

MEMORANDUM OF UNDERSTANDING
BETWEEN TORONTO ZOO AND MARUYAMA ZOO
ON FUTURE STRATEGIC PARTNERSHIPS FOR CONSERVATION

1: Statement of Purpose

Climate change presents worldwide challenges and huge risks and implications to environments and economies, impacting human health, creation of extreme climatic events, threatening natural resources and in some instances triggering forced migration of populations. Greenhouse gas emissions are already resident in the atmosphere, and these will have serious implications on climate change moving forward. It is becoming increasingly important to disseminate messages that encourage behavioral change, specifically by providing educational opportunities regarding the climate change issues affecting our daily lives.

Maruyama Zoo aims to become a member of the Association of Zoos and Aquariums (AZA) to participate in international conservation frameworks. Through this membership, Maruyama Zoo intends to drive behavioral change among visitors, volunteers, and staff regarding global issues, including climate change.

Toronto Zoo and Maruyama Zoo will cooperate with each other to strengthen this conservation framework by expanding international networks such as AZA. This MoU establishes a strategic partnership to promote joint efforts in conservation, education, and animal welfare.

2: Means of Implementation

It is completely understandable that each party has their own strategies in place to achieve targets and goals pertaining to conservation and zoo operations. Through this MoU the parties have outlined the following forms of co-operation:

- **Participation in Joint Conservation Projects:** Toronto Zoo and Maruyama Zoo will participate in and collaborate on joint projects regarding polar bear and wildlife conservation.
- **Collaborating on AZA Accreditation:** As an AZA Gold Standard accredited zoo, Toronto Zoo will work together to support that Maruyama Zoo will achieve high standards of conservation and animal welfare and AZA accreditation.
- **Welcoming of Polar Bear Ambassador:** Toronto Zoo and Maruyama Zoo will collaborate to attempt to relocate a polar bear to Maruyama Zoo to serve as an ambassador for wildlife conservation and climate change awareness.

- **Behavioral Change Initiatives:** Sharing best practices on engaging visitors, volunteers, and staff to foster behavioral change regarding climate change and biodiversity.
- **Capacity Building:** Enhancing the operational and conservation capabilities of both institutions.
- Any other cooperative activity both sides may jointly agree upon.

3: Administration

Unless otherwise agreed, neither signatory will be legally or financially liable in any way for activities carried out jointly or independently under this MoU.

No provision of this MOU shall be construed as in any way interfering with Toronto Zoo or Maruyama Zoo and the independent decision-making process of each with regard to their respective affairs and operations.

Each signatory shall bear its own costs incurred in the implementation of its responsibilities under this MoU.

Any dispute arising out of this MoU shall be resolved in good faith by direct negotiations between the signatories.

Signed on behalf of Toronto Zoo

Dolf DeJong

Chief Executive Officer

Toronto Zoo

[Date: March 2, 2026]




Signed on behalf of Maruyama Zoo

Aya Shirouzu

Director

Sapporo Maruyama Zoo

[Date: March 2, 2026]


