



City Budget  
2013

Toronto Zoo  
Capital Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

# 2013 - 2022 Capital Program

## 2013 CAPITAL BUDGET ANALYST BRIEFING NOTES

BUDGET COMMITTEE NOVEMBER 29, 2012

### TABLE OF CONTENTS

<b>PART I: RECOMMENDATIONS</b> .....	2
<b>PART II: 2013 – 2022 CAPITAL PLAN</b>	
10-Year Capital Plan Summary .....	3
10-Year Capital Plan Overview.....	5
10-Year Capital Plan Operating Impact Summary .....	12
<b>PART III: 2013 RECOMMENDED CAPITAL BUDGET</b>	
2013 Capital Budget by Project Category and Funding Source .....	13
2013 Recommended Cash Flow & Future Year Commitments .....	14
2013 Recommended Capital Project Highlights .....	14
<b>PART IV: ISSUES FOR DISCUSSION</b>	
2013 and Future Year Issues.....	16
Issues Referred to the 2013 Capital Budget Process .....	N/A
<b>APPENDICES</b>	
Appendix 1: 2012 Performance .....	18
Appendix 2:10-Year Recommended Capital Plan Project Summary .....	19
Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan.....	20
Appendix 4: 2013 Recommended Cash Flow & Future Year Commitments .....	21
Appendix 5: 2013 Recommended Capital Projects with Financing Details .....	22
Appendix 6: 2013 Reserve / Reserve Fund Review.....	N/A

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## PART I: RECOMMENDATIONS

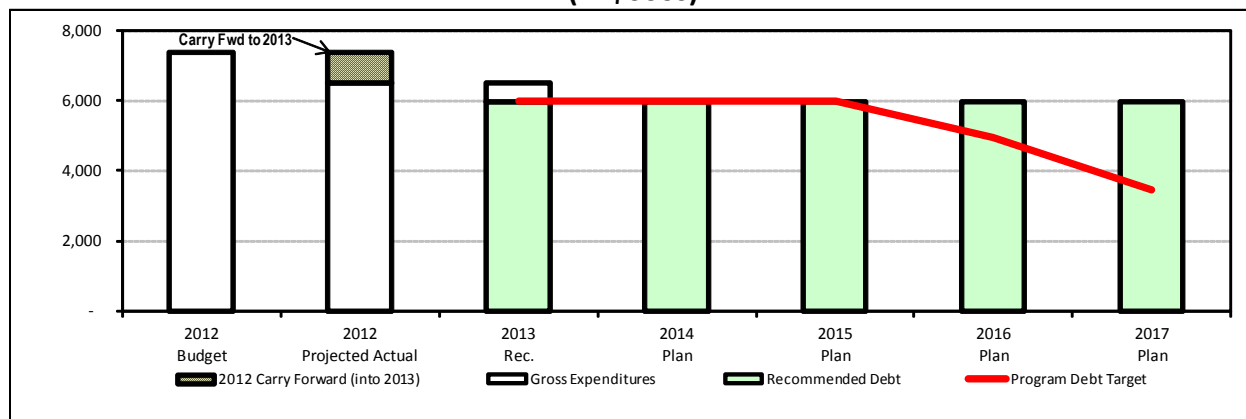
The City Manager and Acting Chief Financial Officer recommend that:

1. City Council approve the 2013 Recommended Capital Budget for Toronto Zoo with a total project cost of \$4.332 million, and 2013 cash flow of \$7.391 million and future year commitments of \$0.500 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 6 new / change in scope sub-projects with a 2013 total project cost of \$4.332 million that requires cash flow of \$3.832 million in 2013 and a future year cash flow commitment of \$0.500 million in 2014;
    - ii) 1 previously approved sub-project with a 2013 cash flow of \$2.684 million; and
  - b) 2012 approved cash flow for 1 previously approved sub-project with carry forward funding from 2012 into 2013 totaling \$0.875 million.
2. City Council approve new debt service costs of \$0.105 million in 2013 and incremental debt costs of \$0.625 million in 2014, and \$0.051 million in 2015 resulting from the approval of the 2013 Recommended Capital Budget, to be included in the 2013 and future year operating budgets;
3. City Council approve the 2014-2022 Recommended Capital Plan for Toronto Zoo totaling \$54.000 million in project estimates, comprised of \$6.000 million in 2014; \$6.000 million in 2015; \$6.000 million in 2016; \$6.000 million in 2017; \$6.000 million in 2018; \$6.000 million in 2019; \$6.000 million in 2020; \$6.000 million in 2021; and \$6.000 million in 2022; and
4. City Council consider operating impacts of \$0.420 million in 2014 emanating from the approval of the 2013 Recommended Capital Budget for inclusion in the 2014 and future year operating budgets.

**PART II: 2013 – 2022 CAPITAL PROGRAM**

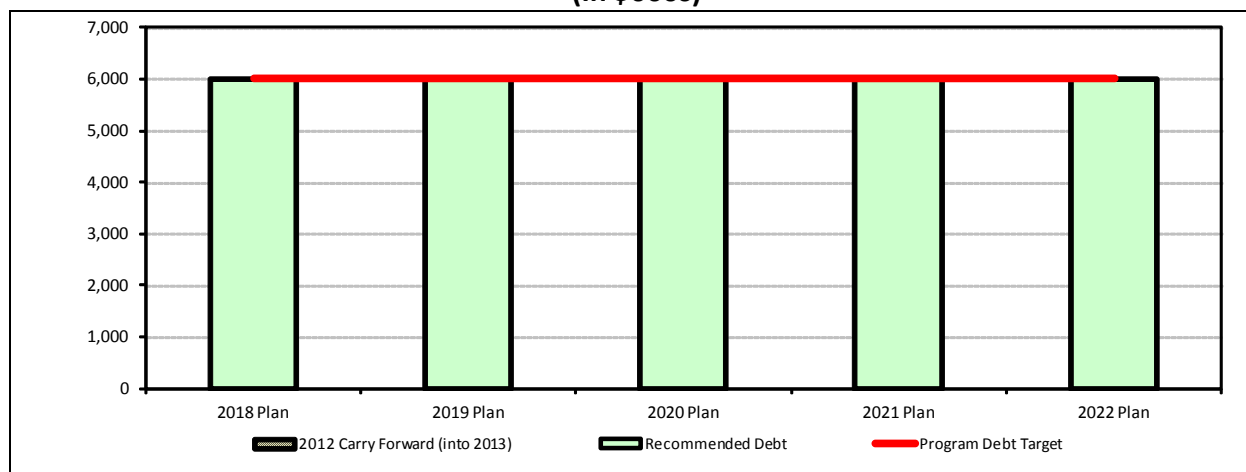
**10-Year Capital Plan**

**2013 Recommended Budget, 2014 - 2017 Recommended Plan  
(In \$000s)**



	2012		2013 Rec. Budget and 2014-2017 Plan					2013-2017	5-Year Total Percent
	Budget	Projected Actual	2013	2014	2015	2016	2017		
<b>Gross Expenditures:</b>									
2012 Capital Budget & Approved FY Commitment	7,408	6,533	3,684					3,684	12.1%
Recommended Changes to Approved FY Commitments			(1,000)					(1,000)	-3.3%
2013 New/Change in Scope and Future Year Commitments			3,832	500				4,332	14.2%
2014- 2017 Capital Plan Estimates				5,500	6,000	6,000	6,000	23,500	77.0%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2013		875							
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>7,408</b>	<b>6,533</b>	<b>6,516</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>30,516</b>	<b>100.0%</b>
<b>Program Debt Target</b>			<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>4,950</b>	<b>3,450</b>	<b>26,400</b>	
<b>Financing:</b>									
<b>Recommended Debt</b>			<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>30,000</b>	<b>98.3%</b>
Reserves/Reserve Funds									
Development Charges									
Provincial/Federal									
Debt Recoverable									
Other Revenue			516					516	1.7%
<b>Total Financing</b>	<b>-</b>		<b>6,516</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>30,516</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety									
Legislated									
SOGR			3,332	1,350	1,250	1,900	3,500	11,332	37.1%
Service Improvement			3,184	4,650	4,750	4,100	2,500	19,184	62.9%
Growth Related									
<b>Total by Project Category</b>	<b>-</b>		<b>6,516</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>30,516</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>	<b>301,000</b>		<b>301,000</b>	<b>301,000</b>	<b>301,000</b>	<b>301,000</b>	<b>301,000</b>	<b>301,000</b>	
Yearly SOGR Backlog Estimate (not addressed by current plan)			5,966	8,917	331	(3,763)	(3,916)		
Accumulated Backlog Estimate (end of year)	87,720		93,686	102,603	102,934	99,171	95,255		
<b>Backlog: Percentage of Asset Value (%)</b>	<b>29.1%</b>		<b>31.1%</b>	<b>34.1%</b>	<b>34.2%</b>	<b>32.9%</b>	<b>31.6%</b>		
Debt Service Costs			105	721	1,383	782	721	3,712	
Operating Impact on Program Costs				420					
New Positions				5					

### 10-Year Capital Plan 2018-2022 Recommended Plan (In \$000s)



	2018-2022 Capital Plan						10-Year Total Percent
	2018	2019	2020	2021	2022	2013-2022	
<b>Gross Expenditures:</b>							
2012 Capital Budget & Approved FY Commitments							
Recommended Changes to Approved FY Commitments							
2013 New/Change in Scope and Future Year Commitments						4,332	7.5%
2018 - 2022 Capital Plan Estimates	6,000	6,000	6,000	6,000	6,000	53,500	92.5%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>57,832</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>56,400</b>	
<b>Financing:</b>							
<b>Recommended Debt</b>	6,000	6,000	6,000	6,000	6,000	60,000	99.1%
Reserves/Reserve Funds							
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue						516	0.9%
<b>Total Financing</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>60,516</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety							
Legislated							
SOGR	6,000	4,500	3,071	2,400	2,195	29,498	48.7%
Service Improvement		1,500	2,929	3,600	3,805	31,018	51.3%
Growth Related							
<b>Total by Project Category</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>60,516</b>	<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end	<b>301,000</b>	<b>301,000</b>	<b>301,000</b>	<b>301,000</b>	<b>301,000</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)	(4,142)	(3,846)	(3,983)	(1,596)	678		
Accumulated Backlog Estimate (end of year)	95,255	91,113	87,267	83,284	81,688	82,366	
<b>Backlog: Percentage of Asset Value (%)</b>	<b>30.3%</b>	<b>29.0%</b>	<b>27.7%</b>	<b>27.1%</b>	<b>27.4%</b>		
Debt Service Costs	721	721	721	721	721	7,319	
Operating Impact on Program Costs							
New Positions							

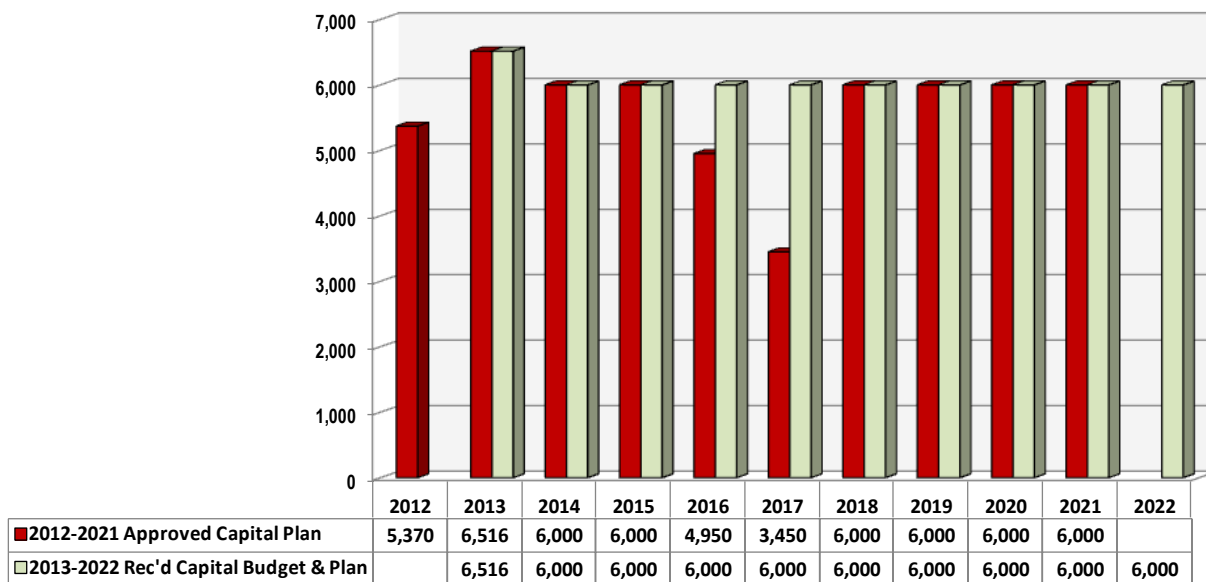
### 10-Year Capital Plan Overview

- The 10-Year Recommended Capital Plan is driven by the Zoo's Strategic Plan, its Capital Master Plan and a number of studies, including the North Zoo Site Redevelopment Study and the Animal Health Facilities Study. The 10-Year Recommended Capital Plan includes capital improvement projects required for Association of Zoos and Aquariums (AZA) certification.
- The Toronto Zoo is one of the largest zoos in the world, housing and caring for 5,000 animals over 710 acres. The Zoo offers full year access to seven regions with over 10 km of walking trails and including gift shops, exhibits, rides and guest services.
- The 2013–2022 Recommended Capital Plan totals \$60.516 million, of which \$30.516 million or 50.4% is projected for the first 5 years, with the final 5 years requiring funding of \$30.000 million or 49.6%.
- The 10-Year Recommended Capital Plan dedicates \$29.498 million or 48.7% of recommended cash flow funding to State Of Good Repair projects to addressing the renewal need of aging and deteriorating infrastructure, and \$31.018 million or 51.3% for Service Improvement projects including the Animal Health Centre and completion of the Eurasia project.
- The 10-Year Recommended Capital Plan requires new debt funding of \$60.000 million which exceeds the 10 year debt affordability target by \$3.600 million or 6.4%. Debt funding of \$30.000 million recommended for the first five years is \$3.600 million over debt target while the last five years debt funding meets the debt target.
  - Debt funding of \$60.000 million finances 99% of Toronto Zoo's 10-Year Capital Plan and 0.9% of the funding or \$0.516 million is funded by funds received from a legal settlement.
  - The Animal Health Centre has been added to the 10-Year Recommended Capital Plan requiring \$3.600 million in additional debt which will result in Toronto Zoo being \$3.660 million over the debt target.
- Toronto Zoo's State of Good Repair (SOGR) backlog will decrease from \$87.720 million in 2012 to \$82.366 million by 2022. SOGR backlog, as a percentage of its total asset replacement value of \$301.000 million is 31.1 % in 2013, decreasing to 27.4% by 2022.
  - SOGR backlog will be addressed as refurbishment of exhibits proceed when fundraising support is secured.
- The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$0.420 million net in 2014 for additional animal keepers and services costs required for the North Site once it is completed in 2014.
- 30% or approximately \$18.184 million of the 10-Year Recommended Capital Plan's funding provides for two Toronto Zoo capital projects required to maintain Association of Zoos and Aquariums certification. This includes \$2.684 million for the completion of the Eurasia project and \$15.500 million for the Animal Health Centre project.

- Relocation of the elephants outside of the Toronto Zoo is anticipated to be achieved in 2013. The 10-Year Recommended Capital Plan provides \$0.500 million in 2013 to refurbish the old Elephant house to accommodate giraffes and \$1.00 million over 2013 and 2014 to prepare an African Hoofstock Exhibit in the old Giraffe location.

### Key Changes to the 2012 - 2021 Approved Capital Plan

Changes to the 2012 -2021 Approved Capital Plan  
(In \$000s)



The 2013 Recommended Capital Budget and the 2014 - 2022 Recommended Capital Plan is \$3.600 million higher than the 2012 to 2021 Approved Capital Plan. The increase is mainly due to:

- The Animal Health Centre project has been added to the 10-Year Capital Plan for 2014 to 2017 as a priority to meet accreditation requirements at a total project cost of \$15.5 million, 100% funded by debt and the driver for moving the Toronto Zoo's 10-Year Recommended Capital Plan over debt target by \$3.600 million in 2016 and 2017.
- The Breeding/Holding Facility projected has been added to the 10-Year Recommended Capital Plan at a total project cost of \$3.214 million, 100% funded by debt. This projected has been added to 2019 and 2020 and is essential to meeting accreditation requirements.
- The Ride Savanna Safari project, originally planned for 2021, has been deferred beyond the 10-Year Capital resulting in \$2.900 million decrease in debt funding.
- The Orangutan II & III project was reduced by \$2.553 million, from \$7.953 million to \$5.400 million 100% funded by debt. The Orangutan Outdoor Exhibit phase of the project has been moved to "below the line", to be externally funded and to proceed when/if third party funding is available.

- The African Hoofstock House project was reduced by \$3.060 million resulting in a revised total project cost of \$1.000 million, 100% funded by debt. The African Hoofstock House was a \$4.060 million project included in the 2012-2021 City Council Approved Capital Plan to refurbish the old Giraffe Site to house Hoofstock as part of the Elephant transition. The scope of this project was reduced by \$1.000 million after a review of the project identified less modification of the current exhibit was required.
- The Hippo House project was decreased by \$1.864 million resulting in total project costs of \$5.691 million, 100% funded by debt. The Hippo House was a \$7.555 million project included in the 2012-2021 City Council Approved Capital Plan to construct a new house to provide an exercise area and allow for underwater viewing and winter viewing. Completion of the Hippo House has been deferred beyond this 10 Year Capital Plan period to accommodate higher priorities.

The following chart details the key project cash flow changes to the 2012 – 2021 Approved Capital Plan.

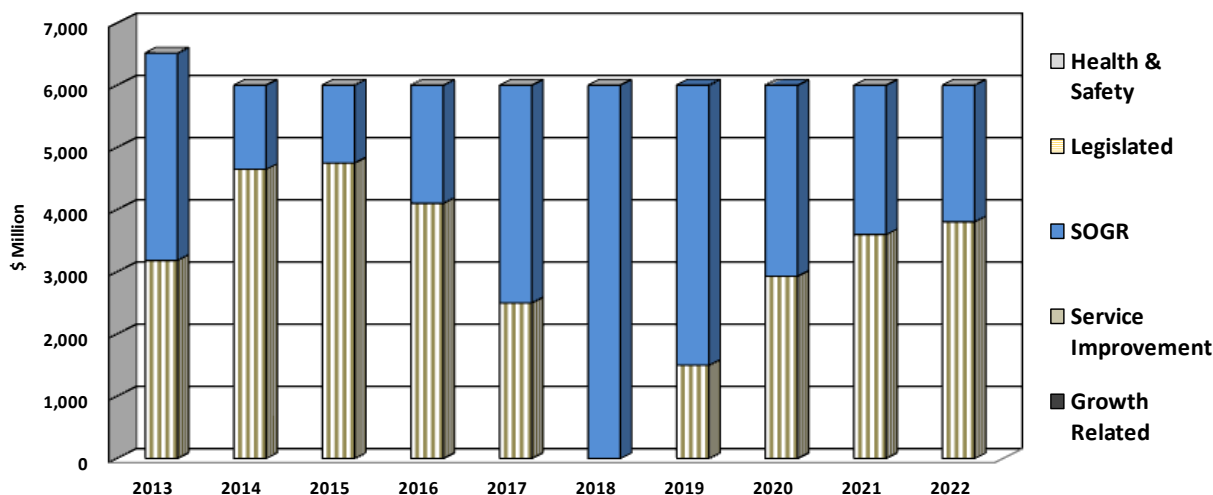
### Summary of Project Changes (In \$000s)

Project	Total Project Cost	2013	2014	2015	2016	2017	2018	2019	2020	2021	2013-2021	Revised Total Project Cost
<b>New</b>												
<b>Change in Scope</b>												
<i>Exhibits refurbishing</i>	3,868	34	(50)		(155)	275	(50)	(50)	5	(200)	(191)	3,677
<i>Grounds Visitor Imp</i>	3,615	125	(50)		(150)	275	(50)			(100)	50	3,665
<i>Ride Savanna Safari</i>	2,900									(2,900)	(2,900)	0
<i>Information Services</i>	2,674		(50)		(100)	200	(24)	(50)	(50)	(200)	(274)	2,400
<i>Buildings &amp; Services Refurb.</i>	11,678	354	(680)	(570)	(145)	600	103	200	321	(200)	(17)	11,661
<i>Orangutan II &amp; III Outdoor</i>	7,953	(513)	(3,820)	(3,620)			3,400	2,000			(2,553)	5,400
<i>Giraffe House Refurbishment</i>	1,000	(500)									(500)	500
<i>African Hoofstock House</i>	4,060	500	500	(560)	(2,500)	(1,000)					(3,060)	1,000
<i>Hippo House</i>	7,555						(1,200)	(3,150)	(3,205)	1,886	(5,669)	1,886
<b>New Projects</b>												
<i>Wildlife Health Centre</i>			4,150	4,750	4,100	2,500					15,500	15,500
<i>Breeding/Holding Facility</i>								1,500	1,714		3,214	3,214
<b>Total new</b>	<b>50,916</b>				<b>1,050</b>	<b>2,550</b>		<b>1,500</b>	<b>214</b>	<b>(1,714)</b>	<b>3,600</b>	<b>54,516</b>
<b>Total Changes</b>	<b>50,916</b>				<b>1,050</b>	<b>2,550</b>		<b>1,500</b>	<b>214</b>	<b>(1,714)</b>	<b>3,600</b>	<b>54,516</b>



2013 – 2022 Recommended Capital Plan

2013–2022 Capital Plan by Project Category  
(In \$000s)



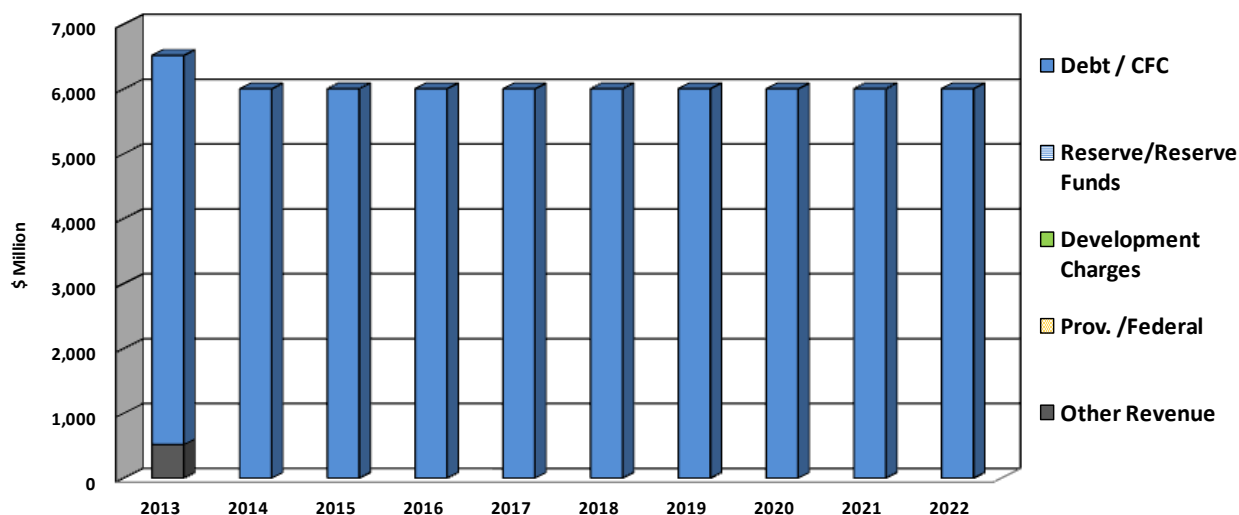
The 10-Year Recommended Capital Plan of \$60.516 million provides funding for State of Good Repair (SOGR) projects totalling \$29.498 million; and \$31.018 million for Service Improvement projects.

- *State of Good Repair* projects represent 48.7% or \$29.498 million of the 10-Year Recommended Capital Plan funding including \$4.077 million for the Exhibit Refurbishment, \$5.400 million for Orangutan II & III, \$2.700 million for Information Systems, \$4.065 million for Grounds and Visitors Improvements, \$12.756 million for Building and Services Refurbishment and \$0.500 million for the Giraffe House Refurbishment projects.

  - SOGR projects for the first five years of the Capital Plan total \$11.332 million or 38.4% of the total 10 year funding including \$1.927 million for Exhibit Refurbishment, \$1.250 million for Information Systems, \$1.915 million for Grounds and Visitor Improvements, \$5.740 million for Building and Services Refurbishment and \$0.500 million for Giraffe House Refurbishment.
  - SOGR projects for the second five years of the Plan total \$18.166 million or 61.6% of the total 10 year funding, including \$2.150 million for Exhibit Refurbishment, \$5.400 million for the Orangutan II and III project, \$1.450 million for Information Systems, \$2.150 million for Grounds and Visitor Improvements, and \$7.016 million for Building and Services Refurbishment.
- *Service Improvement* projects account for 51.3% or \$31.018 million of the project expenditures for the Zoo's 10-Year Recommended Capital Plan. Key service improvement projects include \$2.929 million for Gorilla II, \$15.500 million for the Animal Health Centre, \$3.214 million for the Breeding and Holding Facility, \$5.691 million for the Hippo House Refurbishment and \$1.000 million for the African Hoofstock House.

- The first five years of the 10-Year Recommended Capital Plan, 2013 to 2017, provides \$19.184 or 61.8% of the total 10 year funding for Service Improvement projects including \$15.500 million for the Animal Health Centre, \$2.684 million for the North Site-Eurasia and \$1.000 million for the African Hoof stock House.
- The second five years of the 10-Year Recommended Capital Plan, 2018 to 2022, provides \$11.834 million or 38.2% of the total 10 year funding for Service improvement projects including \$2.929 million for the Gorilla II project, \$3.214 million for the Breeding/Holding Facility and \$5,691 million for the Hippo House Refurbishment.
- SOGR funding increases annually and peaks in 2018 and begins to decline to 2022. This funding trend will continue as the future Capital Plan includes an increasing requirement for Service Improvement projects to refresh exhibits.
- The first 5 years of the 10-Year Recommended Capital Plan provides \$30.516 million or 50.4% of the total 10-year funding and the second 5-years provides \$30.000 million or 49.6% of the total 10-year funding.
- Most of the projects in the 10-Year Recommended Capital Plan include a combination of SOGR funding to maintain the current facilities and Service Improvement funding to refresh the site. Future funding sources for expanded Service Improvement components of projects will be the 10-year Fundraising Campaign.

**2013–2022 Capital Plan by Funding Source  
(In \$000s)**



The 10-Year Recommended Capital Plan of \$60.516 million will be financed by \$60.000 million or 99% debt, and \$0.516 million or 1% from funding provided from a legal settlement.

- The Program exceeds debt target by \$1.050 million in 2016 and \$2.550 million in 2017, for a total of \$3.600 million over the first 5 years of the Plan, and meets debt target for the remaining years of the 2013-2022 Recommended Capital Plan period.

- The first 5 years of the 10 Year Recommended Capital Plan requires \$30.000 million or 98% debt funding and \$0.516 million or 2% of other revenue from a legal settlement, providing funds to complete the North Site-Eurasia project.
- The second five years of the 10-Year Recommended Capital Plan is 100% debt funded (\$30.000 million).
- It is understood that other projects will be added to the 10-Year Capital Plan once fund raising requirements have been met. The Toronto Zoo will bring funded projects forward for City Council consideration through the annual Capital Budget Process or an in-year report to Budget Committee.

## Major Capital Initiatives by Category

Summary of Major Capital Initiatives by Category  
(In \$000s)

	Total Project Cost	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
<b>State of Good Repair (SOGR)</b>												
<i>Exhibit Refurbishment</i>	4,077	502	300	300	250	575	400	400	500	450	400	4,077
<i>Orangutan II &amp; III</i>	5,400						3,400	2,000				5,400
<i>Information Systems</i>	2,700	250	250	150	150	450	300	200	350	300	300	2,700
<i>Grounds and Visitors Improvements</i>	4,065	530	300	260	250	575	400	400	500	450	400	4,065
<i>Building and Services Refurbish</i>	12,756	1,550	500	540	1,250	1,900	1,500	1,500	1,721	1,200	1,095	12,756
<i>Giraffe House</i>	500	500										500
<b>Sub-Total</b>	<b>29,498</b>	<b>3,332</b>	<b>1,350</b>	<b>1,250</b>	<b>1,900</b>	<b>3,500</b>	<b>6,000</b>	<b>4,500</b>	<b>3,071</b>	<b>2,400</b>	<b>2,195</b>	<b>29,498</b>
<b>Service Improvements</b>												
<i>Gorilla II Outdoor</i>	2,929							1,500	1,429			2,929
<i>Animal Health Centre</i>	15,500		4,150	4,750	4,100	2,500						15,500
<i>North Site -Eurasia</i>	2,684	2,684										2,684
<i>Breeding/Holding Facility</i>	3,214								1,500	1,714		3,214
<i>Hippo House and Exhibit Refurbish</i>	5,691									1,886	3,805	5,691
<i>African Hoofstock (Old Giraffe site)</i>	1,000	500	500									1,000
<b>Sub-Total</b>	<b>31,018</b>	<b>3,184</b>	<b>4,650</b>	<b>4,750</b>	<b>4,100</b>	<b>2,500</b>	<b>-</b>	<b>1,500</b>	<b>2,929</b>	<b>3,600</b>	<b>3,805</b>	<b>31,018</b>
<b>Total</b>	<b>60,516</b>	<b>6,516</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>60,516</b>

The capital initiatives over the 10-Year Recommended Capital Plan period are mainly comprised of SOGR projects for aging and deteriorating infrastructure and Service Improvement projects required to meet AZA accreditation requirements

- The 10-year Recommended Capital Plan's total funding of \$60.516 million includes \$29.498 million or 48.7% for SOGR projects and \$31.018 million or 51.3% for Service Improvement projects.

### State of Good Repair

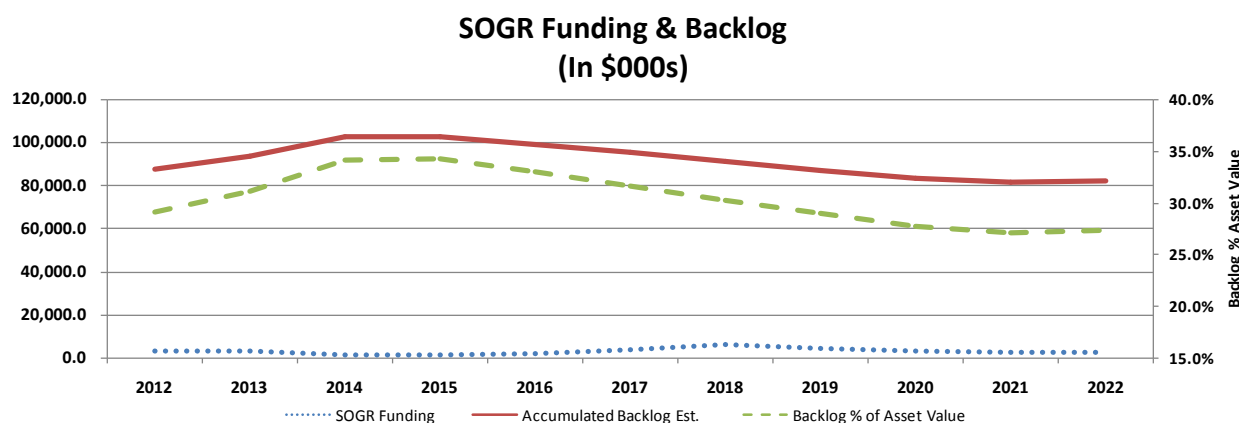
- State of Good Repair projects provide funding for extensive repairs to deteriorating buildings and exhibits to meet the AZA accreditation requirements and refurbishment of other various service areas.
- Major SOGR projects recommended for the 10 year period include Exhibit Refurbishment (\$4.077 million), Orangutan II and III (\$5.400 million), Information Services (\$2.700 million),

Grounds and Visitors Improvements (\$4.065 million), Building and Services Refurbishment (\$12.756 million) and the Giraffe house (\$0.500 million) projects.

*Service Improvements*

- The Service Improvement projects provide funding for improvements to exhibits and upgrades to animal services facilities to meet the AZA accreditation requirements.
- Key service improvement projects include \$2.929 million for Gorilla II, \$15.500 million for the Animal Health Centre, \$2.684 million for the North Site-Eurasia, \$3.214 million for the Breeding and Holding Facility, \$5.691 million for the Hippo House Refurbishment and \$1.000 million for the African Hoofstock House.

**State of Good Repair (SOGR) Backlog**



The 10-Year Recommended Capital Plan dedicates \$11.332 million to SOGR spending in the first five years of the Plan and \$18.166 million over the last five years which on average is \$2.949 million annually.

- The total replacement cost for all buildings and structures at Toronto Zoo is estimated at \$301.000 million.
- The 2012 year-end state of good repair backlog is valued at \$87.720 million or 29.1% of the asset replacement value and is projected to decrease by approximately \$5.354 million to \$81.688 million or 27.4% of the Zoo’s total asset value by 2022.
- SOGR backlog can be significantly reduced in future years if the fundraising campaign is successful. Future Service Improvement projects also include SOGR components such as refurbishing of existing facilities. For these multi-component projects, the SOGR backlog will be addressed simultaneously once the third-party funding is secured. Additional third-party funded projects can be added to the 10-Year Capital Plan once fund raising requirements have been secured.
- The SOGR Backlog is the estimated SOGR requirements for all current buildings and facilities and has not been broken out into asset categories.

## 10-Year Capital Plan Impact on the Operating Budget

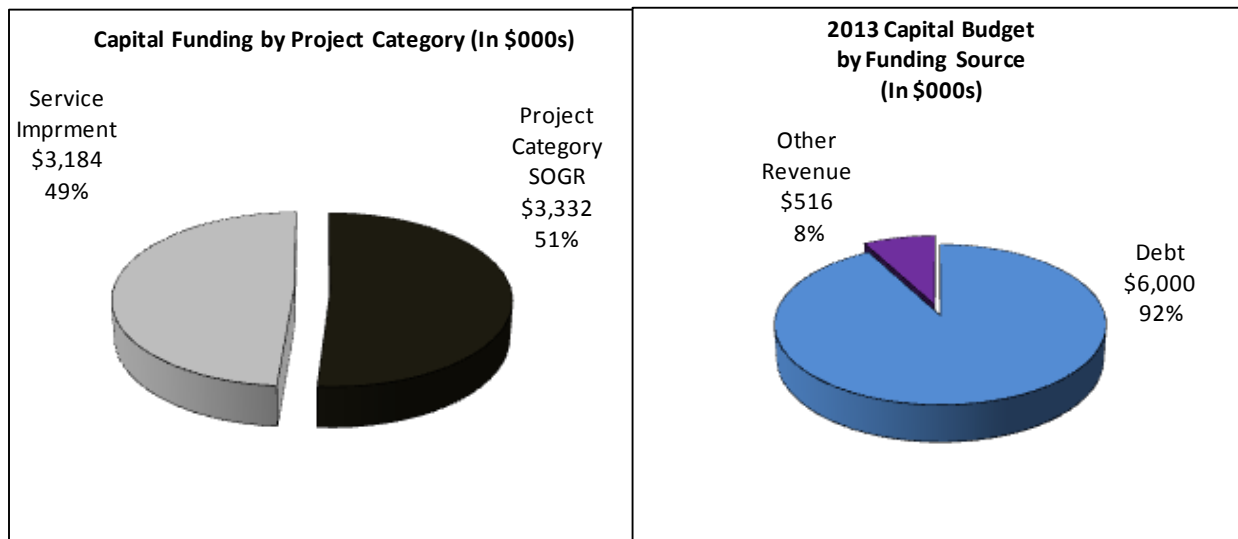
### Operating Impact Summary (In \$000s)

Program Costs, Revenues and Net (\$000s)	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
<b>2013 Recommended Capital Budget</b>											
Program Gross Expenditure		420.0									420.0
Program Revenue											-
Program Costs (Net)		420.0									420.0
Approved Positions		5.0									5.0

Approval of the 10-Year Recommended Capital Plan is expected to increase the 2014 Operating Budget. Once the expanded North Site-Eurasia exhibit is completed in 2014, \$0.420 million net annually will be required for 5 additional animal keepers for the expanded exhibits which include the introduction of new animals.

**PART III - 2013 RECOMMENDED CAPITAL BUDGET**

**2013 Capital Budget by Project Category and Funding Source**



The 2013 Recommended Capital Budget, excluding carry forward funding, requires \$6.516 million, including \$6.000 million funding from debt that meets the debt affordability target for 2013, and \$0.516 million of other revenue from a legal settlement.

- The 2013 recommended cash flow allocates \$3.332 million or 51% for SOGR projects and \$3.184 million or 49% for Service Improvement projects.
- In 2013, SOGR projects will require \$3.332 million for the Exhibit Refurbishment (\$0.502 million), Information Services (\$0.250), Grounds and Visitors Improvements (\$0.530 million), Building and Services Refurbishment (\$1.550 million) and the Giraffe house (\$0.500 million) projects.
- Service Improvement projects total \$3.184 million, including \$2.684 million for the North Site-Eurasia, and \$0.500 million for the African Hoofstock House.

## 2013 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2011 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2013 New Cash Flow Rec'd	2013 Total Cash Flow Rec'd	2012 Carry Forwards	Total 2013 Cash Flow (Incl 2012 C/Fwd)	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total Cost
<b>Expenditures</b>																
Previously Approved		2,684		2,684	875	3,559										3,559
Change in Scope																
New			3,332	3,332		3,332										3,332
New w/Future Year			500	500		500	500									1,000
<b>Total Expenditure</b>	-	<b>2,684</b>	<b>3,832</b>	<b>6,516</b>	<b>875</b>	<b>7,391</b>	<b>500</b>									<b>7,891</b>
<b>Financing</b>																
Debt		2,168	3,832	6,000	875	6,875	500									7,375
Other		516		516		516										516
Reserves/Res Funds																
Development Charges																
Provincial/Federal																
<b>Total Financing</b>	-	<b>2,684</b>	<b>3,832</b>	<b>6,516</b>	<b>875</b>	<b>7,391</b>	<b>500</b>									<b>7,891</b>

Toronto Zoo's 2013 Recommended Capital Budget is \$7.391 million, which provides \$0.875 million in cash flow funding carried forward from 2012 into 2013 for projects not completed, \$2.684 million for previously approved projects underway and \$3.832 million for new projects.

- The Eurasia project requires \$0.875 million cash flow carried forward from 2012.
- New projects require cash flow funding of \$3.832 million in 2013 for Exhibit Refurbishment (\$0.502 million), Information Services (\$0.250 million), Grounds and Visitors Improvements (\$0.530 million), Building and Services Refurbishment (\$1.550 million), the Giraffe house (\$0.500 million), and for the African Hoofstock House (\$1.000 million).
- Approval of the 2013 Recommended Capital Budget of \$6.297 million will result in a future year commitment of \$0.500 million to complete the African Hoofstock House in 2014.
- For 2013, including funding carried forward from previous years, projects are funded by debt of \$6.875 million (93%) and \$0.516 million (7%) funding from a legal settlement.

### 2013 Recommended Capital Project Highlights

The 2013 Recommended Capital Budget provides funding of \$7.391 million to:

- Continue Buildings Services Refurbishment (\$1.550 million) including Replacement of deteriorated epoxy, metal work, ceilings, walls, siding, windows and doors at various Zoo buildings which is planned to meet the AZA accreditation requirements. Replacement of vintage 1974 electrical cables, substations and transformers, including the replacement of PCB containing transformers is also planned.
- Complete the North Site Redevelopment-Eurasia (\$2.684 million)
- Begin the African Hoofstock House project (1.000 million) to convert the old Giraffe exhibit into an exhibit for African Hoofstock.

**2013 Recommended Capital Project Highlights  
(In \$000s)**

Project	Total Project Cost	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022 Total
<i>Exhibit Refurbishment</i>	502	502					502						502
<i>North Site -Eurasia</i>	3,559	3,559					3,559						3,559
<i>Information Systems</i>	250	250					250						250
<i>Grounds and Visitors Improvements</i>	530	530					530						530
<i>Building and Services Refurbish</i>	1,550	1,550					1,550						1,550
<i>Giraffe House</i>	500	500					500						500
<i>African Hoofstock (Old Giraffe site)</i>	1,000	500	500				1,000						1,000
Total	<b>7,891</b>	<b>7,391</b>	<b>500</b>				<b>7,891</b>						<b>7,891</b>



## PART IV: ISSUES FOR DISCUSSION

### 2013 Issues and Future Year Issues

#### 2013 Issues

##### *Core Service Review Impacts*

- The City Manager issued a Request for Expressions of Interest for Toronto Zoo options (REOI #9101-12-7119) in September 2012.
- At the same time, a proposal *The Future of Toronto Zoo Governance* was submitted to the City Manager on September 19, 2012 by the Toronto Zoo Board of Management.
- City Council on October 2, 3 and 4, 2012, adopted the following:
  - City Council directed the City Manager to cancel the newly issued REOI Request for Expressions of Interest for Toronto Zoo options (REOI # 9101-12-7119).
  - City Council directed the City Manager, in conjunction with members of the Toronto Zoo Board of Management and including circulating the proposal to all Zoo membership holders for comment, to fully explore and consider the recommendations within the report, headed *The Future of Toronto Zoo Governance* being cognizant of the City's financial position and City Council direction from the Core Service Review and report to the Executive Committee meeting in January, 2013.
- The proposal from the Toronto Zoo Board of Management is under review by the City Manager with a report expected to the Executive Committee in early 2013.
- The 2013-2022 Recommended Capital Plan for the Toronto Zoo is based on the current governance and operational structure. The 10-Year Capital Plan may be revisited and changes made once future governance and operational planning is concluded.

##### *Giant Pandas*

- Negotiations between Toronto Zoo, the Federal Government and the Chinese authorities/institutions have successfully concluded, to provide 2 Giant Pandas to the Toronto Zoo for 5 years, starting in 2013.
- The refurbishing of the Siberian Tiger Exhibit is planned for completion in 2012 and no additional funds are included in the Toronto Zoo's 10-Year Recommended Capital Plan for this purpose.

#### Future Years Issues

##### *Fund Raising Campaign*

- The Toronto Zoo is in its fourth year of a major fund raising campaign with a goal of raising \$250 million (including fundraising costs) over the next 10 years.

- There are no projects that require funds from this campaign included in the 10-Year Recommended Capital Plan. The Toronto Zoo intends to fund expansions and additional service improvements through the fund raising campaign. Funded projects will be added to the 10-Year Capital Plan in the future when fund raising results are realized.

## Appendix 1

### 2012 Performance

#### 2012 Key Accomplishments

In 2012 Toronto Zoo achieved the following results:

- ✓ Signed multi year and multi zoo agreements with the Chinese Government for the Loan of 2 Giant Pandas for 5 years.
- ✓ Began the construction of the new Amur Tiger House (accommodates Pandas for 5 years) and refurbishment of the exhibit to accommodate Giant Pandas.
- ✓ Began conversion of the group event facility for use as a Panda Orientation Centre upon the closing of the Shark & Stingray exhibit
- ✓ Completed the design for the Wildlife Health Centre
- ✓ Completion replacement of the high voltage equipment replacement, two PCB containing transformers at the Members & Guest Services Building, three 1974 vintage submersible transformers in Eurasia and silicone injection of high voltage cables in Eurasia
- ✓ Completion of the roof anchors for Indo-Malaya Pavillion, design for Fire Sprinkler Systems at the Indo Malaya and African Rainforest Pavilions.
- ✓ Refurbishment of floor, walls, ceilings and metal work in the African Rainforest, Indo Malaya, Malayan Woods, and Americas Pavilions, Hippo House, Sumatran Tiger House, Grizzly Bear House, Lion Tailed Macaque House, Waterside Holding and Bird Barn

#### 2012 Capital Variance Review

##### 2012 Budget to Actual Comparison (In \$000s)

2012 Approved	Actuals as of Sept. 30, 2012 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
7,408	2,864	38.7%	6,534	88.2%	875	11.8%

Capital expenditures for the period ending September 30, 2012, totaled \$2.864 or 38.7% of the 2012 Approved Capital Budget of \$7.408 million. Capital spending is projected to reach \$6.534 million or 88.2% of the 2012 Approved Capital Budget by year-end.

The Program anticipates \$0.875 million will be carried forward to complete the North Site Redevelopment-Eurasia project. This project has been delayed as a result of contract and legal issues.

## Appendix 2

### 10-Year Recommended Capital Plan Project Summary (In \$000s)

Project	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022
<i>Gorilla II Outdoor</i>								1,500	1,429			2,929
<i>Exhibit Refurbishment</i>	502	300	300	250	575	1,927	400	400	500	450	400	4,077
<i>Orangutan II &amp; III</i>							3,400	2,000				5,400
<i>Animal Health Centre</i>		4,150	4,750	4,100	2,500	15,500						15,500
<i>North Site -Eurasia</i>	3,559					3,559						3,559
<i>Breeding/Holding Facility</i>									1,500	1,714		3,214
<i>Information Systems</i>	250	250	150	150	450	1,250	300	200	350	300	300	2,700
<i>Grounds and Visitors Improvements</i>	530	300	260	250	575	1,915	400	400	500	450	400	4,065
<i>Building and Services Refurbish</i>	1,550	500	540	1,250	1,900	5,740	1,500	1,500	1,721	1,200	1,095	12,756
<i>Giraffe House</i>	500					500						500
<i>Hippo House and Exhibit Refurbish</i>										1,886	3,805	5,691
<i>African Hoofstock (Old Giraffe site)</i>	500	500				1,000						1,000
<b>Total (including carry forwards)</b>	<b>7,391</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>31,391</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>61,391</b>

**Appendix 3**  
**2013 Recommended Capital Budget;**  
**2014 to 2022 Capital Plan**

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan**

**Toronto Zoo**

						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By														
Sub-Project No.	Project Name	Ward	Stat.	Cat.		2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>ZOO000003 Gorilla II: Outdoor Display</u>																										
6	1	Gorilla II: Outdoor Display	CW	S6	04	0	0	0	0	0	0	2,929	2,929	0	0	0	0	0	0	0	0	2,929	0	2,929		
Sub-total						0	0	0	0	0	0	2,929	2,929	0	0	0	0	0	0	0	0	0	2,929	0	2,929	
<u>ZOO000012 Exhibit Refurbishment</u>																										
1	9	Exhibit Refurbishment (2018 - 2022)	CW	S6	03	0	0	0	0	0	0	2,150	2,150	0	0	0	0	0	0	0	0	2,150	0	2,150		
1	17	Exhibit Refurbishment (2014-2017)	CW	S6	03	0	300	300	250	575	1,425	0	1,425	0	0	0	0	0	0	0	0	1,425	0	1,425		
0	18	Exhibit Refurbishment (2013)	CW	S4	03	502	0	0	0	0	502	0	502	0	0	0	0	0	0	0	0	502	0	502		
Sub-total						502	300	300	250	575	1,927	2,150	4,077	0	0	0	0	0	0	0	0	0	4,077	0	4,077	
<u>ZOO000021 Orangutan II &amp; III: Indoor &amp; Outdoor Exhibits</u>																										
4	1	Orangutan II & III: Indoor/Outdoor Exhibits	CW	S6	03	0	0	0	0	0	0	5,400	5,400	0	0	0	0	0	0	0	0	5,400	0	5,400		
Sub-total						0	0	0	0	0	0	5,400	5,400	0	0	0	0	0	0	0	0	0	5,400	0	5,400	
<u>ZOO000022 Animal Health Centre</u>																										
2	3	Wildlife Health Centre	CW	S6	04	0	4,150	4,750	4,100	2,500	15,500	0	15,500	0	0	0	0	0	0	0	0	15,500	0	15,500		
Sub-total						0	4,150	4,750	4,100	2,500	15,500	0	15,500	0	0	0	0	0	0	0	0	0	15,500	0	15,500	
<u>ZOO000080 North Site Redevelopment (Canadian Wilderness)</u>																										
2	13	Eurasia Construction	CW	S2	04	3,559	0	0	0	0	3,559	0	3,559	0	0	0	0	0	0	0	516	0	3,043	0	3,559	
Sub-total						3,559	0	0	0	0	3,559	0	3,559	0	0	0	0	0	0	0	516	0	3,043	0	3,559	
<u>ZOO000170 Breeding/Holding Facility</u>																										
1	1	Breeding/Holding Facility	CW	S6	04	0	0	0	0	0	0	3,214	3,214	0	0	0	0	0	0	0	0	3,214	0	3,214		
Sub-total						0	0	0	0	0	0	3,214	3,214	0	0	0	0	0	0	0	0	0	0	3,214	0	3,214
<u>ZOO000177 Information Systems</u>																										
1	8	Information Systems (2018-2022)	CW	S6	03	0	0	0	0	0	0	1,450	1,450	0	0	0	0	0	0	0	0	1,450	0	1,450		
1	12	Information Systems (2014-2017)	CW	S6	03	0	250	150	150	450	1,000	0	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000		
0	13	Information Systems (2013)	CW	S4	03	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250		
Sub-total						250	250	150	150	450	1,250	1,450	2,700	0	0	0	0	0	0	0	0	0	2,700	0	2,700	
<u>ZOO11 Grounds and Visitor Improvements</u>																										
1	13	Ground and Visitors Improvements (2014 to 2022)	CW	S6	03	0	300	260	250	575	1,385	2,150	3,535	0	0	0	0	0	0	0	0	3,535	0	3,535		

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan**

**Toronto Zoo**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By														
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>ZOO11</u> <u>Grounds and Visitor Improvements</u>																										
0	15	Grounds & Visitor (2013)	CW	S4	03	530	0	0	0	0	530	0	530	0	0	0	0	0	0	0	0	0	530	0	530	
Sub-total						530	300	260	250	575	1,915	2,150	4,065	0	0	0	0	0	0	0	0	0	4,065	0	4,065	
<u>ZOO28</u> <u>Building &amp; Services Refurbishment</u>																										
1	7	Building & Services Refurbishment (2014-2022)	CW	S6	03	0	500	540	1,250	1,900	4,190	7,016	11,206	0	0	0	0	0	0	0	0	0	11,206	0	11,206	
0	28	Building & Services (2013)	CW	S4	03	1,550	0	0	0	0	1,550	0	1,550	0	0	0	0	0	0	0	0	0	1,550	0	1,550	
Sub-total						1,550	500	540	1,250	1,900	5,740	7,016	12,756	0	0	0	0	0	0	0	0	0	0	12,756	0	12,756
<u>ZOO906521</u> <u>Giraffe House Refurbishment</u>																										
0	2	Giraffe House Transition of old Elephant house	CW	S4	03	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	0	500	0	500
<u>ZOO907666</u> <u>Hippo House and Exhibit Refurbishment</u>																										
7	1	Hippo House and Exhibit Refurbishment	CW	S6	04	0	0	0	0	0	0	5,691	5,691	0	0	0	0	0	0	0	0	0	5,691	0	5,691	
Sub-total						0	0	0	0	0	0	5,691	5,691	0	0	0	0	0	0	0	0	0	0	5,691	0	5,691
<u>ZOO907807</u> <u>African Hoofstock House (Old Giraffe site)</u>																										
0	1	African Hoofstock House (Old Giraffe House site)	CW	S4	04	500	500	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	0	0	1,000	0	1,000	
Sub-total						500	500	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	0	0	0	1,000	0	1,000
<b>Total Program Expenditure</b>						7,391	6,000	6,000	6,000	6,000	31,391	30,000	61,391	0	0	0	0	0	0	516	0	60,875	0	61,391		

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan**

**Toronto Zoo**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																							
Other1 (Internal)						516	0	0	0	0	516	0	516	0	0	0	0	516	0	0	0	516	
Debt						6,875	6,000	6,000	6,000	6,000	30,875	30,000	60,875	0	0	0	0	0	0	60,875	0	60,875	
<b>Total Program Financing</b>						<b>7,391</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>31,391</b>	<b>30,000</b>	<b>61,391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>516</b>	<b>0</b>	<b>60,875</b>	<b>0</b>	<b>61,391</b>

- Status Code Description**  
 S2 S2 Prior Year (With 2013 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2013 and/or Future Year Cost(Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)  
 S5 S5 New (On-going or Phased Projects)  
 S6 S6 New - Future Year (Commencing in 2014 & Beyond)
- Category Code Description**  
 01 Health and Safety C01  
 02 Legislated C02  
 03 State of Good Repair C03  
 04 Service Improvement and Enhancement C04  
 05 Growth Related C05  
 06 Reserved Category 1 C06  
 07 Reserved Category 2 C07



**Appendix 4**  
**2013 Recommended Cash Flow and**  
**Future Year Commitments**

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4 2013 Recommended Cash Flow and Future Year Commitments**

**Toronto Zoo**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>ZOO000012 Exhibit Refurbishment</u>																								
0	18	Exhibit Refurbishment (2013)	CW	S4	03	502	0	0	0	0	502	0	502	0	0	0	0	0	0	0	502	0	502	
Sub-total						502	0	0	0	0	502	0	502	0	0	0	0	0	0	0	0	502	0	502
<u>ZOO000080 North Site Redevelopment (Canadian Wilderness)</u>																								
2	13	Eurasia Construction	CW	S2	04	3,559	0	0	0	0	3,559	0	3,559	0	0	0	0	0	0	516	0	3,043	0	3,559
Sub-total						3,559	0	0	0	0	3,559	0	3,559	0	0	0	0	0	0	516	0	3,043	0	3,559
<u>ZOO000177 Information Systems</u>																								
0	13	Information Systems (2013)	CW	S4	03	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	250	0	250	
Sub-total						250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
<u>ZOO11 Grounds and Visitor Improvements</u>																								
0	15	Grounds & Visitor (2013)	CW	S4	03	530	0	0	0	0	530	0	530	0	0	0	0	0	0	0	530	0	530	
Sub-total						530	0	0	0	0	530	0	530	0	0	0	0	0	0	0	0	530	0	530
<u>ZOO28 Building &amp; Services Refurbishment</u>																								
0	28	Building & Services (2013)	CW	S4	03	1,550	0	0	0	0	1,550	0	1,550	0	0	0	0	0	0	0	1,550	0	1,550	
Sub-total						1,550	0	0	0	0	1,550	0	1,550	0	0	0	0	0	0	0	0	1,550	0	1,550
<u>ZOO906521 Giraffe House Refurbishment</u>																								
0	2	Giraffe House Transition of old Elephant house	CW	S4	03	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	500	0	500	
Sub-total						500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500
<u>ZOO907807 African Hoofstock House (Old Giraffe site)</u>																								
0	1	African Hoofstock House (Old Giraffe House site)	CW	S4	04	500	500	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	1,000	0	1,000	
Sub-total						500	500	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000
<b>Total Program Expenditure</b>						<b>7,391</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,891</b>	<b>0</b>	<b>7,891</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>516</b>	<b>0</b>	<b>7,375</b>	<b>0</b>	<b>7,891</b>

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4 2013 Recommended Cash Flow and Future Year Commitments**

**Toronto Zoo**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																							
Other1 (Internal)						516	0	0	0	0	516	0	516	0	0	0	0	0	516	0	0	0	516
Debt						6,875	500	0	0	0	7,375	0	7,375	0	0	0	0	0	0	7,375	0	7,375	
<b>Total Program Financing</b>						<b>7,391</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,891</b>	<b>0</b>	<b>7,891</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>516</b>	<b>0</b>	<b>7,375</b>	<b>0</b>	<b>7,891</b>

- Status Code Description**  
 S2 S2 Prior Year (With 2013 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2013 and/or Future Year Cost(Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)  
 S5 S5 New (On-going or Phased Projects)

- Category Code Description**  
 01 Health and Safety C01  
 02 Legislated C02  
 03 State of Good Repair C03  
 04 Service Improvement and Enhancement C04  
 05 Growth Related C05  
 06 Reserved Category 1 C06  
 07 Reserved Category 2 C07

## **Appendix 5**

### **2013 Recommended Capital Projects with Financing Details**

(Phase 2) 21-Toronto Zoo Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



**CITY OF TORONTO**

**Appendix 5 2013 Recommended Capital Project with Financing Details  
Toronto Zoo  
Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2013	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<u>0</u>	<u>ZOO907807 African Hoofstock House (Old Giraffe site)</u>													
0	1 African Hoofstock House (Old Giraffe House site)	1/1/2013	12/31/2014	500	0	0	0	0	0	0	0	0	500	0
	<b>Project Sub-total:</b>			500	0	0	0	0	0	0	0	0	500	0
<u>1</u>	<u>ZOO28 Building &amp; Services Refurbishment</u>													
0	28 Building & Services (2013)	1/1/2013	12/31/2013	1,550	0	0	0	0	0	0	0	0	1,550	0
	<b>Project Sub-total:</b>			1,550	0	0	0	0	0	0	0	0	1,550	0
<u>2</u>	<u>ZOO000177 Information Systems</u>													
0	13 Information Systems (2013)	1/1/2013	12/31/2013	250	0	0	0	0	0	0	0	0	250	0
	<b>Project Sub-total:</b>			250	0	0	0	0	0	0	0	0	250	0
<u>3</u>	<u>ZOO000012 Exhibit Refurbishment</u>													
0	18 Exhibit Refurbishment (2013)	1/1/2013	12/31/2013	502	0	0	0	0	0	0	0	0	502	0
	<b>Project Sub-total:</b>			502	0	0	0	0	0	0	0	0	502	0
<u>4</u>	<u>ZOO000080 North Site Redevelopment (Canadian Wilderness)</u>													
2	13 Eurasia Construction	1/1/2012	12/31/2014	3,559	0	0	0	0	0	0	516	0	3,043	0
	<b>Project Sub-total:</b>			3,559	0	0	0	0	0	0	516	0	3,043	0
<u>7</u>	<u>ZOO11 Grounds and Visitor Improvements</u>													
0	15 Grounds & Visitor (2013)	1/1/2013	12/31/2013	530	0	0	0	0	0	0	0	0	530	0
	<b>Project Sub-total:</b>			530	0	0	0	0	0	0	0	0	530	0
<u>16</u>	<u>ZOO906521 Giraffe House Refurbishment</u>													
0	2 Giraffe House Transition of old Elephant house	2/1/2012	12/31/2013	500	0	0	0	0	0	0	0	0	500	0
	<b>Project Sub-total:</b>			500	0	0	0	0	0	0	0	0	500	0
<b>Program Total:</b>				7,391	0	0	0	0	0	0	516	0	6,875	0

**Status Code Description**  
 S2 S2 Prior Year (With 2013 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2013 and/or Future Year Cost(Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)  
 S5 S5 New (On-going or Phased Projects)

**Category Code Description**  
 01 Health and Safety C01  
 02 Legislated C02  
 03 State of Good Repair C03  
 04 Service Improvement and Enhancement C04  
 05 Growth Related C05  
 06 Reserved Category 1 C06  
 07 Reserved Category 2 C07