

SUMMARY OF RECOMMENDATIONS

Purpose:

To recommend the 2001 – 2005 Capital Works Program for the Toronto Zoo.

Financial Implications:

Approval of the 5-year Capital Program will result a 5 year cash flow of \$ 37.197 million with average spending of \$ 7,439 million per year.

The recommended 2001-2005 capital program of the Toronto Zoo has a cash flow \$34.074 million for new projects and \$3.123 million for previously approved projects, for a total cash flow of \$37.197 million. The cash flow by year is \$6.729 million in 2001, \$6.594 million in 2002, \$4.994 million in 2003, \$9.435 million in 2004, and \$9.445 million in 2005, as outlined in Appendix D.

There are no future year cash flow commitments recommended to be approved beyond 2005, however a number of significant projects are forecast, including the construction phase of the Quarantine Facility / Animal Health Centre in 2006, and a major item to re-glaze the glass pavilion roofs as part of Building & Services Refurbishment in 2008. The five year projection for 2006-2010 is \$34.959 million in current dollars.

New projects have a total project cost of \$37.074 million with a cash flow of \$3.606 in 2001, \$6.594 million in 2002, \$4.994 million in 2003, \$9.435 million in 2004, and \$9.445 million in 2005, as outlined in Appendix B. Previously approved projects have a total cash flow of \$3.123 million, as outlined in Appendix C.

Approval of the 5-year Capital program will result in operating budget impacts that increase debt service costs in total by \$12.925 million by 2006, with incremental impacts of \$0.121 million in 2001, \$0.593 million in 2002, \$0.818 million in 2003, \$0.835 million in 2004, \$1.186 million in 2005, and \$1.086 million in 2006 as outlined in Appendix A.

Approval of the recommended 5-year capital program will not result in net operating budget impacts which increase program operating costs to the City, rather additional operating costs will be offset by additional revenue.

Recommendations

It is recommended that:

1. The 2001-2005 recommended capital program of the Toronto Zoo, consisting of 7 new projects with a with a total new project cost of \$34.074 million with cash flow commitments of \$3.606 million in 2001, \$6.594 million in 2002, \$4.994 million in 2003, \$9.435 million in 2004, and \$9.445 million in 2005, as outlined in Appendix B be approved;

2. New debt service costs, as outlined in Appendix A, totaling \$12.925 million resulting from the approval of the 2001-2005 recommended capital program with incremental operating impacts of \$0.121 million in 2001, \$0.593 million in 2002, \$0.818 million in 2003, \$0.835 million in 2004, \$1.186 million in 2005, and \$1.086 million in 2006 be approved for inclusion in the 2001 and future operating budgets;
3. For the purpose of establishing spending controls, the recommended 2001-2005 capital program of the Toronto Zoo with a total cash flow of \$37.197 million; with a cash flow of, \$6.729 million in 2001, \$6.594 million in 2002, \$4.994 million in 2003, \$9.435 million in 2004, and \$9.445 million in 2005, as outlined in Appendix D. be approved; and
4. The three previously approved projects from 1997 and prior years' capital program, as outlined in Appendix E be closed.

Contact:

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March 1, 2001

Attachments:

Appendix A Briefing Note – Budget Highlights
Appendix B New & Change in Scope Projects / Sub-Projects
Appendix C Previously Approved Projects /Sub-Projects
Appendix D All Projects / Sub-Projects
Appendix E List of Prior Year Projects to be Closed
Appendix F none – no outstanding issues from 2000

APPENDIX A: BUDGET HIGHLIGHTS

I: Mission Statement

As Toronto's conservation action and education centre, creating a sense of discovery about nature and strengthening the bond between people, places and wildlife, the Toronto Zoo Capital works program is dedicated to:

- Maintaining existing infrastructure to minimize operating cost and extend the service life of Zoo facilities;
- Providing suitable facilities to house the animal collection and meet modern animal care and exhibitry standards;
- Ensuring a guest experience that is fun, accessible, safe and educational;
- Offering learning opportunities for the public that inspire interest and respect for nature; and
- Creating additional revenue generating opportunities while maintaining high guest satisfaction levels.

II: Overall Summary

- The Toronto Zoo 5 year capital program has a total cost of \$34.074 million for new projects and \$3.123 million for previously approved projects for a total project cost of \$37.197 million.
- State of Good Repair projects comprise 91.6%, or \$34.061 million of the 2001-2005 Toronto Zoo capital program. State of Good Repair projects are critical to the Zoo, as over 50% of its square footage inventory is over 25 years old. The Zoo estimates that its structures deteriorate at the rate of \$3 million per year. As this re-investment has not occurred consistently in the past, this 5 year program is required to meet State of Good Repair requirements and address the backlog of restoration work on exhibits and systems.
- Approval of the 5-year program will result in additional debt service costs of \$3.552 million in the Operating budget by 2005.
- The Zoo's 5 year capital program is integral to meeting future business plan targets. It results in a new attraction or exhibit area virtually every year which makes the Zoo an attractive place to visit that can sustain attendance and revenue.
 - 2001 -- The new Gorilla I Tropical Rainforest area will be launched. Also, the completed Zoo circulation loop for the Zoomobile will open and the current Ride & Revenue sub-projects are completed.
 - 2002 -- The new Children's Wildlife Discovery Centre is planned for launch and will include a waterpark feature, an amphitheatre, and an animal contact area.
 - 2003 -- Conservation Place is planned to be launched, which will provide as ongoing special events facility to take advantage of travelling and special exhibits. This will enable the Zoo to participate in the Zoo's Exhibits Collaborative, which aims to provide creative, cost-effective visitor experiences that can be circulated among Zoos.

- 2005 -- The Canadian Wilderness exhibits will be re-located to the table-land site on the Zoomobile route from the less accessible Canadian domain location in the river valley.
- The new attraction elements are designed to sustain attendance and revenue, however, the Children's Wildlife Discovery area is expected to bring a small net revenue increase when it comes on stream. The new area created in this 5 year plan, the Conservation Place, is planned as a flexible space that can accept travelling exhibits, thus providing flexibility and renewed attractiveness year to year. Thus, although a slight increase in space inventory will be created it is expected to generate attendance to cover the additional operating cost.
- In the process of review and to meet the City's corporate requirement for a stable level of capital funding, a future phase of the Ride and Revenue project was deferred from 2002 to 2003. This involved the front gate retail re-development for \$1.383 million. Also, a request for SAP implementation, which was included in the Information Systems Project, was transferred, and is included in the Finance Department Capital Budget.
- The only Operating Budget impacts submitted with this budget relate to the Children's Wildlife Discovery area at the time of its planned opening in July of 2002. The impacts are increased Gross expenditures of \$0.164 million, increased revenues of \$0.247 million for a decrease in the net Operating budget of \$0.083 million in 2002.
- In the future the Zoo's new Strategic Plan, with its associated 10 year Business Plan, which was adopted at the Board in December 2000, will also direct the capital program.

Project selection and priorities were determined by the following criteria:

- Planning for this capital program was based on last year's approved capital program a number of major reports approved by the Zoo Board in the past – the Report on Site Services Study for the Toronto Zoo (1999), the Building Audit of the Buildings and Facilities of the Toronto Zoo (1997), The Revenue and Visitor Experience Enhancement Study (1998), the report on Information Needs 2000 (1999) and the Zoo's twenty-five year Capital Master Plan (1990).
- This 5-year capital plan represents the capital projects required to bring a fresh attraction feature to the public each year. These may be new or refurbished areas, but all are designed to provide a draw for visitors during the summer season. (See list in previous section.)
- The Zoo's capital program must balance the need for new attraction elements with the need to renovate and upgrade many of the infrastructure elements of the site which are more than 20 years old.
- Priorities were also structured by year to meet the corporate requirement for a stable level of capital funding across all City programs.
- Project and Sub-Project priorities can be seen in the first column of the reports in Appendices B, C, & D.

The following chart compares the capital program request to the 2001-2005 recommended capital program:

	Gross Expenditures					2001 - 2005
	2001	2002	2003	2004	2005	Total
Capital Program Request (\$000's)	6,986	6,594	6,377	8,052	9,445	37,454
<i>Recommended Adjustments to Request:</i>						
Adjust timing of Zoo 5-year plan to meet corporate 5 year Capital Plan targets	0	0	-1383	1383	0	0
Reduce Information Systems Project to reflect SAP implementation placement in Finance Capital budget	-257	0	0	0	0	-257
Recommended Capital Program (\$000's)	6,729	6,594	4,994	9,435	9,445	37,197
Consisting of:						
Previously Approved Projects	3,123	0	0	0	0	3,123
New & Change of Scope Projects	3,606	6,594	4,994	9,435	9,445	34,074
Total	6,729	6,594	4,994	9,435	9,445	37,197
Financed by:						
Reserve Funds	1,050	0	0	0	0	1,050
Other - Toronto Zoo Foundation	150	1,000	0	2,000	0	3,150
Debt	5,529	5,594	4,994	7,435	9,445	32,997
Total	6,729	6,594	4,994	9,435	9,445	37,197

The following is a summary, in millions, of the 2001-2005 Recommended Capital Program for new projects:

5-Year Program (\$000's)	2001	2002	2003	2004	2005	Total
Ride & Revenue	807	-	745	1,383	2,171	5,106
Infrastructure Refurbishment	1,877	2,247	1,704	2,077	1,499	9,404
Children's Wildlike Discovery	812	3,652	-	-	-	4,464
Conservation Place	110	420	1,020	-	-	1,550
Canadian Wilderness	-	275	1,025	5,025	4,775	11,100
Fish Exhibits Refurbishment	-	-	500	550	-	1,050
Quatantine Facility / Animal Health	-	-	-	400	1,000	1,400
TOTAL	3,606	6,594	4,994	9,435	9,445	34,074

III: Inventory of Existing Infrastructure

- There are three major Service Delivery Support Systems for the Toronto Zoo – buildings, fleet and technology hardware and software. The Zoo does not yet have replacement values for these inventories, although they have agreed to provide this information in the future.
- For purposes of a performance measure for State of Good Repair projects, the total insured value is used, \$155.670 million for 2001.

TORONTO ZOO - FACILITIES & SERVICES				
Existing Infrastructure Inventory				
Year of Construction / Renovation	ZOO AREA	Sq. Ft. by Area	Total Sq. Ft.	% of Total
1936	EAST OF MEADOWVALE	8,700	8,700	2.2%
1974	AFRICA	61,860		
	AMERICAS	26,085		
	AUSTRALASIA / EURASIA	21,510		
	CANADIAN DOMAIN	725		
	INDO-MALAYA	36,550		
	MAIN GATE AREA	9,650		
	OPERATIONS COMPLEX	50,490		
	OUTDOOR HOLDING	1,500		
			208,370	52.9%
1975	AUSTRALASIA / EURASIA	4,015		
	INDO-MALAYA	340		
			4,355	1.1%
1976	CANADIAN DOMAIN	4,530		
	MAIN GATE AREA	50		
			4,580	1.2%
1981-1984	AUSTRALASIA / EURASIA	1,690		
	INDO-MALAYA	11,060		
			12,750	3.2%
1986-1989	AFRICA	1,000		
	AMERICAS	4,000		
	AUSTRALASIA / EURASIA	6,725		
	MAIN GATE AREA	31,350		
			43,075	10.9%
1992-1995	AUSTRALASIA / EURASIA	375		
	CANADIAN DOMAIN	225		
	OPERATIONS COMPLEX	70,067		
			70,667	18.0%
1996-1989	AFRICA	33,530		
	MAIN GATE AREA	150		
			33,680	8.6%
undated	EAST OF MEADOWVALE	6,000		
	INDO-MALAYA	150		
	MAIN GATE AREA	100		
	OPERATIONS COMPLEX	1,200		
			7,450	1.9%
			<u>393,627</u>	<u>100%</u>

Count	FLEET TYPE	Type	Year	Public Service Y/N
ZOOMOBILES				
6	Chance Coach	Propane	1979	Y
6	Chance Coach	Propane	1981	Y
20	Chance Coach	Gas	1985	Y
4	Chance Coach - Trailer Unit	Gas		Y
36				
BICYCLES				
2	Bicycle		1974	N
1	Bicycle		1981	N
1	Bicycle		1989	N
1	Bicycle		1990	N
2	Bicycle		1991	N
1	Bicycle		1992	N
1	Bicycle		1993	N
2	Bicycle		1997	N
41	Bicycle		n/a	N
52				
TRUCK & VAN VEHICLES				
1	Ford - Bucket Truck	F600	1977	N
1	GMC - 1 ton	CTV	1985	N
1	GMC - 1 ton Vandura	TG31305	1985	N
1	GMC-1 ton Cab/Chassis	TC31003	1985	N
1	GMC - 1/2 ton	C15	1986	N
1	Ford C8000-Garbage Pckr	LTC	1987	N
1	GMC - 1/2 ton	TG11305	1987	N
1	Ford	Ranger	1988	N
1	GMC - 1 ton 14'	CTV	1988	N
1	International	SS	1988	N
1	Dodge - 3/4 ton	AD2L62	1989	N
1	Ford	Ranger	1989	N
1	Plymouth - Voyager	Grand	1989	N
1	Ford Escourt	LXE	1990	N
1	Ford - F600	MDC	1991	N
2	GMC 1 Ton-4 W/D w/Hoist	SIE	1991	N
2	Dodge Ambulance (Van)	Ram 350	1992	N
1	Ford Aerostar	ARO	1992	N
1	Ford - 1 Ton	F-350	1993	N
1	Toyota - 1/2 Ton 4x4	T100 SR5	1993	N
1	Jeep Cherokee	Cherokee	1995	N
2	Ford	F150	1996	N
1	Ford - Windstar	GL	1998	N
1	Ford 1/2 ton pickup	F150, COF	1998	N
1	Ford 3/4 ton pickup	F250, COF	1998	N
1	Ford - 1 ton 4 W/D	F350	1998	N
1	Ford Club Wagon Van	CLU	1998	N
1	Ford pickup	Ranger	1998	N
1	Ford van	Windstar	1998	N
1	Ford van	Econo 350	1998	N
1	Jeep	Cherokee	1998	N
1	Dodge Caravan (Van)	Caravan	1999	N
1	Ford 1/2 ton pickup	F150	1999	N
1	Ford 1 ton flatbed	F250	2000	N
1	Ford 1/2 ton pickup	F150	2000	N
1	Ford Flat Bed Dump w/plow	F350	2000	N
1	Ford Ranger	Ranger	2000	N
1	Ford Van	Windstar	2000	N
1	Ford Cube Van	ES50	2001	N
42				

Count	FLEET TYPE	Type	Year	Public Service Y/N
TRACTORS & LOADERS				
1	Davco Forklift		1975	N
1	Bolins	2389S	1985	N
1	International	484	1988	N
1	Case-Skidsteer Uniloader	1825	1991	N
1	JCB - Front End Loader	50522RF	1991	N
1	Kawasaki - Mule 4 W/D	KAF540C	1991	N
1	Tennant Sweeper	365	1991	N
1	John Deere - Loader	5200	1992	N
1	New Holland-Skidsteer	L-555 DX	1992	N
1	JCB - Front End Loader	214	1995	N
1	John Deere Front Mower	F1145	1996	N
1	John Deere, Utility		1996	N
1	Kawasaki	Mule2510	1996	N
1	Mad Vac, Trash Vac.		1996	N
1	Taylor Dunn, Trash Hauler	B2-48 Yale	1996	N
1	John Deere, Front Mount	F1145	1997	N
1	Kubota	M4700	1997	N
1	Smithco, Sweep Star	77-100-BB	1999	N
1	Yamaha ATV 4x4	Kodiak	1999	N
1	Yamaha ATV 4x4	Kodiak	1999	N
2	John Deere	Gator	2000	N
1	John Deere	54T	2000	N
23				
GOLF CART				
1	Club Car	Gas	1990	N
1	Club Carryall, All Weather	Gas	1990	N
1	E-Z-Go	Gas	1990	N
1	Club Car	Gas	1992	N
2	Club Carryall, All Weather	Gas	1992	N
2	Club Car DS	Elec.	1995	N
1	Club Car	Elec.	1996	N
1	Club Car DS	Elec.	1996	N
2	Club Car	Elec.	1999	N
2	Club Car	Elec.	2000	N
1	Jacobsen	Gas	2000	N
1	Elephant-Vac, retrofit 1994-04	Gas		N
16				
TRAILERS & EQUIPMENT ON TRAILERS				
1	Tri Axle Float Trailer	Plated		N
1	Animal Drop Floor Trailer	Plated		N
1	Hotsy Power Washer	Plated		N
1	Camel Trailer	Plated		N
1	Mighty Bandit, Wood Chipper	Not Plated		N
1	Bannerman, Turf Topper	Not Plated		N
1	Brower Val 138, Turf Vac	Not Plated		N
1	Kasten, Water Tanker - 1000 gal.	Not Plated		N
1	Flatbed, 2 Wheel	Not Plated		N
1	Magneto Electric, Welder	Not Plated		N
1	Hanson, Water Trailer/Power Was	Not Plated		N
11				
EQUIPMENT				
1	Ariens, Snow Blower - Model 924 self-propelled			N
2	Ariens, Snow Blower	self-propelled		N
3	Gravely, Lawnmower	self-propelled		N
6				

Count	COMPUTER HARDWARE AND SOFTWARE
HARDWARE	
150	Windows PCs
7	Servers
3	Macs in Graphics/Desktop Publishing
9	laptops
12	CISCO switches
15	Laser Printers
1	HDSL link to the City Network and its associated hardware
12	aDSL modem pairs for internal DSL links to our network and their associated hardware
1	Internal Telephone System with Mitel switch
192	ports/lines for internal telephone system
	Software, excluding minor items:
SOFTWARE	
150	Office software on all desktop computers support software, terminal emulation, etc.
1	Financial System
1	Retail Point-of-Sale System
1	Admissions Point-of-Sale System
1	Membership System
2	Utilities Monitoring Systems
1	Biology & Conservation System
1	Security System
1	Payroll System
1	Preventative Maintenance System
1	Library System
1	Nutritional Analysis System
1	Reproductive Lab Analysis System
1	Web-Site Development Software

IV: Impact of Recommended 5-Year Program

- The 5-year capital program focuses on projects which will continue the refurbishment of the Zoo’s 20 year old site as well as bring some fresh public service and attraction elements into the mix of visitor options.

5-Year Program (\$000's)	2001	2002	2003	2004	2005	Total
State of Good Repair	6,433	6,174	3,974	9,035	8,445	34,061
Legislated / City Policy	-	-	-	-	-	-
Development /Growth related	110	420	1,020	-	-	1,550
Service Improvement	186	-	-	400	1,000	1,586
TOTAL	6,729	6,594	4,994	9,435	9,445	37,197

- This 5-year plan provides adequate and improved levels of State of Good Repair for the Zoo facilities. State of Good Repair in relation to the insured value of the facility ranges from 2.2% in 2001 to 5.8% in 2004. Higher percentages arise from major projects, which renew a major Zoo area, such as the Canadian Domain. See the graph in Section VI.

- Inventory increases at the Toronto Zoo arising from the 5-year Capital program are focussed on new water play feature and re-development of the Children’s Zoo and a new special events facility, Conservation Place. Both of these are designed provide the fresh attraction aspects to the Zoo site, which will help maintain Zoo attendance and revenue. The plan for both of these projects assumes that there will be no increase in the Zoo’s net cost to the City.

Operating Budget Impacts:

- The Operating Budget impacts from the Toronto Zoo Capital program are limited to Debt Service Charges.

Operating Budget Impacts (000's)	2001	2002	2003	2004	2005	2006
Debt Service Charges (Incremental Costs)	121	593	818	835	1,186	1,086
FTEs	N/A	N/A	N/A	N/A	N/A	N/A

- Debt service charges for new projects are calculated at a part year-impact of 3.5% for the year of project approval and 15% in subsequent years.

V: Cash Flow And Project Costs

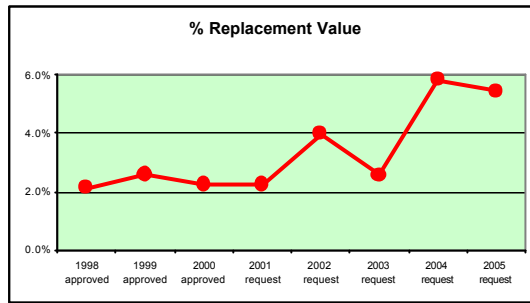
Cash Flow (\$000's)	Gross	Net
Historical Average (5 yrs)	8,277	6,631
1996 Budget	10,309	10,284
1997 Budget	10,598	10,573
1998 Budget	5,434	442
1999 Budget	5,589	3,848
2000 Budget	9,456	8,008
2001 Recommended	6,729	5,529
2002 Recommended	6,594	5,594
2003 Recommended	4,994	4,994
2004 Recommended	9,435	7,435
2005 Recommended	9,445	9,445
2001-2005 Total	37,197	32,997
2001-2005 Average	7,439	6,599

Total Project Cost (\$000's)	Gross	Net
1999 Budget	3,761	3,070
2000 Budget	3,351	3,351
2001 Recommended	7,258	6,108
2002 Recommended	2,942	2,942
2003 Recommended	4,994	4,994
2004 Recommended	9,435	7,435
2005 Recommended	9,445	9,445
2001-2005 Total	34,074	30,924
2001-2005 Average	6,815	6,185

VI: Performance Measures

- The only performance measure available for the Toronto Zoo 2001-2005 capital program is the percentage of State of Good Repair projects to Insured Value.

	1998 approved	1999 approved	2000 approved	2001 request	2002 request	2003 request	2004 request	2005 request
State of Good Repair Expenditures (new projects)	3,046	3,761	3,351	3,496	6,174	3,974	9,035	8,445
Insured Value	142,916	145,631	150,000	155,670	155,670	155,670	155,670	155,670
% of Insured Value	2.1%	2.6%	2.2%	2.2%	4.0%	2.6%	5.8%	5.4%

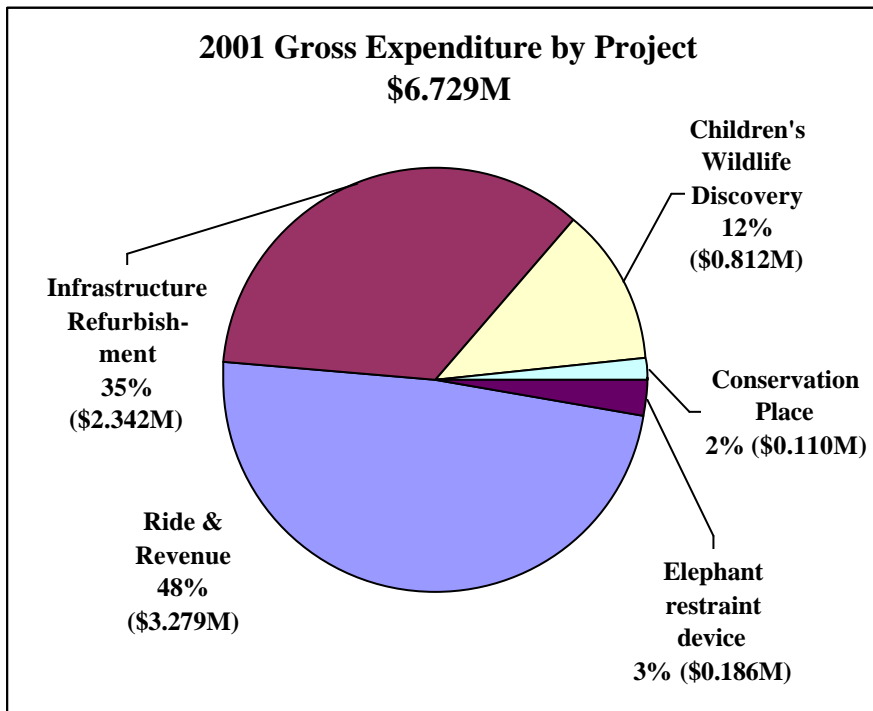


- Although this shows State of Good Repair at an acceptable level over the five year period, the substitution of a replacement value base for the insured value used above may bring a different result.

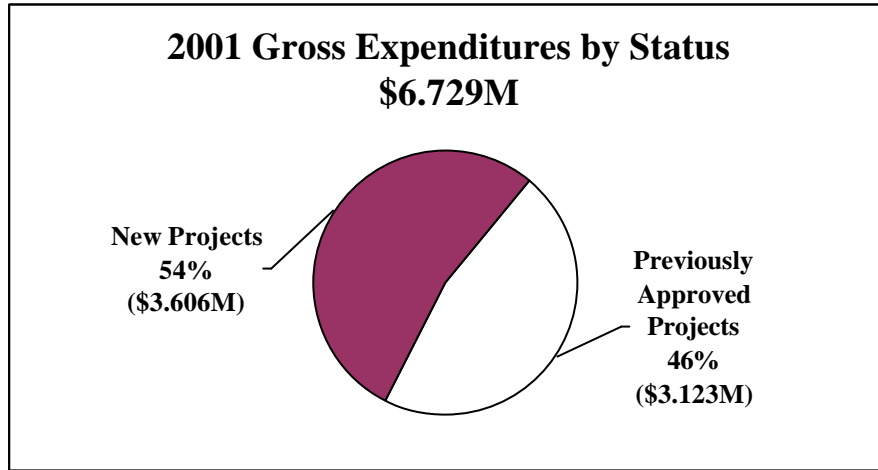
VII: Benchmarks

- The benchmarks for capital budget are not currently available from other large North American Zoos, the comparable group, although they are being sought.

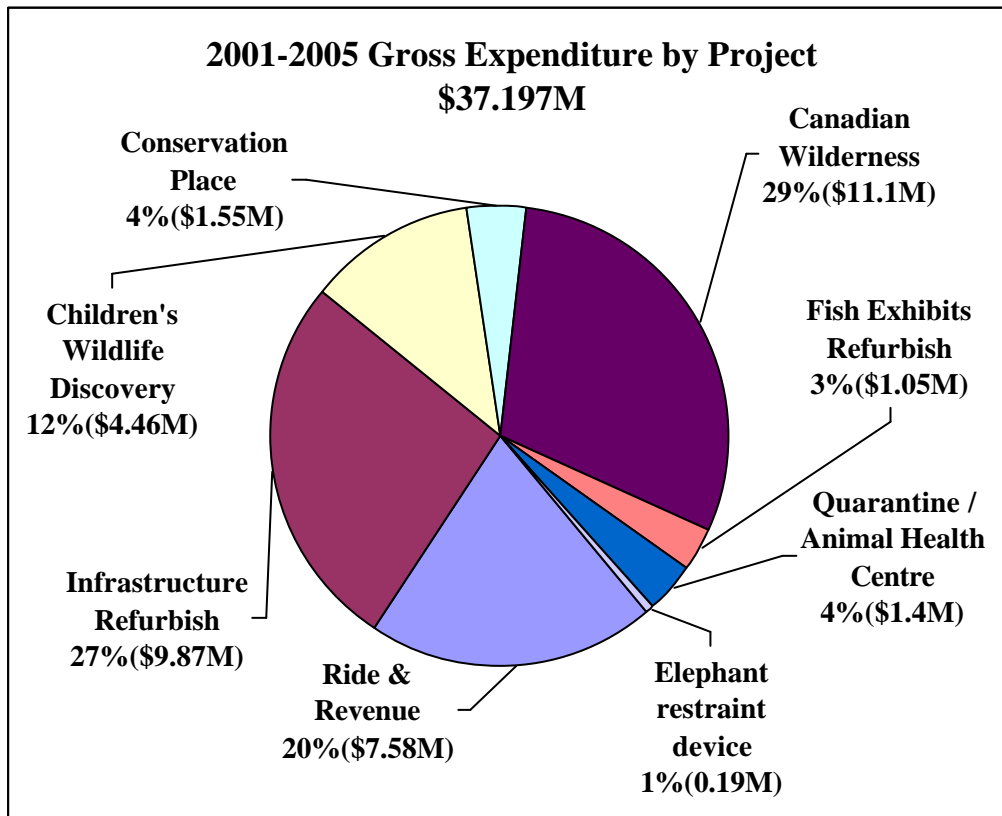
VIII: 2001 Recommended Capital Program



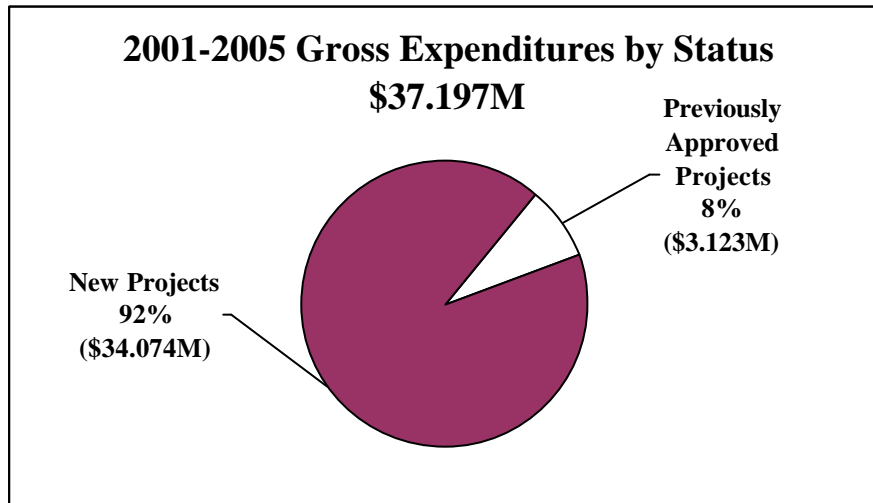
- The 2001 Capital program for Toronto Zoo is dominated by the final project allocations, (\$3.279 million) for the completion of the current phase of the Ride & Revenue project.
- This Project will deliver a full Zoomobile circulation route around all the exhibit areas of the Zoo, which is separate from pedestrian pathways and will replace the service provided by the old Monorail system.



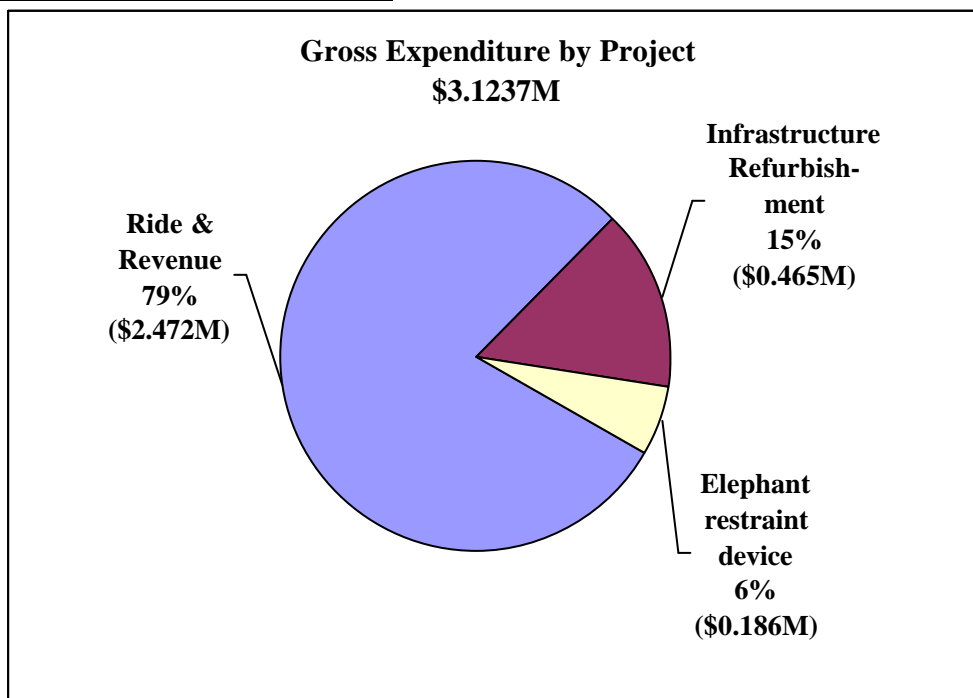
IX: 2001-2005 Recommended Capital Program



- Total cash from the 5-year capital program is \$37.197 million.
- Previously approved projects account for \$3.123 million or 8% of the total.
- The 5 year plan for Toronto Zoo is dominated by projects which renew the old exhibit area or refurbish the existing structures and utility systems. The Infrastructure Refurbishment category in these graphs includes 4 smaller projects – Building and Services Refurbishment (\$5.207 million), Exhibit Refurbishment (\$1.854 million), Grounds and Visitor Improvements (\$1.920 million) and Information Systems (\$0.888 million).
- A project to convert the Zoo’s financial information system to SAP and City compatibility is in the Finance Capital budget in 2001 and 2002 for \$1.035 million.
- There are no future year commitments that arise from this budget past 2005.



X: Previously Approved Projects



- The Previously Approved carry-forward of \$3.123 million relates to 7 sub-projects. Two of these (\$0.186 million), African Savanna and Elephant Restraint Device relate funds allocated for the development of an improved elephant holding device for the new elephant quarters in the African Savanna area. This has been delayed due to the lack of an affordable design for such a device to ensure staff safety while working with elephants. The item is now expected to be complete by the end of 2001.
- The major carry forward of \$2.472 million for the Ride & Revenue project is due to regulatory and planning delays around the construction of a bridge over the Rouge River in an ecologically sensitive area.
- The Ride and Revenue project also includes one Change of Scope sub-project in the 2001 budget for \$0.443 million. This represents the increased in costs for the project experienced between the budget planning and tendering process in 2000.

Program Year	% Complete by Sub-Project	Total # of Sub-Projects	Total # of Sub-Projects Complete
1998 & Prior	77.8%	9	7
1999	83.3%	6	5
2000	16.7%	6	1

- Although the above chart shows a very high carry-forward from the 2000 budget, it is large made up of one project, Ride & Revenue, as previously discussed.

Analysis of Changes to Cash Flow & Project Costs

Program Year	Cash Flow								Total Project Cost
	1998	1999	2000	2001	2002	2003	2004	2005	
1998 & Prior Program	97%	Complete							
Approved Budget - New	5,434								5,434
Change in Cash Flow (eg: Carry-Forward, deferrals)	(186.0)		-	186.0	-	-	-	-	-
Change in Scope / Cost	-	-	-	-	-	-	-	-	-
In-Year Approvals	-	-	-	-	-	-	-	-	-
Revised Budget	5,248.0	-	-	186.0	-	-	-	-	5,434.0

- The 1998 and prior carry-forward represents the Elephant Restraint Device construction.

Program Year	Cash Flow								Total Project Cost
	1998	1999	2000	2001	2002	2003	2004	2005	
1999 Program	73%	Complete							
Approved Budget - New		5,589.0	2,639.0	-	-	-	-	-	8,228.0
Change in Cash Flow (eg: Carry-Forward, deferrals)		(1,500.0)		1,500.0	-	-	-	-	-
Change in Scope / Cost				-	-	-	-	-	-
In-Year Approvals		-	-	-	-	-	-	-	-
Revised Budget		4,089.0	2,639.0	1,500.0	-	-	-	-	8,228.0

- The 1999 carry-forward represents a portion of the Ride & Revenue project.

Program Year	1998	1999	2000	Cash Flow					Total Project Cost
				2001	2002	2003	2004	2005	
2000 Program	83%	Complete							
Approved Budget - New			3,351.0	878.0	-	-	-	-	4,229.0
Change in Cash Flow (eg: Carry-Forward, deferrals)			(559.0)	559.0	-	-	-	-	-
Change in Scope / Cost				-	-	-	-	-	-
In-Year Approvals			-	-	-	-	-	-	-
Revised Budget			2,792	1,437	-	-	-	-	4,229

- The 2000 carry forward includes small amounts for Building & Services Refurbishment, Exhibit Refurbishment, Grounds & Visitor Improvements, and Information Systems, totaling \$0.465million. The balance of the carry forward from 2000, \$0.094 million, and the prior approved \$0.878 million are part of the overall carry forward for Ride and Revenue.
- See attached list of prior year projects to be closed out. (Appendix E)

Appendix B

New & Change in Scope Projects / Sub-Projects

Appendix C

Previously Approved Projects/ Sub-Projects

Appendix D

All Projects / Sub-Projects

Appendix E

List of Prior Year Projects to be Closed

APPENDIX E

List of Prior Year Projects to be Closed

Project Number	Project Name	2001 Carry-Forward (\$000's)	Expected Completion Date
<u>1998 and Prior Year Programs</u>			
CTZ010-1	Elephant Restraint Device	94	December 2001
CTZ014-1	African Savannah Development	92	December 2001
	1998 & Prior Program Carry-Forward	186	
<u>1999 Program</u>			
CTZ009-1	Ride & Revenue Development	2,472	December 2001
	1999 Program Carry-Forward	2,472	
<u>2000 Program</u>			
CTZ011-1	Building & Services Refurbishment	125	December 2001
CTZ005-1	Exhibit Refurbishment	40	December 2001
CTZ004-1	Grounds & Visitor Improvement	200	December 2001
CTZ015-1	Information Systems	100	December 2001
	2000 Program Carry Forward	465	
<u>1997 & Prior Year Projects (Close out in process)</u>			
CTZ001-1	Facilities Expansion		December 2000
CTZ006-1	Paving & resurfacing		December 2000
CTZ0012-1	Reconstruction of Polar Bear Pool		December 2000