworking Technician diploma program students, showcase displays in high visibility areas thematically focused on Humber College's 50th anniversary in our main entranceway garden beds, Pond #2 garden bed, and the garden beds by the residence buildings.</p>	<p>GOAL 13: Implement a flexible learning strategy that provides clear direction and processes for the delivery of compressed, accelerated, part-time and evening programs, relevant general interest, and professional development programming.</p> <p>GOAL 4: Increase access to applied learning opportunities within and outside of Humber that enable students to co-create learning experiences that are engaging, enduring and transformative, and allow them to gain deep learning through relevant experiences.</p>	<p>STRATEGY 38: Develop a comprehensive strategy for the development of new markets and increased enrollments in part-time studies, distance learning and continuing education at Humber.</p> <p>SEM: Expand market-share and competitive advantage through focused marketing, recruitment and conversion activities.</p>	<p>LEADERSHIP STRATEGY 3: Rethink greenspace to maximize its value.</p> <p>OBJECTIVE 2. More people engaging with nature more often.</p> <p>LEADERSHIP STRATEGY 4: Create complete communities that integrate nature and the built environment.</p> <p>OBJECTIVE 2. New development and redevelopment that achieves a more sustainable balance and integration of natural and built elements.</p>	<p>THEME: Maintain quality parks.</p> <p>DIRECTION 9 Demonstrate, educate and inspire through horticulture and urban agriculture.</p> <p>THEME: Maintain quality parks.</p> <p>DIRECTION 8 Improve park spaces.</p> <p>THEME: Maintain quality parks.</p> <p>DIRECTION 8 Improve park spaces.</p>
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