



# Toronto 2016 BUDGET

## CAPITAL BUDGET NOTES



## Toronto Zoo

### 2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Zoo is one of the largest zoos in the world, housing and caring for 5,000 animals over 710 acres and 41,000 square meters with an asset value of \$330 million. The Zoo offers full year access to seven bioregion displays with over 10 km of walking trails as well as gift shops, exhibits, rides, food services and guest services.

The Toronto Zoo's 10-Year Capital Plan focuses on improvements which will enhance visitor experiences and ensure continued compliance with zoological accreditation standards. To achieve this, the Zoo's 2016-2025 Capital Budget and Plan of \$61.845 million includes both state of good repair (SOGR) and service improvement projects.

A new Capital Master Plan is anticipated to be completed in April 2016, which will guide future Capital Plan priorities and support ongoing animal care and visitor service enhancements.

## Highlights

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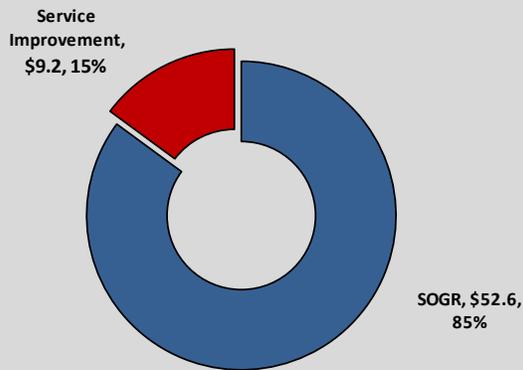
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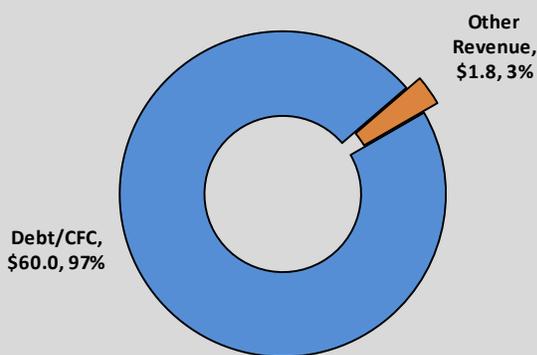
### Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



\$61.845 Million

2016-2025 Capital Budget and Plan by Funding Source



\$61.845 Million

### Where does the money go?

The 2016–2025 Preliminary Capital Budget and Plan totalling \$61.845 million provides funding for:

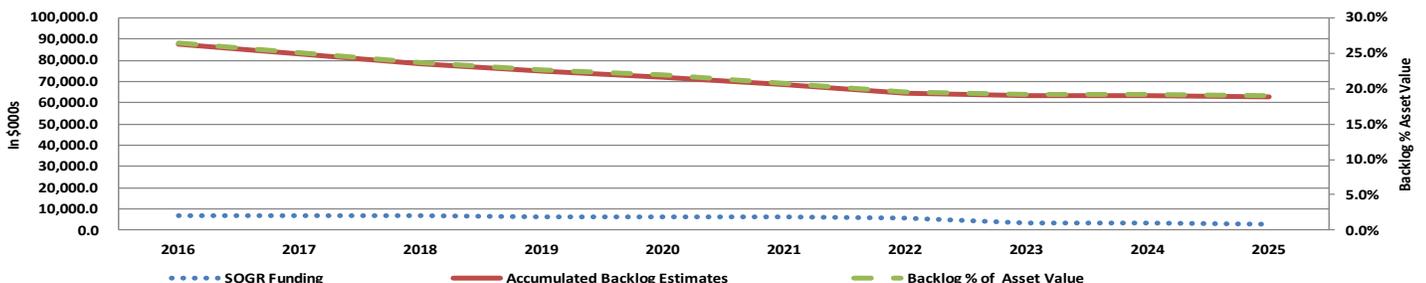
- State of Good Repair (SOGR) projects:
  - ✓ Wildlife Health Centre (\$7.445 million).
  - ✓ Orangutan Indoor & Outdoor Exhibits (\$9.630 million).
  - ✓ Hippo House Exhibit Refurbishment (\$9.000 million).
  - ✓ Grounds & Visitor Improvements (\$5.250 million) and Refurbishments for Building and Exhibits (\$18.206 million).
- Service Improvements:
  - ✓ Gorilla Outdoor Display (\$3.000 million).
  - ✓ Breeding/Holding Facility (\$3.214 million).
  - ✓ Educational Development / Learning Centre (\$3.000 million).

### Where does the money come from?

- New debt funding - \$60.000 million
- The 2016–2025 Preliminary Capital Budget and Plan includes secured donation funding in the amount of \$1.845 million for the years 2016 – 2018.

### State of Good Repair Backlog

The 10-Year Preliminary Capital Plan includes cash flow funding of \$52.631 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 26.5% in 2016 to 19.0% in 2025.



## Key Issues & Priority Actions

### Establishing Updated Priorities for the Capital Plan

- ✓ A new Strategic Plan (2015-2020) for the Toronto Zoo was completed in early 2015, which sees the Zoo as a living centre for education and science, committed to providing compelling guest experiences and inspiring passion to protect wildlife and habitats.
- ✓ A new Building Condition Audit and Master Plan to outline the direction and plans for capital improvements over the next 10 – 15 years which will direct updated priorities for the Zoo's 2017 - 2026 Capital Plan.



### Maximizing Fundraising Efforts for Capital Projects

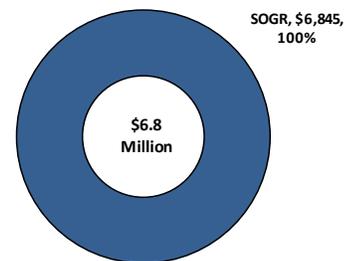
- ✓ The establishment of an independent fundraising charitable foundation for the Toronto Zoo is one of the goals of the new Strategic Plan (2015-2020).
- ✓ Revenue raised through fundraising is expected to supplement the City debt supported capital projects and improve visitor experiences.



### Leveraging of the Zoo's Location Adjacent to the Rouge National Urban Park – A collaboration agreement was signed with the Rouge National Urban Park (RNUP) on April 4, 2015.

- ✓ With both parties located adjacent to each other, and with similar markets and programming, an assessment of the needs of each party was completed.
- ✓ RNUP staff and the Toronto Zoo are exploring options for the sharing of visitor and educational facilities.

2016 Capital Budget by Project Category

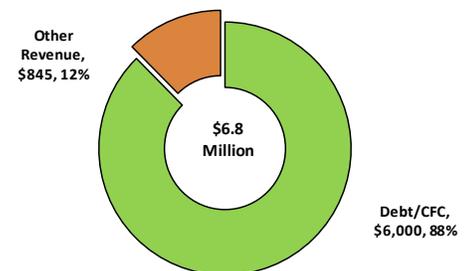


### 2016 Capital Budget Highlights

The 2016 Preliminary Capital Budget for the Toronto Zoo of \$6.845 million, excluding carry forward funding, will:

- Dedicate \$4.945 million to continue construction of the Wildlife Health Centre.
- Continue state of good repair work with Grounds and Visitor Improvements, Exhibit Refurbishments, Building and Services Refurbishments, Information Systems upgrades for \$1.900 million.

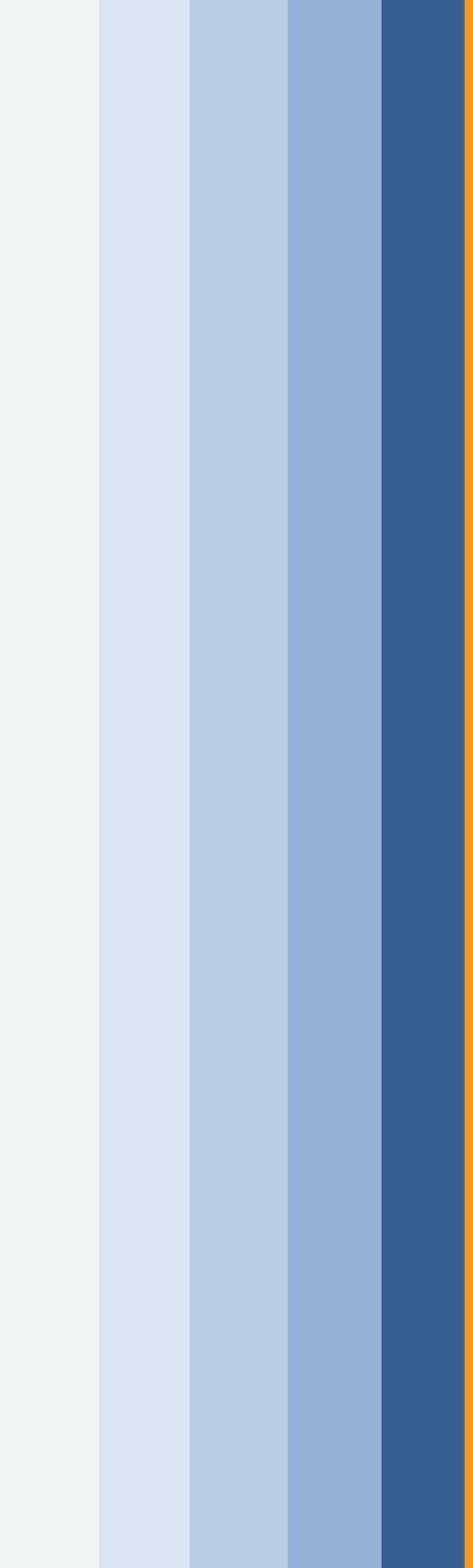
2016 Capital Budget by Funding Source



## Actions for Consideration

Approval of the 2016 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2016 Preliminary Capital Budget for the Toronto Zoo with a total project cost of \$5.080 million, and 2016 cash flow of \$6.845 million and future year commitments of \$5.680 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 5 new / change in scope sub-projects with a 2016 total project cost of \$5.080 million that requires cash flow of \$1.900 million in 2016 and future year cash flow commitments of \$1.000 million for 2017; \$2.180 million for 2018;
    - ii. 2 previously approved sub-projects with a 2016 cash flow of \$4.945 million; and future year cash flow commitments of \$2.500 million for 2017.
2. City Council approve the 2017 - 2025 Preliminary Capital Plan for the Toronto Zoo totalling \$49.320 million in project estimates, comprised of \$3.000 million in 2017; \$4.320 million for 2018; \$6.000 million for 2019; \$6.000 million for 2020; \$6.000 million for 2021; \$6.000 million for 2022; \$6.000 million for 2023; \$6.000 million for 2024; and \$6.000 million in 2025.

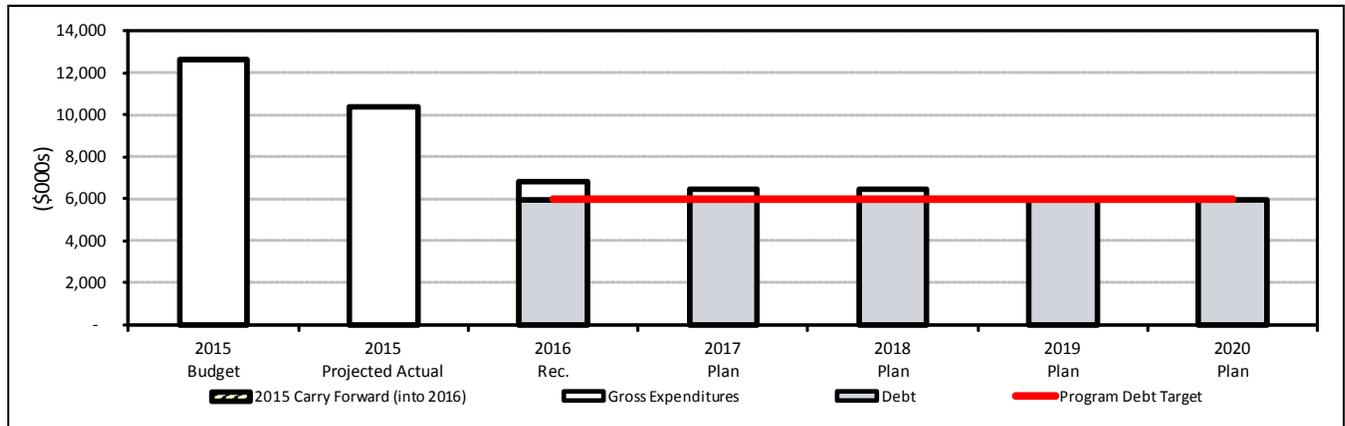


## **Part I:**

### 10-Year Capital Plan

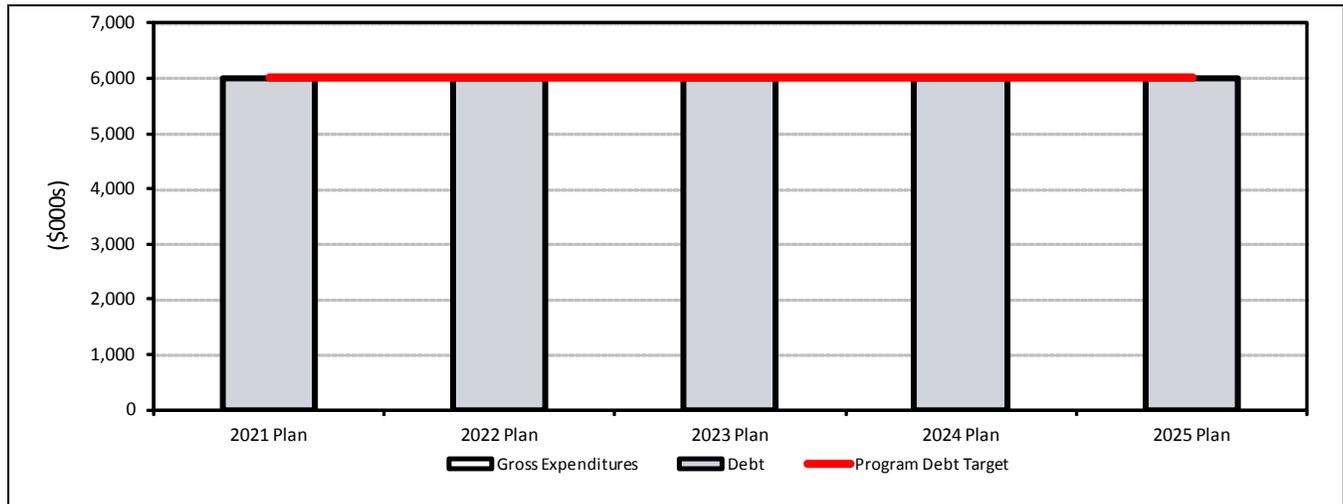
10 Year Capital Plan

**Table 1a**  
**2016 Preliminary Budget, 2017-2020 Preliminary Capital Plan**



	2016 Capital Budget and 2017 - 2020 Capital Plan								
	2015		2016	2017	2018	2019	2020	2016 - 2020	5-Year Total Percent
	Budget	Projected Actual							
<b>Gross Expenditures:</b>									
2015 Capital Budget & Approved FY Commitments	12,681	10,381	4,945	2,500				7,445	23.4%
Changes to Approved FY Commitments									
2016 New/Change in Scope and Future Year Commitments			1,900	1,000	2,180			5,080	16.0%
2017 - 2020 Capital Plan Estimates				3,000	4,320	6,000	6,000	19,320	60.7%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2016									
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>12,681</b>	<b>10,381</b>	<b>6,845</b>	<b>6,500</b>	<b>6,500</b>	<b>6,000</b>	<b>6,000</b>	<b>31,845</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>30,000</b>	
<b>Financing:</b>									
<b>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>94.2%</b>
Reserves/Reserve Funds									
Development Charges									
Provincial/Federal									
Debt Recoverable									
Other Revenue			845	500	500			1,845	5.8%
<b>Total Financing</b>			<b>6,845</b>	<b>6,500</b>	<b>6,500</b>	<b>6,000</b>	<b>6,000</b>	<b>31,845</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety									
Legislated									
SOGR			6,845	6,500	6,500	6,000	6,000	31,845	100.0%
Service Improvement									
Growth Related									
<b>Total by Project Category</b>			<b>6,845</b>	<b>6,500</b>	<b>6,500</b>	<b>6,000</b>	<b>6,000</b>	<b>31,845</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	
Yearly SOGR Backlog Estimate (not addressed by current plan)			(4,756)	(4,433)	(4,725)	(3,554)	(2,447)	(19,915)	
Accumulated Backlog Estimate (end of year)	92,165		87,409	82,976	78,251	74,697	72,250	72,250	
<b>Backlog: Percentage of Asset Value (%)</b>	<b>27.9%</b>		<b>26.5%</b>	<b>25.1%</b>	<b>23.7%</b>	<b>22.6%</b>	<b>21.9%</b>		
Debt Service Costs			80	728	776	791	791	3,164	
Operating Impact on Program Costs									
New Positions									

**Table 1b**  
**2021 - 2025 Preliminary Capital Plan**



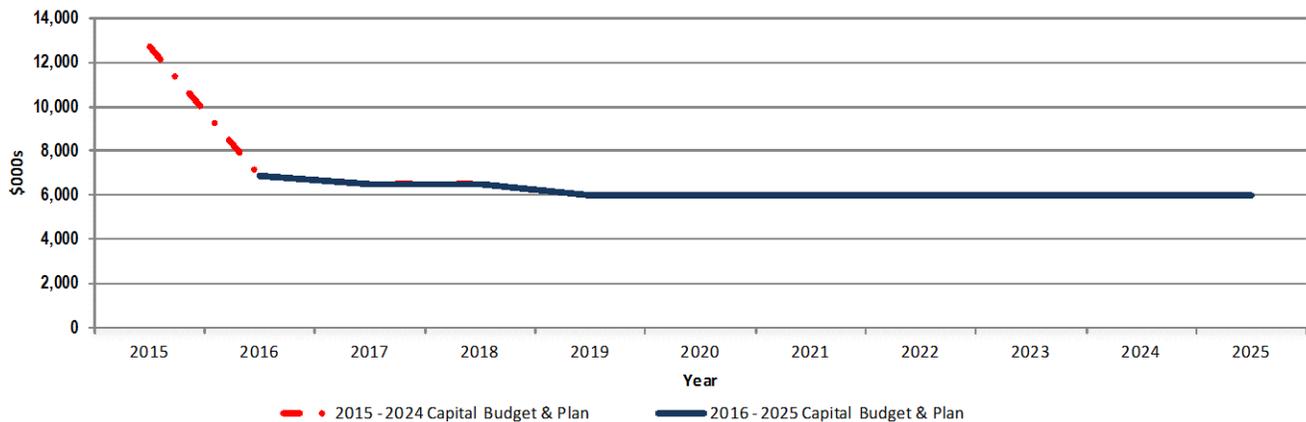
	2021 - 2025 Capital Plan							10-Year Total Percent
	2021	2022	2023	2024	2025	2016 - 2025		
<b>Gross Expenditures:</b>								
2015 Capital Budget & Approved FY Commitments						7,445	12.0%	
Changes to Approved FY Commitments								
2016 New/Change in Scope and Future Year Commitments						5,080	8.2%	
2021 - 2025 Capital Plan Estimates	6,000	6,000	6,000	6,000	6,000	49,320	79.7%	
2-Year Carry Forward for Reapproval								
<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>61,845</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>60,000</b>		
<b>Financing:</b>								
<b>Debt</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>60,000</b>	<b>97.0%</b>	
Reserves/Reserve Funds								
Development Charges								
Provincial/Federal								
Debt Recoverable								
Other Revenue						1,845	3.0%	
<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>61,845</b>	<b>100.0%</b>	
<b>By Project Category:</b>								
Health & Safety								
Legislated								
SOGR	6,000	5,650	3,071	3,065	3,000	52,631	85.1%	
Service Improvement		350	2,929	2,935	3,000	9,214	14.9%	
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>61,845</b>	<b>100.0%</b>	
<b>Asset Value(\$)</b> at year-end	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)	(3,676)	(4,163)	(1,210)	373	(1,000)	(29,591)		
Accumulated Backlog Estimate (end of year)	68,574	64,411	63,201	63,574	62,574	62,574		
<b>Backlog: Percentage of Asset Value (%)</b>	<b>20.8%</b>	<b>19.5%</b>	<b>19.2%</b>	<b>19.3%</b>	<b>19.0%</b>			
Debt Service Costs	791	791	791	791	791	7,117		
Operating Impact on Program Costs								
New Positions								

### Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Preliminary Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of \$6.681 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the \$6.681 million or 9.7% decrease in the Capital Program on an annual basis from 2015 to 2025.

**Chart 1**  
**Changes to the 2015 - 2024 Approved Capital Plan (In \$000s)**



(\$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	12,681	6,845	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000		68,526
2016 - 2025 Capital Budget & Plan		6,845	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	61,845
Change %		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(9.7%)
Change \$		0	0	0	0	0	0	0	0	0		(6,681)

As made evident in the chart above, the \$6.681 million decrease in the Capital Program reflects completion of Wildlife Health Centre state of good repair work for 2015 (inclusive of 2014 carry forward amount of \$4.750 million) and the capital project is on track to be completed in 2017.

As reflected in Table 2 on the following page, there are no changes to the 2015 – 2024 Approved Capital Plan, over the nine common years of the Capital Plans (2016 – 2024).

**Table 2**  
**Summary of Project Changes (In \$000s)**

\$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	12,681	6,845	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	55,845
2016 - 2025 Capital Budget & Plan		6,845	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	55,845
Capital Budget & Plan Changes (2016 - 2024)		-	-	-	-	-	-	-	-	-	-	-

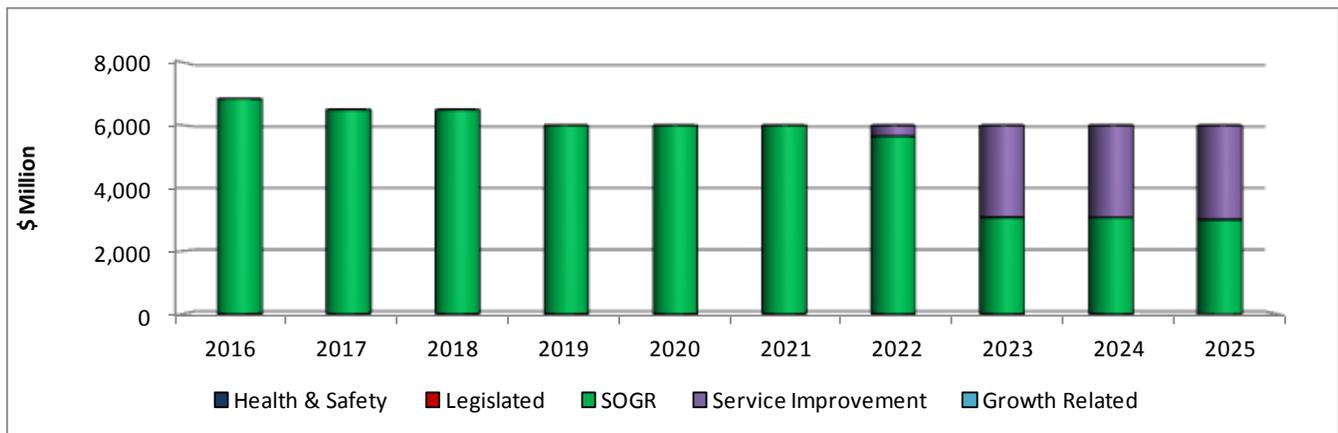
	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
<b>Previously Approved</b>													
Gorilla II: Outdoor Display	3,000												3,000
Orangutan II & III: Indoor & Outdoor Exhibits	9,630												9,630
Wildlife Health Centre	18,035												18,035
Breeding/Holding Facility	3,214												3,214
Hippo House and Exhibit Refurbishment	9,000												9,000
<b>Total Previously Approved</b>	<b>42,879</b>												<b>42,879</b>
<b>New</b>													
Educational Development	N/A											3,000	N/A
Exhibit Refurbishment	N/A											600	N/A
Information Systems	N/A											300	N/A
Grounds and Visitor Improvements	N/A											600	N/A
Building & Services Refurbishment	N/A											1,500	N/A
<b>Total New</b>												<b>6,000</b>	<b>6,000</b>
<b>Total Changes</b>													<b>6,000</b>

**Significant Capital Project Changes in Toronto Zoo:**

There are no changes to the 2015 – 2024 Approved Capital Plan:

**2016 – 2025 Preliminary Capital Plan**

**Chart 2**  
**2016 – 2025 Capital Plan by Project Category (In \$000s)**



As illustrated in the chart above, the 10-Year Capital Plan for the Toronto Zoo of \$61.845 million, is comprised of 85.1% funding for State of Good Repair (SOGR) projects and 14.9% for Service Improvement projects.

- State of Good Repair projects include the Wildlife Health Centre (\$7.445 million), Grounds and Visitor Improvements (\$5.250 million), Exhibit Refurbishments (\$5.250 million), Building and Services Refurbishments (\$12.956 million), Information Systems (\$3.100 million), Hippo House &

Exhibit Refurbishment (\$9.000 million), and Orangutan II & III: Indoor & Outdoor Exhibits (\$9.630 million).

- Service Improvement projects include the Gorilla II Outdoor display (\$3.000 million), Breeding/Holding Facility (\$3.214 million) and Educational Development (\$3.000 million).

The following table details capital projects, by project category included in the 2016 – 2025 Preliminary Capital Budget and Plan for the Toronto Zoo:

**Table 3**  
**Summary of Capital Projects by Category (In \$000s)**

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>State of Good Repair</b>													
<i>Exhibit Refurbishment</i>		250	550	850	400	600	350	450	600	600	600	5,250	5,250
<i>Orangutan II &amp; III: Indoor &amp; Outdoor Exhibits</i>		350	1,000	3,180	2,900	2,200						9,630	9,630
<i>Wildlife Health Centre</i>	10,590	4,945	2,500									7,445	18,035
<i>Information Systems</i>		250	350	350	300	350	250	350	300	300	300	3,100	3,100
<i>Grounds and Visitor Improvements</i>		250	550	850	400	600	350	450	600	600	600	5,250	5,250
<i>Building &amp; Services Refurbishment</i>		800	1,550	1,270	1,300	1,000	900	1,500	1,571	1,565	1,500	12,956	12,956
<i>Hippo House and Exhibit Refurbishment</i>					700	1,250	4,150	2,900	-	-	-	9,000	9,000
<b>Sub-Total</b>	<b>10,590</b>	<b>6,845</b>	<b>6,500</b>	<b>6,500</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>5,650</b>	<b>3,071</b>	<b>3,065</b>	<b>3,000</b>	<b>52,631</b>	<b>63,221</b>
<b>Service Improvements</b>													
<i>Gorilla II: Outdoor Display</i>								350	1,929	721		3,000	3,000
<i>Breeding/Holding Facility</i>									1,000	2,214		3,214	3,214
<i>Educational Development</i>											3,000	3,000	3,000
<b>Sub-Total</b>								<b>350</b>	<b>2,929</b>	<b>2,935</b>	<b>3,000</b>	<b>9,214</b>	<b>9,214</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>10,590</b>	<b>6,845</b>	<b>6,500</b>	<b>6,500</b>	<b>6,000</b>	<b>61,845</b>	<b>72,435</b>						

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2016 – 2025 Capital Projects

The 10-Year Capital Plan consisting of State of Good Repair (SOGR), and Service Improvement projects supports the Toronto Zoo's objective as a living centre for education and science, committed to providing compelling guest experiences and inspiring passion to protect wildlife and habitats, by maintaining and updating old facilities and providing new visitor attractions with better facilities for the animal population.

### State of Good Repair (SOGR)

- SOGR projects account for \$52.631 million or 85.1% of the total 10-Year Capital Plan:
  - *Wildlife Health Centre (\$18.035)* – This project provides funding for the construction of a state of the art facility specifically designed for medical and surgical care of zoo species, and will provide specialized housing for hospitalized wildlife. The construction of the Wildlife Health Care System is a key state of good repair project that will resolve significant accreditation concerns of the zoo.
  - *Building and Services Refurbishment (\$12.956 million in 2016)* – This on-going multi-year project supports the repair or replacement of building components requiring attention over the next 10+ years, in compliance with accreditation standards, and ensure the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) are met.
  - *Orangutan II & III: Indoor & Outdoor Exhibits (\$9.630 million)* – The Orangutan Phase II is an exhibit improvement project to upgrade living conditions for the orangutans and will also impact the Toronto Zoo's accreditation. The \$1.000 million in donation funds that have been received will support the construction phase starting in 2017.

- *Hippo House Refurbishment (\$9.000 million)* – The hippo house is one of the zoo's original concrete structures built in 1973 and needs to be upgraded or replaced to acceptable standards for breeding, animal management and meeting accreditation standards.
- *Exhibit Refurbishment (\$5.250 million)* – Needed improvements to the Indian Rhino Building and will be completed in 2016.
- *Grounds and Visitor Improvements (\$5.250 million)* – This ongoing multi-year project addresses the needs of the public concerning visitor amenities, the appearance of indoor and outdoor areas, improvements to site circulation and visitor orientation.
- *Information Systems (\$3.100 million)* This ongoing multi-year project supports various systems that are in need of replacement points of sale (POS), data warehousing, biology and conservation records system, document management and imaging, telecommunications and financial system.

#### *Service Improvements*

- Service Improvement projects account for \$9.214 million or 14.9% of the total 10-Year Capital Plan:
  - *Breeding/Holding Facility (\$3.214 million)* – Increased breeding and holding space is required if the Zoo is to meet its commitments to the various collaborative breeding programs for endangered species, (detailed design of the facility will be finalized in 2023 with construction to follow later in 2023- 2024).
  - *Gorilla II: Outdoor Display (\$3.000 million)* – This project will improve visibility for visitors and provide a larger, more enriched environment for the gorillas, (detailed design of the exhibit will occur in 2022 with construction to follow in 2023-2024).
  - *Educational Development (\$3.000 million)* – The projects supports the development of interactive programs and learning strategies, provides professional training and to position the Zoo as a leader in development, evaluation, research and dissemination of formal and informal education programs.

### 2016 Capital Budget and Future Year Commitments

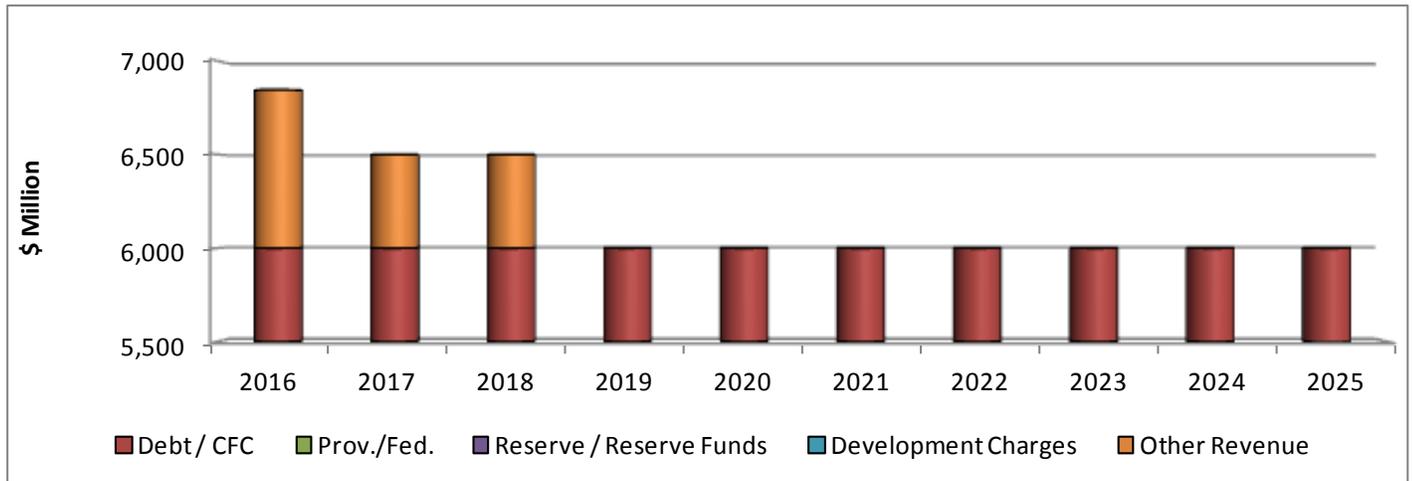
Included as a sub-set of the 10-Year Capital Plan is the 2016 Budget and Future Year Commitments, that consists of 2016 and future year cash flows for projects previously approved by Council; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

- Table 3a below lists the 2016 Cash Flow and Future Year Commitments for the Toronto Zoo:

**Table 3a**  
**2016 Cash Flow & Future Year Commitments (In \$000s)**

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 2016 Cash Flow & FY Commits
<b>Expenditures</b>											
Previously Approved											
Wildlife Health Centre	4,945	2,500	-	-	-	-	-	-	-	-	7,445
<b>Sub-Total Previously Approved</b>	<b>4,945</b>	<b>2,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,445</b>
New											
Exhibit Refurbishment	250	-	-	-	-	-	-	-	-	-	250
Information Systems	250	-	-	-	-	-	-	-	-	-	250
Grounds and Visitor Improvements	250	-	-	-	-	-	-	-	-	-	250
Building & Services Refurbishment	800	-	-	-	-	-	-	-	-	-	800
<b>Sub-Total Previously Approved</b>	<b>1,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,550</b>
New w/Future Year											
Orangutan II & III: Indoor & Outdoor Exhibits	350	1,000	2,180	-	-	-	-	-	-	-	3,530
<b>Sub-Total New w/Future Year</b>	<b>350</b>	<b>1,000</b>	<b>2,180</b>	<b>-</b>	<b>3,530</b>						
<b>Total Expenditure</b>	<b>6,845</b>	<b>3,500</b>	<b>2,180</b>	<b>-</b>	<b>12,525</b>						
<b>Financing</b>											
Debt											
Exhibit Refurbishment	250	-	-	-	-	-	-	-	-	-	250
Orangutan II & III: Indoor & Outdoor Exhibits	350	-	-	-	-	-	-	-	-	-	350
Wildlife Health Centre	4,100	2,500	2,180	-	-	-	-	-	-	-	8,780
Information Systems	250	-	-	-	-	-	-	-	-	-	250
Grounds and Visitor Improvements	250	-	-	-	-	-	-	-	-	-	250
Building & Services Refurbishment	800	-	-	-	-	-	-	-	-	-	800
<b>Sub-Total Debt</b>	<b>6,000</b>	<b>2,500</b>	<b>2,180</b>	<b>-</b>	<b>10,680</b>						
Other											
Orangutan II & III: Indoor & Outdoor Exhibits	-	1,000	-	-	-	-	-	-	-	-	1,000
Wildlife Health Centre	845	-	-	-	-	-	-	-	-	-	845
<b>Sub-Total Other</b>	<b>845</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,845</b>
<b>Total Financing (excluding carry forward funding)</b>	<b>6,845</b>	<b>3,500</b>	<b>2,180</b>	<b>-</b>	<b>12,525</b>						

**Chart 3**  
**2016 – 2025 Capital Plan by Funding Source (In \$000s)**

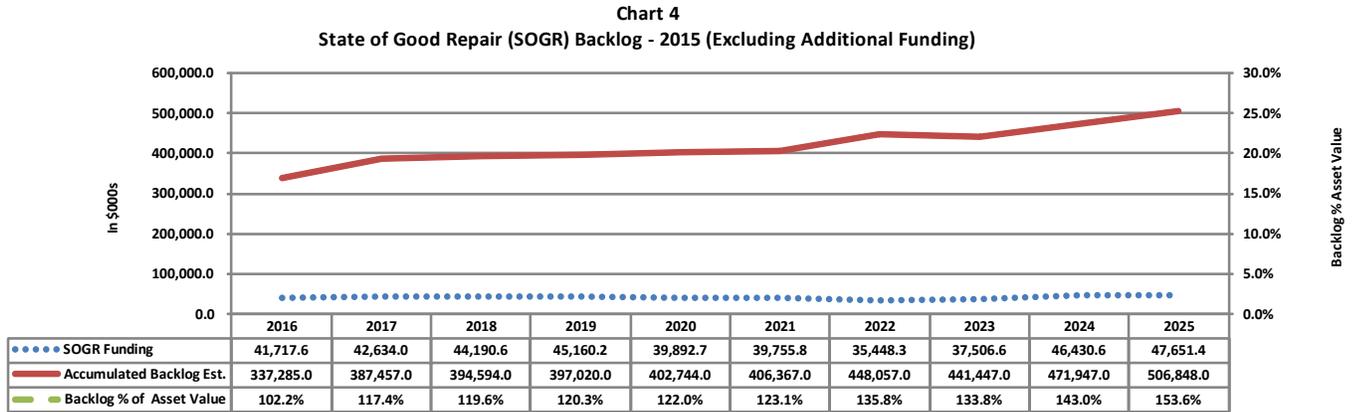


The 10-Year Capital Plan of \$61.845 million cash flow funding will be financed by the following sources:

- Debt accounts for \$60.000 million or 97.0% of the financing over the 10-year period.
  - The \$60.000 million debt funding meets the 10 year debt target.
  
- Other revenue arising from donations totalling \$1.845 million or 3.0% will assist in funding the following redevelopment/revitalization projects:
  - Wildlife Health Centre
  - Orangutan II & III: Indoor & Outdoor Exhibits

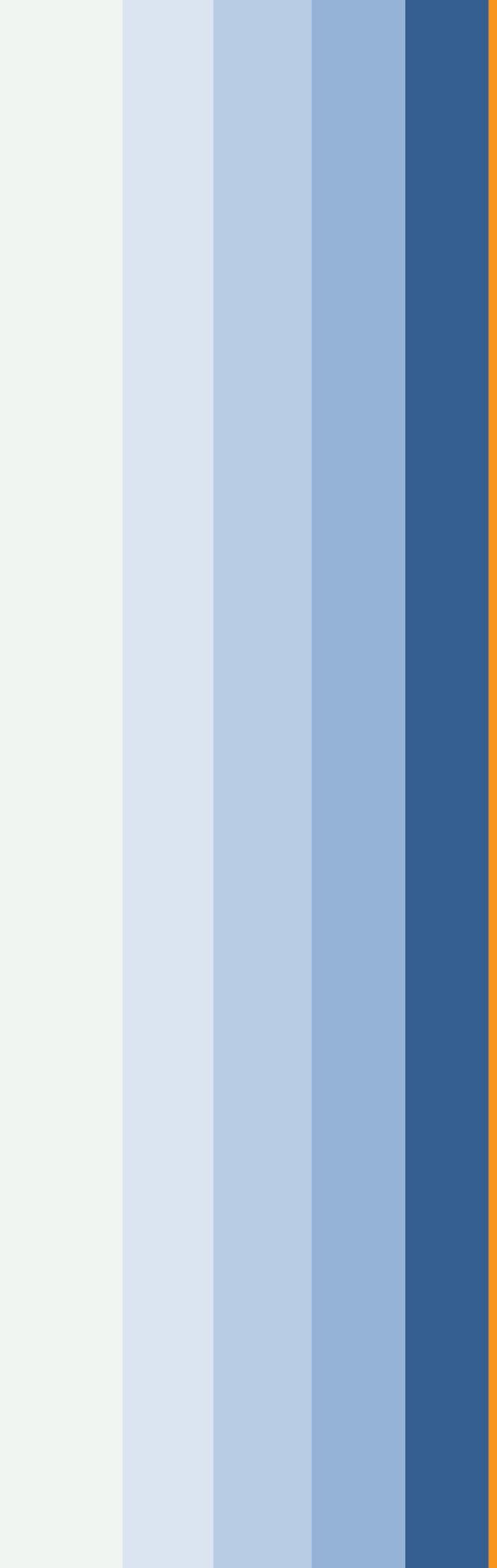
State of Good Repair (SOGR) Backlog

Chart 4  
SOGR Funding & Backlog (In \$000s)



The 10-Year Capital Plan dedicates \$52.631 million to SOGR, which on average provides \$5.263 million in SOGR funding annually.

- The replacement value of the Toronto Zoo's assets is estimated at \$330.000 million.
- At the end of 2016, Toronto Zoo is budgeting a SOGR backlog of \$87.409 million, representing 26.5% of the asset replacement value.
- The Toronto Zoo's SOGR backlog and asset replacement value will be revisited upon the completion of the new Master Plan and Condition Audit of Current Facilities.



## **Part II:**

Issues for Discussion

## Issues for Discussion

### Issues Impacting the 2016 Capital Budget

#### *Review of 2016-2025 Capital Requirements*

- During the 2015 Budget process, Council directed that: "The Deputy City Manager & Chief Financial Officer commence a detailed review of the City's 2016 – 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 Budget process."
- The Toronto Zoo submitted 2016–2025 Preliminary Capital Budget and Plan with \$61.845 million dedicated to its SOGR and service improvement projects, compared to that of 2015-2024 Approved Capital Budget and Plan of \$63.535 million.
- The Toronto Zoo meets the met its debt affordability target every year in its 2016–2025 Preliminary Capital Budget and Plan.

#### *Donation Funding:*

- The Toronto Zoo's 2016 Preliminary Capital Budget supports primarily Wildlife Health Centre Project which will cost \$4.945 million in 2016 and \$2,500 in 2017. Secured donations of \$0.845 million will partially offset 2016 Capital Budget requirements, and the remaining project cost of \$6.600 million will be funded through new debt.
- The Toronto Zoo's Orangutan Outdoor Exhibit Capital Project also secured donations for \$1.000 million which will be phased in for two years starting 2017. The total project cost is \$9.630 million of which \$1.000 million will partially offset 2017 Capital Plan requirement, and the remainder of the project costs to be financed through new debt.

### Issues Impacting the 10-Year Capital Plan

#### *New Master Plan and Condition Audit of Current Facilities:*

- Both the Toronto Zoo's new Master Plan and building condition audit of current facilities are expected to be completed by April 2016.
- Upon completion, further analysis will be required with respect to the asset inventory and capital maintenance plans to focus on state of good repair together with exhibit renewal.
- Zoological accreditation with various accrediting and regulatory authorities is a priority for the Toronto Zoo and the following projects will require specific consideration in the future Capital Plan:
  - Wildlife Health Centre
  - Orangutan II Indoor Exhibits
  - Hippo House & Exhibit Refurbishment

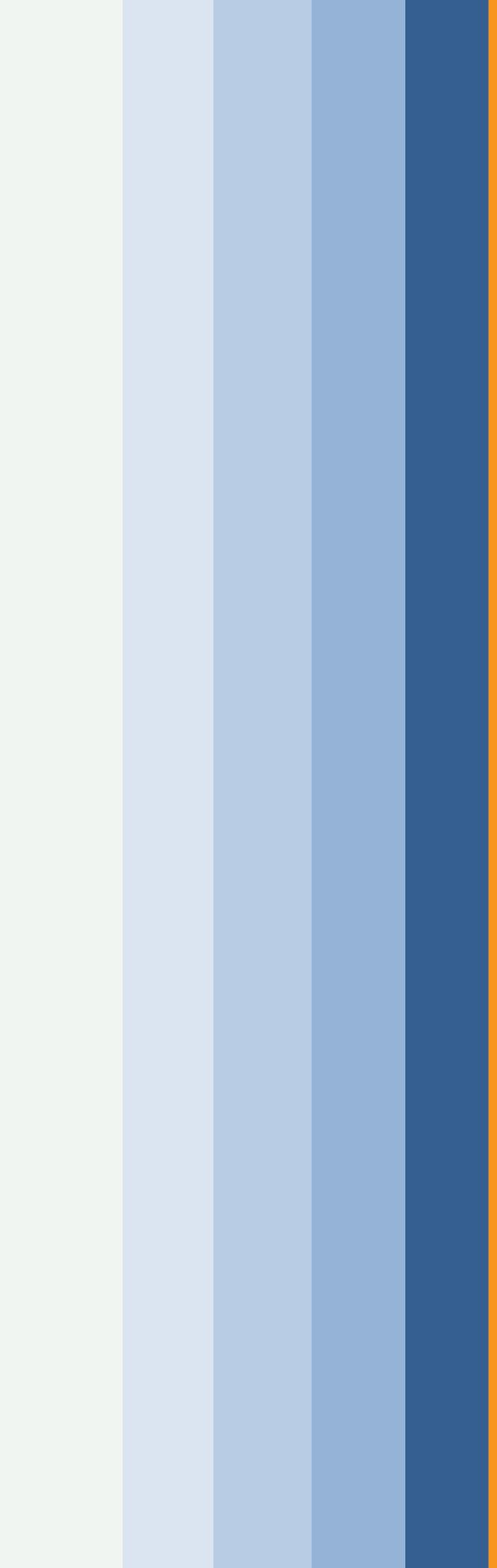
*Collaboration Agreement with the Rouge National Urban Park (RNUP):*

- Rouge Valley lands surrounding the Toronto Zoo are slated to become the heart of the Rouge National Urban Park once transfers to Parks Canada are complete in the near future.
- Both the Toronto Zoo and Parks Canada see potential efficiencies to be realized from future shared facilities and have entered into a Collaboration Agreement.
- Discussions are now focusing on a shared Visitor Centre and Education Facility which would be cost shared with Parks Canada.
- Feasibility studies are proceeding and are expected to provide input into the Toronto Zoo's new Master Plan.

*Fundraising Objectives and Below the Line Requests*

- Establishing an independent fundraising charitable foundation is a priority for the Toronto Zoo, and is a focus point of in the Toronto Zoo's new Strategic Plan (2015-2020).
- Donation funding in the amount of \$1.000 million for the Orangutan Facility has been secured and is budgeted for 2017 and 2018.
- The Toronto Zoo's below the line capital projects are all expected to require substantial future donation funding.
- The new Master Plan, currently under way and Building Condition Audit of Current Facilities, are expected to review and update priorities for the following below the line projects:
  - Ride and Revenue Development, (\$2.754 million)
    - Development of thematic rides to enhance revenue and the visitor immersion experience.
  - North Site Development (Tropical Americas), (\$8.255 million)
    - This project will involve the relocation and consolidation of the South America exhibits along with the refitting of a portion of the exhibits in the Americas Pavilion for Tropical American Wildlife.
    - This project impacts the Toronto Zoo's accreditation.
  - North Site Development (Canadian Wilderness), (\$24.550 million)
    - This project will complete the more efficient integration of visitor site circulation changes at the Zoo by bringing key Canadian Wildlife programs now in the Rouge Valley up onto the tableland.
    - The existing Canadian Domain exhibits are in need of major renovations for the welfare of the wildlife and viewing by the public.
    - This project impacts the Toronto Zoo's accreditation.

- Front Entrance and Food Services, (\$6.000 million)
  - A study of the main visitor entrance to the Zoo determined it deficient and outdated in a number of aspects:
    - inefficient admissions
    - inadequate visitor amenities
    - lack of orientation for first time visitors
    - insufficient orientation space inside the front entrance
    - unmemorable front entrance, indirect access to the Zoomobile
    - entrance/exit turnstiles are oriented opposite to the norm
    - the food facility is not directly accessible
  - The renovations proposed for the front entrance are designed to:
    - achieve improved ticketing
    - to provide a memorable entrance/exit to the Zoo
    - to locate retail and food opportunities directly in line with the visitors' path of movement to maximize retail opportunities
    - to provide an enlarged plaza and to improve the overall level of services to the Zoo visitor
- Shared Visitor Centre and Education Facility
  - Parks Canada and the Toronto Zoo are moving forward to choose a preferred site and define needs for a shared visitor centre and educational facility.
  - Both parties understand that currently there are no allocated funds for such a facility and intend to work on cost estimates and funding options.



# **Appendices**

## Appendix 1 2015 Performance

### 2015 Key Accomplishments

In 2015, the Toronto Zoo made significant progress and/or accomplished the following:

- Signed a collaboration agreement with Parks Canada for the Rouge Urban National Park.
- Started discussions on a shared Visitor Centre and Education Facility for the Rouge National Park which would be cost shared with Parks Canada.
- Made significant progress towards construction of the Wildlife Health Centre.
- Continued work on SOGR projects which address zoological accreditation issues.

### 2015 Financial Performance

**Table 9  
2015 Budget Variance Analysis (In \$000's)**

2015 Approved	As of Sept. 30, 2015		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
12,681	4,030	31.8%	10,381	81.9%	2,300	18.1%

\* Based on 2015 Third Quarter Capital Variance Report

### 2015 Experience

At its meeting on December 9, 2015, Council approved the 2015 Capital Variance Report for the nine months ended September 30, 2015. Please refer to the attached link for the staff report regarding the details of variance explanations and year-end projections for the Toronto Zoo:

### Impact of the 2015 Capital Variance on the 2016 Preliminary Budget

- There are no impacts from the 2015 Capital Variance on the 2016 Recommended Capital Budget.

## Appendix 2

**Table 10**  
**2016 Capital Budget; 2017 to 2025 Capital Plan (\$000s)**

Project	Total Project Cost	Prior Year Carry Forward	2016	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025 Total
<b>State of Good Repair:</b>														
<i>Exhibit Refurbishment</i>	5,250	-	250	550	850	400	600	<b>2,650</b>	350	450	600	600	600	<b>5,250</b>
<i>Orangutan II &amp; III: Indoor &amp; Outdoor Exhibits</i>	9,630	-	350	1,000	3,180	2,900	2,200	<b>9,630</b>	-	-	-	-	-	<b>9,630</b>
<i>Wildlife Health Centre</i>	18,035	-	4,945	2,500	-	-	-	<b>7,445</b>	-	-	-	-	-	<b>7,445</b>
<i>Information Systems</i>	3,100	-	250	350	350	300	350	<b>1,600</b>	250	350	300	300	300	<b>3,100</b>
<i>Grounds and Visitor Improvements</i>	5,250	-	250	550	850	400	600	<b>2,650</b>	350	450	600	600	600	<b>5,250</b>
<i>Building &amp; Services Refurbishment</i>	12,956	-	800	1,550	1,270	1,300	1,000	<b>5,920</b>	900	1,500	1,571	1,565	1,500	<b>12,956</b>
<i>Hippo House and Exhibit Refurbishment</i>	9,000	-	-	-	-	700	1,250	<b>1,950</b>	4,150	2,900	-	-	-	<b>9,000</b>
<b>Sub-Total</b>	<b>63,221</b>	<b>-</b>	<b>6,845</b>	<b>6,500</b>	<b>6,500</b>	<b>6,000</b>	<b>6,000</b>	<b>31,845</b>	<b>6,000</b>	<b>6,650</b>	<b>3,071</b>	<b>3,065</b>	<b>3,000</b>	<b>52,631</b>
<b>Service Improvements:</b>														
<i>Gorilla II: Outdoor Display</i>	3,000	-	-	-	-	-	-	-	-	350	1,929	721	-	<b>3,000</b>
<i>Breeding/Holding Facility</i>	3,214	-	-	-	-	-	-	-	-	-	1,000	2,214	-	<b>3,214</b>
<i>Educational Development</i>	3,000	-	-	-	-	-	-	-	-	-	-	-	3,000	<b>3,000</b>
<b>Sub-Total</b>	<b>9,214</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>350</b>	<b>2,929</b>	<b>2,935</b>	<b>3,000</b>	<b>9,214</b>
<b>Total</b>	<b>72,435</b>	<b>-</b>	<b>6,845</b>	<b>6,500</b>	<b>6,500</b>	<b>6,000</b>	<b>6,000</b>	<b>31,845</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>61,845</b>

## Appendix 3

### 2016 Capital Budget; 2017 to 2025 Capital Plan

**CITY OF TORONTO**

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

**Appendix 3: 2016 Capital Budget; 2017 to 2025 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.		2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable	Total Financing		
<b>ZOO000003 Gorilla II: Outdoor Display</b>																									
6	1	Gorilla II: Outdoor Display	CW	S6	04	0	0	0	0	0	0	3,000	3,000	0	0	0	0	0	0	0	0	3,000	0	3,000	
Sub-total						0	0	0	0	0	0	3,000	3,000	0	0	0	0	0	0	0	0	3,000	0	3,000	
<b>ZOO000012 Exhibit Refurbishment</b>																									
1	17	Exhibit Refurbishment (2017-2025)	CW	S6	03	0	550	850	400	600	2,400	2,600	5,000	0	0	0	0	0	0	0	0	5,000	0	5,000	
0	21	Exhibit Refurbishment (2016)	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	550	850	400	600	2,650	2,600	5,250	0	0	0	0	0	0	0	0	0	5,250	0	5,250
<b>ZOO000021 Orangutan II &amp; III: Indoor &amp; Outdoor Exhibits</b>																									
4	1	Orangutan II & III: Indoor/Outdoor Exhibits	CW	S6	03	0	0	1,000	2,900	2,200	6,100	0	6,100	0	0	0	0	0	0	0	0	6,100	0	6,100	
0	3	Orangutan II Outdoor Exhibit (2016-2018)	CW	S5	03	350	1,000	2,180	0	0	3,530	0	3,530	0	0	0	0	0	0	0	1,000	2,530	0	3,530	
Sub-total						350	1,000	3,180	2,900	2,200	9,630	0	9,630	0	0	0	0	0	0	0	0	1,000	8,630	0	9,630
<b>ZOO000022 Animal Health Centre</b>																									
2	3	Wildlife Health Centre	CW	S2	03	4,100	2,500	0	0	0	6,600	0	6,600	0	0	0	0	0	0	0	0	6,600	0	6,600	
0	6	Wildlife Health Centre Construction Budget Adjust	CW	S2	03	845	0	0	0	0	845	0	845	0	0	0	0	0	0	0	0	845	0	845	
Sub-total						4,945	2,500	0	0	0	7,445	0	7,445	0	0	0	0	0	0	0	0	845	6,600	0	7,445
<b>ZOO000170 Breeding/Holding Facility</b>																									
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	3,214	0	3,214
<b>ZOO000177 Information Systems</b>																									
1	8	Information Systems (2017-2025)	CW	S6	03	0	350	350	300	350	1,350	1,500	2,850	0	0	0	0	0	0	0	0	2,850	0	2,850	
0	15	Information Systems (2016)	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	350	350	300	350	1,600	1,500	3,100	0	0	0	0	0	0	0	0	0	3,100	0	3,100
<b>ZOO11 Grounds and Visitor Improvements</b>																									
1	13	Ground and Visitors Improvements (2017 to 2025)	CW	S6	03	0	550	850	400	600	2,400	2,600	5,000	0	0	0	0	0	0	0	0	5,000	0	5,000	
0	18	Grounds & Visitor Improvements (2016)	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	550	850	400	600	2,650	2,600	5,250	0	0	0	0	0	0	0	0	0	5,250	0	5,250
<b>ZOO28 Building &amp; Services Refurbishment</b>																									

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3: 2016 Capital Budget; 2017 to 2025 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															
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing				
<u>ZOO28 Building &amp; Services Refurbishment</u>																											
1	7	Building & Services Refurbishment (2017-2025)	CW	S6	03	0	1,550	1,270	1,300	1,000	5,120	7,036	12,156	0	0	0	0	0	0	0	0	0	12,156	0	12,156		
0	31	Building & Services Refurbishment (2016)	CW	S4	03	800	0	0	0	0	800	0	800	0	0	0	0	0	0	0	0	0	800	0	800		
Sub-total						800	1,550	1,270	1,300	1,000	5,920	7,036	12,956	0	0	0	0	0	0	0	0	0	12,956	0	12,956		
<u>ZOO906205 Educational Development</u>																											
2	2	He	CW	S6	04	0	0	0	0	0	0	3,000	3,000	0	0	0	0	0	0	0	0	0	3,000	0	3,000		
Sub-total						0	0	0	0	0	0	3,000	3,000	0	0	0	0	0	0	0	0	0	0	3,000	0	3,000	
<u>ZOO907666 Hippo House and Exhibit Refurbishment</u>																											
7	1	Hippo House and Exhibit Refurbishment	CW	S6	03	0	0	0	700	1,250	1,950	7,050	9,000	0	0	0	0	0	0	0	0	0	0	9,000	0	9,000	
Sub-total						0	0	0	700	1,250	1,950	7,050	9,000	0	0	0	0	0	0	0	0	0	0	0	9,000	0	9,000
<b>Total Program Expenditure</b>						6,845	6,500	6,500	6,000	6,000	31,845	30,000	61,845	0	0	0	0	0	0	0	0	1,845	60,000	0	61,845		

Report Phase 2 - Program 21 Toronto Zoo Program Phase 2 Sub-Project Category 01,02,03,04,05 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3: 2016 Capital Budget; 2017 to 2025 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										
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																						
Other2 (External)						845	500	500	0	0	1,845	0	1,845	0	0	0	0	0	1,845	0	0	1,845
Debt						6,000	6,000	6,000	6,000	6,000	30,000	30,000	60,000	0	0	0	0	0	0	60,000	0	60,000
<b>Total Program Financing</b>						<b>6,845</b>	<b>6,500</b>	<b>6,500</b>	<b>6,000</b>	<b>6,000</b>	<b>31,845</b>	<b>30,000</b>	<b>61,845</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,845</b>	<b>60,000</b>	<b>0</b>	<b>61,845</b>

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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 2017 & 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

### 2016 Cash Flow and Future Year Commitments



Report Phase 2 - Program 21 Toronto Zoo Program Phase 2 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5 Sub-Project Category 01,02,03,04,05 User Fields ALL

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 4: 2016 Cash Flow and Future Year Commitments**

Toronto Zoo						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By													
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	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:																									
		Other2 (External)				845	500	500	0	0	1,845	0	1,845	0	0	0	0	0	0	0	0	1,845	0	0	1,845
		Debt				6,000	3,000	1,680	0	0	10,680	0	10,680	0	0	0	0	0	0	0	0	0	10,680	0	10,680
<b>Total Program Financing</b>						<b>6,845</b>	<b>3,500</b>	<b>2,180</b>	<b>0</b>	<b>0</b>	<b>12,525</b>	<b>0</b>	<b>12,525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,845</b>	<b>10,680</b>	<b>0</b>	<b>12,525</b>

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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

### 2016 Capital Budget with Financing Detail

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



**CITY OF TORONTO**  
**Appendix 5: 2016 Capital Budget with Financing Detail**  
**Toronto Zoo**  
**Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2016	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
<b>1</b>	<b><u>ZOO28</u></b>	<b><u>Building &amp; Services Refurbishment</u></b>													
0	31 Building & Services Refurbishment (2016)	01/01/2016	12/31/2016	800	0	0	0	0	0	0	0	0	800	0	
	<b>Project Sub-total:</b>			800	0	0	0	0	0	0	0	0	800	0	
<b>2</b>	<b><u>ZOO000177</u></b>	<b><u>Information Systems</u></b>													
0	15 Information Systems (2016)	01/01/2016	12/31/2015	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	
<b>3</b>	<b><u>ZOO000012</u></b>	<b><u>Exhibit Refurbishment</u></b>													
0	21 Exhibit Refurbishment (2016)	01/01/2016	12/31/2016	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	
<b>7</b>	<b><u>ZOO11</u></b>	<b><u>Grounds and Visitor Improvements</u></b>													
0	18 Grounds & Visitor Improvements (2016)	01/01/2016	12/31/2016	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	
<b>8</b>	<b><u>ZOO000022</u></b>	<b><u>Animal Health Centre</u></b>													
0	6 Wildlife Health Centre Construction Budget Adjust	01/01/2014	12/31/2017	845	0	0	0	0	0	0	0	845	0	0	
2	3 Wildlife Health Centre	01/01/2014	12/31/2017	4,100	0	0	0	0	0	0	0	0	4,100	0	
	<b>Project Sub-total:</b>			4,945	0	0	0	0	0	0	0	845	4,100	0	
<b>14</b>	<b><u>ZOO000021</u></b>	<b><u>Orangutan II &amp; III: Indoor &amp; Outdoor Exhibits</u></b>													
0	3 Orangutan II Outdoor Exhibit (2016-2018)	01/01/2016	12/31/2018	350	0	0	0	0	0	0	0	0	350	0	
	<b>Project Sub-total:</b>			350	0	0	0	0	0	0	0	0	350	0	
<b>Program Total:</b>				6,845	0	0	0	0	0	0	0	845	6,000	0	

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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