

To: Board of Management

From: Robin D. Hale
Chief Operating Officer

Subject: **CAPITAL PROJECT UPDATE AND VARIANCE REPORT –
DECEMBER 2014**

Date: 2015-05-21

Summary

This report provides an update to the Board on the status of the Capital Works Projects at the Zoo as at 2014-12-31.

Recommendations:

It is recommended that this report be received for information.

Background:

Each year construction and renovation projects are submitted, revised and approved as part of the Capital Budget process. In accordance with Zoo By-law No. 2-2010, the progress of all projects in the approved capital program are reported to the Board on a semi-annual basis to provide the required information on the status of projects through the planning, design and construction/implementation stages.

It should be noted that Schedule II reflects modifications previously requested by the Board relating to the information presented for each capital project. The format of this schedule of the report was reviewed and accepted by the Policy & Finance Committee in May 2014.

Comments/Discussion:

The Project Status list is attached for your review (Schedule I). Some of the highlights are as follows:

- The Giraffes relocated to the new exhibit in June 2014.
- Construction of the Phase 2 Eurasia Wilderness project was completed, including the enclosure installation, for opening at Thanksgiving.
- Wildlife Health Centre tender was approved by the Board in November and construction started in January, 2015.
- Design of the new Watusi (Hoofstock) House was completed at year-end.

Capital Budget Variance Report:

The Hoofstock House construction was delayed by the relocation of the Giraffes; however funds are carried forward to 2015.

The variance in Information Systems is due to timing of the life-cycle replacement of computer servers. The Zoo took advantage of the City's extended warranty to extend the life of the servers for an additional year. These replacements will be completed in 2015.

The Capital Budget Variance report for the year-ended 2014-12-31 is attached (Schedule II). The final submission of the variance report indicated full-year spending of 42.6%. This spending level was influenced significantly by the timing of the award for the Wildlife Health Centre Project. The completion rate for all other projects, excluding the Wildlife Health Centre, was at 75%.

R. D. Hale
Chief Operating Officer

List of Attachments:

Schedule I - Capital Project Status Report at 2014-12-31

Schedule II – Capital Variance Report for the Twelve Months Ended 2014-12-31



**CAPITAL PROJECTS STATUS
at 2014-12-31**

PROJECT	DESCRIPTION	ISSUES	STATUS
Information Services	<p><u>Customer Facing Enhancements</u> Informational displays were replaced at Admissions. A new digital display was implemented in the Africa Restaurant and at the Volunteer Station in the Courtyard. An educational display was installed in the Interpretive Centre showing baby pandas at the Atlanta Zoo.</p> <p><u>CRM</u> As part of the Customer Relationship Management system, the retail e-commerce site is now operational.</p> <p>Implementation of the final portion of the CRM system for Education Program Registration commenced in December with completion expected in third quarter of 2015.</p> <p><u>Hardware Refresh</u> Desktop workstation refresh was completed in the last quarter of 2014 as part of life-cycle management.</p>		<p>Ongoing</p> <p>2014-02</p> <p>2015-09</p> <p>2014-11</p>
Building & Services Refurbishment	<p><u>Lion tailed Macaque</u> Replaced built-up roof at macaque holding and exhibit.</p> <p><u>Building Repairs – Epoxy</u> Completed warranty work and epoxy coatings on walls and floors in Panda Interpretive Centre, Mouflon and Baboon.</p> <p><u>Education Centre</u> Replaced cooling tower at Education/Retail facility</p> <p><u>Member & Guest Centre</u> Replaced high voltage switchgear.</p>		<p>2014-04</p> <p>2014-08</p> <p>2014-09</p> <p>2014-10</p>

Capital Project Status – cont'd

PROJECT	DESCRIPTION	ISSUES	STATUS
Grounds & Visitor Improvements	<p><u>Front Entrance Flag Poles</u> Installation of new flag poles and landscaping completed.</p> <p><u>Eurasia Pathways</u> Completed grading, paving and landscaping of pathways in Eurasia to coincide with exhibit renovations.</p> <p><u>Front Exit Turnstile</u> Installation of the larger Turnstile completed.</p>		<p>2014-06</p> <p>2014-09</p> <p>2014-11</p>
North Zoo Site Redevelopment	<p><u>Phase II - Eurasia Wilderness</u> Work is complete. Members preview held on Thanksgiving. Open to the public on Boxing Day.</p>		2014-10
Exhibit & Holding Refurbishment	<p><u>Invertebrate House</u> Work was not required based on Wildlife Health tender results. Funds reallocated to next priority.</p> <p><u>Indian Rhino Building Refurbishment.</u> Renovations to upgrade exhibitry in indoor exhibit and finishings in the holding areas.</p>		<p>Deleted</p> <p>2016-12</p>
Wildlife Health Centre	<p>The project was awarded to Gillam Group 2014-12. Construction will begin in January 2015 with completion scheduled for 2016.</p>		2016-10
Giraffe House Transition	<p>All work for this project is complete with the exception of the exterior work at the moat location which could not be complete due to weather. To be completed in the spring 2015.</p>	Weather	2015-05
New Hoofstock House/Exhibit in Savanna	<p>Design drawings and specifications for new Watusi house are complete. Tender and construction in 2015.</p>		2015-08



2014 CAPITAL VARIANCE REPORT
For the Period Ended 2014-12-31

Project/Sub-Project Name	2014 - CASH FLOW & PROJECT STATUS									
	CFWD from 2013 Budget	New 2014 Funds	Total 2014 Budget	Spending to Date	Work in Progress	Total Spending	% Spent	Unspent	Projected Actuals to Year-End	
	\$	\$	\$	\$	\$	\$		\$	\$	% of 2014 Budget
Recurring Capital Programs										
Information Systems	196,653	250,000	446,653	231,839	-	231,839	51.9%	214,814	231,839	51.9%
Building and Services Refurbishment	136,541	500,000	636,541	585,258	-	585,258	91.9%	51,283	585,258	91.9%
Grounds and Visitor Improvements	425,000	300,000	725,000	725,000	-	725,000	100.0%	-	725,000	100.0%
Exhibit & Holding Refurbishment	-	300,000	300,000	-	-	-	0.0%	300,000	0	0.0%
Major Capital Projects										
Wildlife Health Centre	-	4,150,000	4,150,000	297,369	-	297,369	7.2%	3,852,631	297,369	7.2%
North Zoo Site - Eurasia	821,614	-	821,614	821,270	-	821,270	100.0%	344	821,270	100.0%
Giraffe House Transition	1,044,833	-	1,044,833	959,953	-	959,953	91.9%	84,880	959,953	91.9%
New Hoofstock House/Exhibit	75,000	500,000	575,000	87,510	-	87,510	15.2%	487,490	87,510	15.2%
TOTAL	2,699,641	6,000,000	8,699,641	3,708,199	0	3,708,199	42.6%	4,991,442	3,708,199	42.6%

Total Project Budget	OVERALL PROJECT PROJECTION				Project Start Date	Completion Date		Note
	Cummulative Spending at 2014-12-31	% Spent	Total Estimated Cost at Completion	Final Estimated Variance at Completion		Planned Completion Date	Expected/Actual Completion Date	
	\$		\$	\$				
446,653	231,839	51.9%	446,653	-	2013-01-01	2014-12-31	2014-12-31	1.
636,541	585,258	91.9%	636,541	-	2013-01-01	2014-12-31	2014-12-31	2.
725,000	725,000	100.0%	725,000	-	2014-01-01	2014-12-31	2014-12-31	3.
300,000	0	0.0%	300,000	-	2014-01-01	2014-12-31	2014-12-31	4.
18,035,000	297,369	1.6%	18,035,000	-	2014-01-01	2017-12-31	2017-12-31	5.
5,858,500	5,858,156	100.0%	5,858,156	344	2012-01-01	2014-12-31	2014-09-30	6.
1,044,833	963,860	92.3%	963,860	80,973	2013-01-01	2014-12-31	2014-12-31	7.
575,000	87,510	15.2%	575,000	-	2014-09-01	2014-12-31	2014-12-31	8.
27,621,527	8,748,992	31.7%	27,540,210	81,317				

NOTES / STATUS:

- Life cycle computer equipment replacements are on-going.
- High Voltage Equipment replacement is completed.
- Improvements to pathways, visitor seating and signage in Eurasia completed. Purchase of the Conservation Carousel completed.
- Funding for Invertebrate House to be reallocated to Indian Rhino building refurbishment.
- Modifications made to the plan to ensure compliance with the Revised Toronto Green Standard. Contract awarded to Gillam Group in November. Construction to begin early 2015.
- Phase II Eurasia Wilds construction completed.
- Renovation of new Giraffe House and exhibit substantially completed in 2014. Finishing work to be completed in early 2015.
- Demolition of existing giraffe house and construction of a new hoofstock house is scheduled for Q2, 2015.