

**HUMBER  
ARBORETUM**  
+ CENTRE FOR URBAN ECOLOGY

**BUSINESS PLAN  
2018-2019**



# A MESSAGE FROM THE MANAGEMENT COMMITTEE AND DIRECTOR



Since its inception in 1977, the Humber Arboretum and Centre for Urban Ecology has grown into one of the country's most cherished public gardens and an esteemed educational destination. Thanks to our expertise, caring attitude, and drive for excellence, we are renowned for our high quality environmental education programs and nature camps, the beauty of our botanical gardens, and our spectacular outdoor learning spaces and conservation areas.

The global challenges of climate change, deforestation, pollution, and species extinction provide the Humber Arboretum with the impetus to create a better future. This is embodied by our purpose as an organization — to establish and maintain living plant collections, demonstrate correct horticultural and arboricultural techniques, conserve and restore our natural areas and wildlife habitat, facilitate research and education, and provide a welcoming space for our community to gather.

This annual Business Plan articulates our top priorities for the year ahead in order to fulfill our organization's purpose. These priorities are to:

1. Revitalize and nurture our natural environment and learning spaces.
2. Enrich Humber College students' education.
3. Educate, engage, and connect our community with the natural world.

Our annual priorities support the strategic plans<sup>1</sup> of our three founding partners — Humber College, the City of Toronto, and Toronto and Region Conservation. We know much effort will be required to execute this plan, and we thank the Arboretum's staff in advance for their commitment and hard work. We look forward to supporting your success in the year ahead!

Sincerely,

The Humber Arboretum's Management Committee and Director:

**GINA ANTONACCI** ASSOCIATE VICE PRESIDENT  
Academic Services, Humber College

**ALEXANDRA LINK** DIRECTOR  
Humber Arboretum & Centre for Urban Ecology

**DARRYL GRAY** DIRECTOR  
Education, Training and Outreach, TRCA

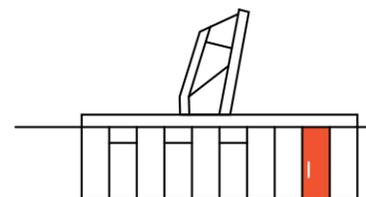
**RICHARD UBBENS** DIRECTOR OF PARKS  
City of Toronto

## CREDITS

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This Booklet is printed on **FSC** mixed paper

<sup>1</sup> See Appendix A to see how we're supporting our tri-partners' priorities



HUMBER RIVER WATERSHED

# history, place & tri-partnership

## Purpose

### Humber Arboretum's purpose is to:

- Establish and maintain a comprehensive, aesthetically pleasing collection of woody and herbaceous plants;
- Demonstrate correct arboricultural and horticultural techniques through responsible development and maintenance practices;
- Protect natural areas through appropriate conservation and restoration practices;
- Facilitate a range of educational and research opportunities in arboriculture and horticulture and environmental studies;
- Establish and promote the Humber Arboretum as a resource that is an integral part of the Greater Toronto community and an attraction for national and international visitors;
- Establish, maintain, and encourage wildlife habitat, and;
- Create and maintain a Centre for Urban Ecology that will serve as a gathering point, with functional laboratory and classroom facilities.

The 105 hectare Humber Arboretum is located in Adobigok (Place of the Alders in the Ojibwe Language). It is situated along the west bend of the Humber River, a Canadian Heritage River<sup>2</sup>. The Humber River watershed spans 903 square kilometres, from the headwaters on the Niagara Escarpment and Oak Ridges Moraine down through to the river mouth on Lake Ontario. The watershed historically provided an integral connection for aboriginal peoples between Ontario's lakeshore and the Lake Simcoe-Georgian Bay region. This area is known as the traditional territory of the Ojibwe Anishnabe aboriginal people and includes several First Nations communities.

In 1972, horticultural students from Humber College asked to use the land beside the College's north campus as a space for experiential learning. This ultimately led to the creation of the Humber Arboretum in 1977 as a joint venture between Humber College, Toronto and Region Conservation, and the City of Toronto<sup>3</sup>. This unique partnership has created an equally unique organization with the strength of diverse skills, talents, and knowledge.

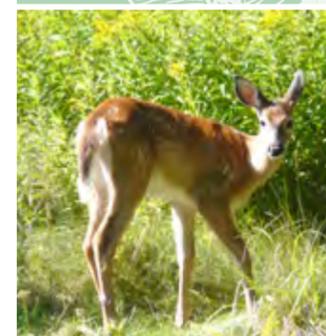
Toronto and Region Conservation (TRCA) owns most of the Arboretum land and provides environmental expertise and leadership; the City of Toronto's Parks, Forestry, and Recreation division provides operational funding and in-kind services in forestry and horticulture; Humber College owns and operates the venues and structures, offers administrative and operational oversight, and provides day-to-day staff management.

The Humber Arboretum's Tripartite Agreement provides specifications for strategic leadership and management. The Agreement stipulates that each of the Humber Arboretum's three partners must appoint a member of senior staff to make up a Management Committee. The Management Committee is responsible for developing overall policies, strategies, and protocols to ensure that the Arboretum's purpose is achieved and maintained. Humber College provides a Director of the Arboretum to serve as the day-to-day contact and provide ongoing oversight.

Today the Humber Arboretum is integrated with Humber College's central campus in Ward One, Etobicoke North. Its learning gardens sit at the foot of the College's student residences.

<sup>2</sup> This designation recognizes the Humber River's contribution to the development of the country and its importance in the history of First Nations peoples and early Euro-Canadian explorers and settlers of Upper Canada.

<sup>3</sup> The original partnership also included the City of Etobicoke, however, since then the City of Etobicoke has been amalgamated with the City of Toronto.



## Centre for Urban Ecology (CUE)

The Centre for Urban Ecology (CUE) is home to the Arboretum's educational programs, adult continuing education, camps, community workshops, and special events. The building is LEED Gold certified, demonstrating outstanding Leadership in Energy and Environmental Design. The CUE's sustainable building features include a green roof, rainwater collection system, solar awning, and radiant floor heating.

## Life Zone and Ravine System

The Humber Arboretum is located within the Carolinian Life Zone<sup>4</sup>. This is Canada's most biodiverse ecological region, providing habitat for approximately 50% of Canada's birds, 40% of Canada's native plants, and 66% of our reptiles. Some 2,200 species of herbaceous plants and 70 species of trees are found in this zone<sup>5</sup>.

It is also Ontario's most threatened ecological region. The Carolinian Life Zone encompasses six ecodistricts and the Humber Arboretum classified within ecodistrict 7E-4. Under 6% of this ecodistrict remains as natural forest cover, less than 0.5% is wetland, and its native prairie has been almost entirely destroyed<sup>6</sup>.

Over 65% of the Humber Arboretum is located within Toronto's 45,000-acre ravine system, a vast interconnected array of forests, rivers and lush green spaces. This system is gaining increasing international notoriety as being an iconic landscape feature of Toronto. In 2017, Toronto mayor John Tory called Toronto's ravines the "physical soul" of the city.

## Meadows and Wetlands

Part of the Humber Arboretum is native meadow. This area is home to a diverse array of flora and pollinator species. Tucked away in the meadow is a collection of beehives which have for over two decades provided delicious small batch honey and served as a point of interest for visiting students and tour groups. Some of the Arboretum's meadows were historically wet meadows — a type of wetland with soils that are saturated for part or all of the growing season. In recent years, TRCA has been restoring these wetland features to improve water treatment, clean and slow storm water and floods, and enhance wildlife habitat.

<sup>4</sup> CZ; Ecoregion 7E.

<sup>5</sup> Source: Carolinian Canada

<sup>6</sup> Carolinian Canada and Province of Ontario. (2017). List of the Vascular Plants of Ontario's Carolinian Zone (Ecoregion 7E). ([https://www.researchgate.net/profile/Michael\\_Oldham7/publication/317731067\\_List\\_of\\_the\\_Vascular\\_Plants\\_of\\_Ontario's\\_Carolinian\\_Zone\\_Ecoregion\\_7E/links/594b0567aca2723195de8ac8/List-of-the-Vascular-Plants-of-Ontario's-Carolinian-Zone-Ecoregion-7E.pdf](https://www.researchgate.net/profile/Michael_Oldham7/publication/317731067_List_of_the_Vascular_Plants_of_Ontario's_Carolinian_Zone_Ecoregion_7E/links/594b0567aca2723195de8ac8/List-of-the-Vascular-Plants-of-Ontario's-Carolinian-Zone-Ecoregion-7E.pdf))

## Trees, Woodlands, and Environmentally Significant Area

There are over 10,000 trees in the Arboretum including notable native populations of Blue Beech, Black Walnut, Shagbark Hickory, and Ironwood. The Arboretum's *Nut Tree Grove* displays a variety of nut producing tree species such as American Chestnut and Butternut. Spring flowering trees and shrubs include Magnolia, Redbud, Crab-apple, Rhododendron, Lilac and Viburnum. Maple trees are prevalent in the Arboretum's Woodlands, including Sugar Maples that are tapped for maple syrup each spring using sustainable methods.

A region of the Humber Arboretum's Woodlands is designated an *Environmentally Significant Area* (ESA). ESAs are zones within Toronto's natural heritage system that require special protection to preserve their contribution to the city's biodiversity. Development and site alteration are not permitted in ESAs and activities are limited to those that are compatible with the preservation of natural features and ecological functions. The Arboretum's pristine upland woodlands and rare forest vegetation are especially valuable parts of its ESA.

## Learning Gardens and Living Collections

The Humber Arboretum comprises 17 acres of botanical gardens and manicured areas. Learning gardens include *The Pollinator Garden*, *The Garden of the Rising Moon*, *The Cacti Garden*, *The All American Selections Garden*, and the new *Tranquility Bird Garden* and *Humber Food Learning Garden*.

These spaces encompass approximately 20,000 flowering annuals including Crocus, Galanthus, Scilla, Muscari, Allium, and Narcissus. The Humber Arboretum's living collections include over 3,500 mapped and accessed perennial plants, trees, shrubs and vines. Humber College's faculty and students as well as community members use the collections for learning and study.

## Learning, Research, and Innovation at Humber College

Every year, over 4,500 Humber College students engage in the Arboretum's outdoor learning spaces, living laboratories, and natural areas. Arboretum staff support academic curriculum and research and innovation endeavors. College students connect from a variety of departments and programs. These include: the Aboriginal Resource Centre, Applied Research and Innovation, Child and Youth Care, Culinary Management, Design Foundation, Early Childhood Education, Event Management,

(cont'd)

Fitness and Health Promotion, Horticulture Technician, Humber Fitness Centres, Humber Galleries, the International Centre, Journalism, Landscape Technician, Media Studies, the Office of Sustainability, Paramedic Studies, Photography, Student Success and Engagement, Sustainable Energy and Building Technology, Tourism Management, and Urban Arboriculture.

## Community Education, Camps, and Outreach

The Humber Arboretum offers curriculum-connected outdoor education programs for approximately 10,000 children and youth annually from across the GTA. These active and engaging half-day and full-day programs allow children to connect with the natural environment without ever leaving the city. At the Arboretum's nature day camps, over 450 campers annually spend most of their time outdoors where they make their own discoveries. Camps occur in winter, March break, and summer.

In partnership with Humber College, the Humber Arboretum offers a Sustainable Urban Beekeeping certificate focused on taking dedicated new beekeepers through the steps of their first beekeeping year.

## Weddings, Special Events, and Photography Permits



As a means to support its environmental stewardship and community initiatives, the Humber Arboretum provides its gardens and facilities for rental. Wedding ceremonies, photography shoots, and other outdoor events take place on the grounds, while the views from the Centre for Urban Ecology offer a unique location for meetings, workshops, conferences, and private celebrations.

## Health and Wellness

According to the Okanagan Charter (2015), "health promoting universities and colleges transform the health and sustainability of our current and future societies, strengthen communities and contribute to the well-being of people, places and the planet." A member of Humber College's Centre of Innovation in Health and Wellness, the Humber Arboretum plays an active role in fostering innovation and collaborative problem solving in the realm of health and wellness.

In addition, as a public garden and parkland connected with Humber College's north campus, the Arboretum's natural spaces play an integral role in the health of the College's students and staff, as well as of community members. According to the Trust for Public Land's white paper<sup>7</sup>, the health benefits of parks include supporting physical activity, increasing frequency of exercise, improving coping and resilience, therapy for Attention Deficit Disorder (ADD), fostering play, nurturing brain development, and improving the social health of communities.

<sup>7</sup> Gies, E. (2006). *The Health Benefits of Parks: How Parks Help Keep Americans and Their Communities Fit and Healthy*. San Francisco, California: The Trust for Public Land.

1

REVITALIZE AND NURTURE OUR NATURAL ENVIRONMENT AND LEARNING SPACES.



2

ENRICH HUMBER COLLEGE STUDENTS' EDUCATION.



3

EDUCATE, ENGAGE, AND CONNECT OUR COMMUNITY WITH THE NATURAL WORLD.



# STRATEGIC PRIORITIES

OUR 2018/19 PRIORITIES ARE:

1

REVITALIZE AND NURTURE OUR NATURAL ENVIRONMENT AND LEARNING SPACES.

2

ENRICH HUMBER COLLEGE STUDENTS' EDUCATION.

3

EDUCATE, ENGAGE, AND CONNECT OUR COMMUNITY WITH THE NATURAL WORLD.



# SUPPORTING OUR FOUNDING PARTNERS

*The Arboretum's priorities advance the strategic goals of our tri-partners in the following ways:*

## HUMBER COLLEGE

- **Strategic Plan (2013–18):** Humber College's institutional mission to develop "broadly educated, highly skilled and adaptable citizens to be successful in careers that significantly contribute to the communities they serve" is furthered by Humber Arboretum in the following ways:
  - Advancing student learning;
  - Supporting applied research and innovation;
  - Fostering connections to external organizations leading to donor relationships and partnerships;
  - Advancing the College's sustainability goals; and
  - Providing valuable work-integrated student learning opportunities.
- **Academic Plan (2016–21):** Humber's Academic Plan focuses on student success. The Arboretum strengthens Humber's academic mission by providing learning and employment experiences that prepare students for success in work and life. See how we do this in detail in **Appendix A**.



## CITY OF TORONTO AND TRCA:

- **Toronto Official Plan:** A core part of Toronto's vision for the future is to be a place where "ecological diversity is conserved and nurtured for future generations". The work we do at the Arboretum is central to this vision and specifically supports Chapter 3 of the Official Plan — a commitment to protect, restore and enhance the health of natural ecosystems and support biodiversity. **Environmentally Significant Areas**, such as the one in the Humber Arboretum, are protected by the Official Plan and zoning and by the Ravine and Natural Feature Protection By-law. We carefully steward and protect our ESA in collaboration with our partners.

## TRCA's Building The Living City® Strategic Plan (2013–22):

TRCA's plan outlines their commitment to safeguarding and enhancing the health and well-being of the residents of the Toronto region through the protection and restoration of the natural environment and the fundamental ecological services our environment provides. The central theme of their commitment is expressed through their *The Living City* vision — a new kind of community where human settlement can flourish forever as part of nature's beauty and diversity. Our work at the Humber Arboretum aligns closely with The Living City vision. See how we're supporting it in detail in **Appendix A**.

## Toronto Ravine Strategy (2017):

Toronto's new Ravine Strategy envisions a ravine system that is a natural, connected sanctuary essential for the health and well-being of the city, where use and enjoyment support protection, education and stewardship. Over 65% of the Humber Arboretum is ravine land, and we are focusing our efforts on how best to advance the strategy's five guiding principles: Protect, Invest, Connect, Partner, and Celebrate. (See **Appendix A** for the details of how we're doing this.)

## Toronto Parks Plan (2013–17):

This Plan speaks to connecting people and communities with parks, advancing greening and environmental sustainability, improving the quality of parks, and strengthening the parks system as a legacy for Toronto. Our work at Humber Arboretum to improve, build and maintain our ecological and social gathering spaces, and to connect and educate our community about environmental sustainability support the goals of the Parks Plan.

## Toronto Biodiversity and Pollinator Protection Strategies (under development):

Since 2016, City of Toronto's Environment and Energy, City Planning, and Parks, Forestry and Recreation staff have been working to develop a Pollinator Protection Strategy that will be part of the City's broader Biodiversity Strategy (currently under development). We will support these strategies through the many actions we take to protect, enhance and create habitat for pollinators, including encouraging increased pollinator habitat citywide through our demonstration Pollinator Garden and related outreach and education programs.



# GOALS

## PRIORITY 1. REVITALIZE AND NURTURE OUR NATURAL ENVIRONMENT AND LEARNING SPACES.

### GOAL 1.1

Begin Phase 1 of the *Humber Pond Revitalization Project* by fall 2018<sup>8</sup>.

### GOAL 1.2

Revitalize our social gathering spaces. This includes:

- Rebuilding the wood staircase at the *All American Selections Garden*;
- Installing all newly built benches and garbage cans, and repairing all benches on site;
- Completing the *Humber Food Learning Garden* project by finishing the arbors and walkway;
- Repairing and replacing the bench and decks in the *Urban Wildlife Garden* with SAT's Landscape Technician classes;
- Rebuilding the pathway from the Tranquility bridge to the *Humber Food Learning Garden*;
- Completing the *Tranquility Bird Garden* tasks:
  - Install new Ecoraster pathway by Residence;
  - Install the gazebo roof, including fascia;
  - Build a pathway to the gazebo; and
  - Build a pathway to the stairs.
- Assist SAT's Landscape Technician classes in building the pavilion structure at the entrance to the Woodlands/Environmentally Significant Areas

### GOAL 1.3

Complete the following horticulture projects: plant Humber Food Learning Garden; plant Phase 1 of front entrance garden bed; and plant Phase 3 of Tranquility Bird Garden.

### GOAL 1.4

Provide regular, ongoing irrigation, turf maintenance, pest control, pruning, arboriculture, and plant health care focused on our botanical gardens and Woodlands.

### GOAL 1.5

Maintain the Humberwood Community Centre's grounds, including turf management, light pruning, plant healthcare, and general maintenance activities.

### GOAL 1.6

Continue to provide wedding ceremonies and professional photography permits at comparable revenue targets to 2017/18. Use the funds from these activities to support the maintenance and preservation of our gardens, wildlife habitat, and natural ecosystems.



### GOAL 1.7

Implement year 1 of our *Vegetation Management Plan*.

### GOAL 1.8

Partner with the City of Toronto's Natural Environment Division and TRCA's Education and Outreach and Restoration teams to run community plantings.

## PRIORITY 2. ENRICH HUMBER COLLEGE STUDENTS' EDUCATION.

### GOAL 2.1

Increase the number of tours and workshops we offer for Humber College students and staff by 20% from 2017/18 levels.

### GOAL 2.2

Develop and offer the following educational programs for Humber College students:

- Workshops and programs connected to the *Humber Food Learning Garden*;
- Workshops and programs connected to *The Tranquility Bird Garden* focused on Toronto bird identification, stewardship, and bird-friendly gardening;
- Citizen science;
- Lunch and learns on gardening, ecology, and sustainability;
- Natural Mindfulness to raise awareness about health and wellness; and
- "Toursdays": Monthly Arboretum general tours.

### GOAL 2.3

Continue to serve as a living laboratory for student projects.

### GOAL 2.4

Provide guidance and support for Humber College students' applied research and innovation projects.

### GOAL 2.5

Enhance learning about our botanical collections by installing more living collections signage in our botanical garden area.

### GOAL 2.6

Update 25% of our living collection maps in *DynaSCAPE* for ease of use by Humber College students.

<sup>8</sup> TRCA is the project lead



### GOAL 2.7

Enhance learning about our ecosystems and learning spaces by installing new interpretive signage at the entranceway kiosk, *Humber Food Learning Garden*, *Garden of the Rising Moon*, *Pollinator Garden*, and at entrances to the *Woodlands* and *Environmentally Significant Area*.

### GOAL 2.8

Continue to support Humber Aboriginal Resource Centre initiatives to offer students meaningful, engaging experiences and learning opportunities at the Arboretum.

### GOAL 2.9

Continue to provide leadership, guidance and support for Humber Centre of Innovation in Health and Wellness and social innovation initiatives.

### GOAL 2.10

Continue the pilot of the Humber student *Learning by Leading Program*, part of an international *Learning by Leading Academy* with UC Davis, which aims to empower the environmental and public garden leaders of tomorrow. The program will provide real-world leadership opportunities for Humber College students.

## PRIORITY 3. EDUCATE, ENGAGE, AND CONNECT OUR COMMUNITY WITH THE NATURAL WORLD.

### EDUCATION PROGRAMS

#### GOAL 3.1

Increase number of registrants from 2017/18 levels by 10% for our Sustainable Urban Beekeeping certificate.

#### GOAL 3.2

Maintain school program registration at 2017/18 levels.

#### GOAL 3.3

Increase school program registration of high school students by 15% by piloting a Specialist High Skills Major (SHSM) program.

#### GOAL 3.4

Launch our *Nature Education for All* initiative to provide access for local under-served children and youth to the Humber Arboretum's school, after school, and/or weekend nature programs.

### COMMUNITY OUTREACH

#### GOAL 3.5

Increase the number of tours and workshops for our local community by 20% from 2017/18 levels. Offer workshops on the following topics:

- Natural mindfulness and yoga;
- Bird identification, habitat, and migration;
- Citizen science;
- Gardening and horticulture;
- Art and ecology; and
- Urban agriculture.

#### GOAL 3.6

Create a seasonal newsletter, *The Leaflet*, to enhance knowledge about horticultural and environmental topics, inform about student opportunities, and provide updates on events and initiatives.

#### GOAL 3.7

Host three events to celebrate and raise awareness about the importance of ravines and natural spaces for our city. Connect and collaborate on these events with the broader initiatives of our partners: Toronto Ravine Days, the Spring Bird Festival at Colonel Sam Smith Park, and the Toronto Bird Celebration.

#### GOAL 3.8

Partner with TRCA to access and utilize socio-economic data and maps about our local community.

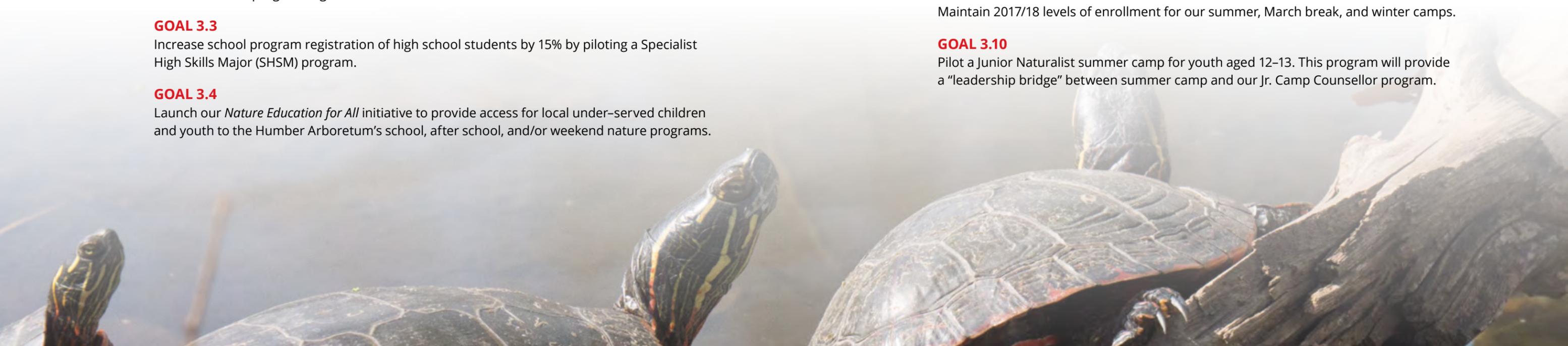
### CAMPS

#### GOAL 3.9

Maintain 2017/18 levels of enrollment for our summer, March break, and winter camps.

#### GOAL 3.10

Pilot a Junior Naturalist summer camp for youth aged 12–13. This program will provide a “leadership bridge” between summer camp and our Jr. Camp Counsellor program.



## REFERENCES

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## APPENDIX A. TRIPARTITE MATRICES

Table 1. How We're Supporting our Founding Partners' Priorities

<b>HUMBER ARBORETUM BUSINESS PLAN (2018-19)</b>	<b>HUMBER COLLEGE ACADEMIC PLAN (2016-21)</b>
<b>PRIORITY 1 REVITALIZE AND NURTURE OUR NATURAL ENVIRONMENT AND OUTDOOR LEARNING SPACES.</b>	
<p><b>GOAL 1.1:</b> Complete Phase 1 of the <i>Humber Pond Revitalization Project</i>.</p>	<p><b>GOAL 4:</b> 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><b>GOAL 1.2:</b> Revitalize our social gathering spaces.</p>	
<p><b>GOAL 1.3:</b> Complete the following horticulture projects: plant <i>Humber Food Learning Garden</i>; plant Phase 1 of front entrance garden bed; and plant Phase 3 of <i>Tranquility Bird Garden</i>.</p>	

<b>TRCA BUILDING THE LIVING CITY® STRATEGIC PLAN (2013-22)</b>	<b>CITY OF TORONTO RAVINE STRATEGY (2017)</b>
<p><b>LEADERSHIP STRATEGY 2:</b> Manage our regional water resources for current and future generations.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. 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.</li> <li>2. 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 re-development and community retrofit initiatives.</li> <li>3. Maximization of the resilience of our water systems in preparation for predicted changes in climate and ongoing development and land use change.</li> </ol> <p><b>LEADERSHIP STRATEGY 3:</b> Rethink greenspace to maximize its value.</p> <p><b>Objective 3</b> Improved protection of Toronto region's natural systems.</p>	<p><b>GUIDING PRINCIPLE: PROTECT</b> All actions related to ravines should be guided by the overarching goal of protecting these spaces by maintaining and improving their ecological health.</p> <p><b>GUIDING PRINCIPLE: INVEST</b> We must make ongoing investment in ravine spaces a priority.</p> <p><b>GUIDING PRINCIPLE: PARTNER</b> The City must work in partnership to create more opportunities for individuals and organizations to contribute to ravine spaces in meaningful and sustainable ways.</p>
<p><b>LEADERSHIP STRATEGY 3:</b> Rethink greenspace to maximize its value.</p> <p><b>Objective 3:</b> A network of greenspace and green infrastructure that weaves through every community to connect a healthy and resilient landscape.</p>	
<p><b>LEADERSHIP STRATEGY 3:</b> Rethink greenspace to maximize its value.</p> <p><b>Objective 3:</b> A network of greenspace and green infrastructure that weaves through every community to connect a healthy and resilient landscape.</p>	

HUMBER ARBORETUM BUSINESS PLAN (2018-19)	HUMBER COLLEGE ACADEMIC PLAN (2016-21)
<p><b>GOAL 1.4:</b> Provide regular, ongoing irrigation, turf maintenance, pest control, pruning, arboriculture, and plant health care.</p>	
<p><b>GOAL 1.5:</b> Maintain the Humberwood Community Centre's grounds.</p>	
<p><b>GOAL 1.6:</b> Continue to provide wedding ceremonies and professional photography permits at comparable revenue targets to 2017/18. Use the funds from these activities to support the maintenance and preservation of our gardens, wildlife habitat, and natural ecosystems.</p>	
<p><b>GOAL 1.7:</b> Implement year 1 of our <i>Vegetation Management Plan</i>.</p>	

TRCA BUILDING THE LIVING CITY® STRATEGIC PLAN (2013-22)	CITY OF TORONTO RAVINE STRATEGY (2017)
<p><b>LEADERSHIP STRATEGY 3:</b> Rethink greenspace to maximize its value.</p> <p><b>Objective 1:</b> A network of greenspace and green infrastructure that weaves through every community to connect a healthy and resilient landscape.</p>	
<p><b>LEADERSHIP STRATEGY 3:</b> Rethink greenspace to maximize its value.</p> <p><b>Objective 1:</b> A network of greenspace and green infrastructure that weaves through every community to connect a healthy and resilient landscape.</p>	<p><b>GUIDING PRINCIPLE: PARTNER</b> The City must work in partnership to create more opportunities for individuals and organizations to contribute to ravine spaces in meaningful and sustainable ways.</p>
<p><b>LEADERSHIP STRATEGY 7:</b> Build partnerships and new business models.</p> <p><b>Objective 3:</b> Increased financial resilience for TRCA through stable and diversified funding.</p>	<p><b>GUIDING PRINCIPLE: INVEST</b> We must make ongoing investment in ravine spaces a priority.</p>
<p><b>LEADERSHIP STRATEGY 3:</b> Rethink greenspace to maximize its value.</p> <p><b>Objective 3:</b> A network of greenspace and green infrastructure that weaves through every community to connect a healthy and resilient landscape.</p>	<p><b>GUIDING PRINCIPLE: PROTECT</b> All actions related to ravines should be guided by the overarching goal of protecting these spaces by maintaining and improving their ecological health.</p> <p><b>GUIDING PRINCIPLE: PARTNER</b> The City must work in partnership to create more opportunities for individuals and organizations to contribute to ravine spaces in meaningful and sustainable ways.</p>

HUMBER ARBORETUM BUSINESS PLAN (2018-19)	HUMBER COLLEGE ACADEMIC PLAN (2016-21)
<p><b>GOAL 1.8:</b> Partner with the City of Toronto’s Natural Environment Division and TRCA’s Education and Outreach and Restoration teams to run community plantings.</p>	<p><b>GOAL 14:</b> Strengthen Humber’s connections and links with relevant industry and community partners to ensure that our programming remains relevant.</p>
<p><b>PRIORITY 2 ENRICH HUMBER COLLEGE STUDENTS’ EDUCATION.</b></p>	
<p><b>GOAL 2.1:</b> Increase the number of tours and workshops we offer for Humber College students and staff by 20% from 2017/18 levels.</p>	<p><b>GOAL 3:</b> 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><b>GOAL 4:</b> 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><b>GOAL 2.2:</b> Develop and offer educational programs for Humber College students.</p>	<p><b>GOAL 4:</b> 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>

TRCA BUILDING THE LIVING CITY® STRATEGIC PLAN (2013-22)	CITY OF TORONTO RAVINE STRATEGY (2017)
<p><b>LEADERSHIP STRATEGY 5:</b> Foster sustainable citizenship.</p> <p><b>Objective 2:</b> More residents engaged more often in activities that help improve their health and well-being, their communities and their environments.</p>	<p><b>GUIDING PRINCIPLE: PROTECT</b> All actions related to ravines should be guided by the overarching goal of protecting these spaces by maintaining and improving their ecological health.</p> <p><b>GUIDING PRINCIPLE: PARTNER</b> The City must work in partnership to create more opportunities for individuals and organizations to contribute to ravine spaces in meaningful and sustainable ways.</p>
<p><b>LEADERSHIP STRATEGY 5:</b> Foster sustainable citizenship.</p> <p><b>Objective 1:</b> Better understanding of environmental, sustainability and urban issues among more people.</p>	<p><b>GUIDING PRINCIPLE: CONNECT</b> We must ensure that people understand and appreciate the value of our ravine system and have physical opportunities to connect with these spaces in a safe and sustainable manner.</p>
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HUMBER ARBORETUM BUSINESS PLAN (2018–19)	HUMBER COLLEGE ACADEMIC PLAN (2016–21)
<p><b>GOAL 2.3:</b> Continue to serve as a living laboratory for student projects.</p>	<p><b>GOAL 4:</b> 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><b>GOAL 2.4:</b> Provide guidance and support for Humber College students' applied research and innovation projects.</p>	<p><b>GOAL 9:</b> 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><b>GOAL 2.5:</b> Enhance learning about our botanical collections by installing more living collections signage in our botanical garden area.</p>	<p><b>GOAL 5:</b> Develop teaching and learning elements that provide opportunities for students to explore concepts from diverse perspectives.</p>

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<p><b>LEADERSHIP STRATEGY 3:</b> Rethink greenspace to maximize its value.</p> <p><b>Objective 2:</b> More people engaging with nature more often. understanding of environmental, sustainability and urban issues among more people.</p>	<p><b>GUIDING PRINCIPLE: CONNECT</b> We must ensure that people understand and appreciate the value of our ravine system and have physical opportunities to connect with these spaces in a safe and sustainable manner.</p>
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HUMBER ARBORETUM BUSINESS PLAN (2018-19)	HUMBER COLLEGE ACADEMIC PLAN (2016-21)
<p><b>GOAL 2.6:</b> Update 25% of our living collection maps in <i>DynaSCAPE</i> for ease of use by Humber College students</p>	<p><b>GOAL 2:</b> Develop and support teaching and learning practices that are informed by technology, including e-learning and Humber Online.</p>
<p><b>GOAL 2.7:</b> Enhance learning about our ecosystems and learning spaces by installing new interpretive signage.</p>	<p><b>GOAL 5:</b> Develop teaching and learning elements that provide opportunities for students to explore concepts from diverse perspectives.</p>
<p><b>GOAL 2.8:</b> Continue to support Humber Aboriginal Resource Centre initiatives to offer students meaningful, engaging experiences and learning opportunities at the Arboretum.</p>	<p><b>GOAL 3:</b> 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><b>GOAL 4:</b> 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>

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<p><b>LEADERSHIP STRATEGY 5:</b> Foster sustainable citizenship.</p> <p><b>Objective 1:</b> Better understanding of environmental, sustainability and urban issues among more people.</p>	
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<p><b>LEADERSHIP STRATEGY 5:</b> Foster sustainable citizenship.</p> <p><b>Objective 2:</b> More residents engaged more often in activities that help improve their health and well-being, their communities and their environments.</p> <p><b>LEADERSHIP STRATEGY 6:</b> Tell the story of the Toronto region.</p> <p><b>Objective 2:</b> A stronger sense of place based on the cultural heritage of our region, from Aboriginal nations to European settlers to new Canadians.</p>	<p><b>GUIDING PRINCIPLE: CONNECT</b> We must ensure that people understand and appreciate the value of our ravine system and have physical opportunities to connect with these spaces in a safe and sustainable manner.</p> <p><b>GUIDING PRINCIPLE: PARTNER</b> The City must work in partnership to create more opportunities for individuals and organizations to contribute to ravine spaces in meaningful and sustainable ways.</p>

HUMBER ARBORETUM BUSINESS PLAN (2018–19)	HUMBER COLLEGE ACADEMIC PLAN (2016–21)
<p><b>GOAL 2.9:</b> Continue to provide leadership, guidance and support for Humber Centre of Innovation in Health and Wellness and social innovation initiatives.</p>	<p><b>GOAL 8:</b> Implement a Centre of Innovation (CoI) strategy that increases Humber’s reputation as a regional, provincial and national leader in learning and innovation, and meet the goals of its differentiation agenda.</p>
<p><b>GOAL 2.10</b> Continue pilot of the Humber student <i>Learning by Leading Program</i>.</p>	<p><b>GOAL 4:</b> 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><b>PRIORITY 3 ENRICH HUMBER COLLEGE STUDENTS’ EDUCATION.</b></p>	
<p><b>GOAL 3.1:</b> Increase number of registrants from 2017/18 levels by 10% for our <b>Sustainable Urban Beekeeping</b> certificate.</p>	<p><b>GOAL 11:</b> Drive strategic growth and differentiation by targeting new program development in areas which respond to student <i>and</i> industry need within the context of Humber’s Strategic Mandate Agreement.</p>

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<p><b>LEADERSHIP STRATEGY 5:</b> Foster sustainable citizenship.</p> <p><b>Objective 2:</b> More residents engaged more often in activities that help improve their health and well-being, their communities and their environments.</p>	<p><b>GUIDING PRINCIPLE: PARTNER</b> The City must work in partnership to create more opportunities for individuals and organizations to contribute to ravine spaces in meaningful and sustainable ways.</p>
<p><b>LEADERSHIP STRATEGY 5:</b> Foster sustainable citizenship.</p> <p><b>Objective 1:</b> Better understanding of environmental, sustainability and urban issues among more people.</p> <p><b>Objective 2:</b> More residents engaged more often in activities that help improve their health and well-being, their communities and their environments.</p>	<p><b>GUIDING PRINCIPLE: PARTNER</b> The City must work in partnership to create more opportunities for individuals and organizations to contribute to ravine spaces in meaningful and sustainable ways.</p>
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HUMBER ARBORETUM BUSINESS PLAN (2018–19)	HUMBER COLLEGE ACADEMIC PLAN (2016–21)
<p><b>GOAL 3.2:</b> Maintain school program registration at 2017/18 levels.</p>	<p><b>GOAL 14:</b> Strengthen Humber’s connections and links with relevant industry and community partners to ensure that our programming remains relevant.</p>
<p><b>GOAL 3.3:</b> Increase school program registration of high school students by 15% by piloting a Specialist High Skills Major (SHSM) program.</p>	<p><b>GOAL 14:</b> Strengthen Humber’s connections and links with relevant industry and community partners to ensure that our programming remains relevant.</p>
<p><b>GOAL 3.4:</b> Launch our <i>Nature Education for All</i> initiative to provide access for local under-served children and youth to the Humber Arboretum’s school, after school, and/or weekend nature programs.</p>	<p><b>GOAL 14:</b> Strengthen Humber’s connections and links with relevant industry and community partners to ensure that our programming remains relevant.</p>
<p><b>GOAL 3.5:</b> Increase the number of tours and workshops for our local community by 20% from 2017/18 levels.</p>	<p><b>GOAL 14:</b> Strengthen Humber’s connections and links with relevant industry and community partners to ensure that our programming remains relevant.</p>
<p><b>GOAL 3.6:</b> Create a seasonal newsletter, <i>The Leaflet</i>.</p>	<p><b>GOAL 4:</b> 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>

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HUMBER ARBORETUM BUSINESS PLAN (2018-19)	HUMBER COLLEGE ACADEMIC PLAN (2016-21)
<p><b>GOAL 3.7:</b> Host three events to celebrate and raise awareness about the importance of ravines and natural spaces for our city. Connect and collaborate on these events with the broader initiatives of our partners: Toronto Ravine Days, the Spring Bird Festival at Colonel Sam Smith Park, and the Toronto Bird Celebration.</p>	<p><b>GOAL 4:</b> 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><b>GOAL 3.8:</b> Partner with TRCA to access and utilize socio-economic data and maps about our local community.</p>	<p><b>GOAL 14:</b> Strengthen Humber's connections and links with relevant industry and community partners to ensure that our programming remains relevant.</p>
<p><b>GOAL 3.9:</b> Maintain 2017/18 levels of enrollment for our summer, March break, and winter camps.</p>	<p><b>GOAL 14:</b> Strengthen Humber's connections and links with relevant industry and community partners to ensure that our programming remains relevant.</p>
<p><b>GOAL 3.10:</b> Pilot a Junior Naturalist summer camp for youth aged 12-13.</p>	<p><b>GOAL 14:</b> Strengthen Humber's connections and links with relevant industry and community partners to ensure that our programming remains relevant.</p>

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<p><b>LEADERSHIP STRATEGY 5:</b> Foster sustainable citizenship.</p> <p><b>Objective 1:</b> Better understanding of environmental, sustainability and urban issues among more people.</p>	<p><b>GUIDING PRINCIPLE: CONNECT</b> We must ensure that people understand and appreciate the value of our ravine system and have physical opportunities to connect with these spaces in a safe and sustainable manner.</p> <p><b>GUIDING PRINCIPLE: CELEBRATE</b> We must celebrate our ravine spaces and encourage recognition of and respect for this magnificent system throughout Toronto and the rest of the world.</p>
<p><b>ENABLING STRATEGY 12:</b> Facilitate a region-wide approach to Sustainability.</p> <p><b>Objective 1:</b> Alignment of sustainable community building programs among stakeholders within the Toronto region.</p> <p><b>Objective 2:</b> Integration of TRCA programs with a regional sustainability approach.</p>	<p><b>GUIDING PRINCIPLE: PARTNER</b> The City must work in partnership to create more opportunities for individuals and organizations to contribute to ravine spaces in meaningful and sustainable ways.</p>
<p><b>LEADERSHIP STRATEGY 3:</b> Rethink greenspace to maximize its value.</p> <p><b>Objective 2:</b> More people engaging with nature more often.</p>	<p><b>GUIDING PRINCIPLE: CONNECT</b> We must ensure that people understand and appreciate the value of our ravine system and have physical opportunities to connect with these spaces in a safe and sustainable manner.</p>
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This work is made possible through the support and collaboration of our three founding partners — Humber College, Toronto and Region Conservation (TRCA), and the City of Toronto.



**HUMBER**



Toronto and Region  
**Conservation**  
*for The Living City*



**TORONTO**



**HUMBER  
ARBORETUM**  
+ CENTRE FOR URBAN ECOLOGY

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