

To: Board of Management

From: Chief Operating Officer

Subject: **CAPITAL PROJECT UPDATE AND VARIANCE REPORT
DECEMBER 2018**

Date: 2019-01-30

SUMMARY

This report provides an update to the Board on the status of the Capital Projects at the Zoo as at 2018-12-31.

RECOMMENDATIONS:

It is recommended that this report be received for information.

DECISION HISTORY:

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

COMMENTS:

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

- Orangutan project delayed. An RFP for design to replace the original Architectural firm was issued in late November. The remaining design work has been awarded to Zeidler Partnership Architects by the Board of Management.
- The Amur tiger exhibit opened in October 2018.
- Work began on the African Rainforest Pavilion emergency backup generator replacement project in November 2018 and is expected to be completed spring 2019.
- The Board awarded the new Parking Management System work to Precise ParkLink in November.

Capital Budget Variance Report:

The Capital Budget Variance report for the period-ended 2018-12-31 is attached (Schedule II) It is anticipated that full-year spending of 16.3% will be achieved by year-end. This percentage is affected significantly by the lack of spending on the Orangutan Project due to issues with the consultant. Several other projects have been tendered and have either been over budget or we did not receive contractor/consultant submissions. Several projects have been tendered twice with no submissions being received.

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ATTACHMENTS:

Schedule I - Capital Project Status at 2018-12-31
Schedule II – Capital Variance Report for the Period Ended 2018-12-31

CAPITAL PROJECTS STATUS
As at 2018-12-31

PROJECT	DESCRIPTION	PROGRESS UPDATE	PROJECTED COMPLETION
ORANGUTAN III OUTDOOR EXHIBIT	Improvements to upgrade the living conditions, animal behaviour enrichment, by providing outside space for the management of the orangutans.	Contract with Balind Architect Inc. has been terminated due to inability of Architect to complete the assignment. RFP for new Consultant was issued in November and work has been awarded to Zeidler Partnership Architects.	2020-05
WILDLIFE HEALTH CENTRE	The existing animal health facility did not meet current hospital standards as detailed by various inspecting groups. The new WHC has been specifically design for medical treatment, surgical care, and reproductive physiology of Zoo species in a professional and hygienic setting.	Main construction is complete. GGI have advised that all deficiencies have been completed however TZ and DSAI have to confirm. In litigation - claim issued by Gillam Group on 2017-08-22. Counterclaim issued by TZ on 2018-03-13.	2017-05
BUILDING & SERVICES REFURBISHMENT			
Building Audit- Building Asset Management Software	A Building Audit was completed for all TZ facilities in 2015-2016. A web-based software program is required for identifying, tracking and updating the Building Audit.	Prior quotation over budget. New RFP was issued the submission received did not meet the requirements of the RFP.	2018-09
Building Audit Repairs/Upgrades	Completion of repairs and upgrades to building components based on priorities identified in the	Epoxy repairs completed in various locations in 2018.	2018-12

CAPITAL PROJECTS STATUS
As at 2018-12-31

PROJECT	DESCRIPTION	PROGRESS UPDATE	PROJECTED COMPLETION
	2016 Building Audit.	This is an ongoing project additional work will continue in 2019.	
Valley Halla	Complete upgrades to Valley Halla in accordance with the 2016 Building Audit.	Chimney repair has been awarded and contractor is currently awaiting the building permit.	2019-07
Roof & Skylight Repairs	Replacement/repair of roofs and skylights on site as recommended in the Building Audit. The Member & Guest Services building was scheduled for completion in 2017.	Roof replacement has been awarded and work is underway.	2019-02
Electrical Systems Upgrades	LED lighting retrofit for buildings and parking lot lighting replacement. Replacement of electric meters for all Pavilions controls for usage for rebates.	Main parking lot and staff parking lot lights have been replaced with LED lights. Electric meters have been installed.	2018-12
Mechanical Equipment Replacement	Replacement of existing mechanical equipment with new, including boilers, fans, and ventilation units on site. Adding Variable Frequency Drives (VFDs) on motors and pumps.	VFD installation is complete.	2018-12
Building Automation System Upgrades	Upgrade of the existing BAS which manages and controls the operation of the HVAC systems.	BAS upgrades are complete in African Rainforest and Indo-Malaya Pavilions.	2018-12
Substation/Transformer/	Replacement of transformer at Africa Restaurant	Transformer replaced at the	2018-12

CAPITAL PROJECTS STATUS
As at 2018-12-31

PROJECT	DESCRIPTION	PROGRESS UPDATE	PROJECTED COMPLETION
High Voltage Cabling Repairs and Replacement	and addition of add-a-phase pumping station.	snow leopard.	
Road and Site Services Refurbishment	Upgrade and repair roads, sanitary and storm sewers, natural gas and water mains as recommended in site services study.	Watermain and gas valve replaced outside of Indo-Malaya Pavilion	2019-07
Generator Installation- African Rainforest Pavilion	Replacement of African Rainforest Pavilion generator. The generator was purchased in 2017 and will be installed in 2018.	Awarded to Tri-Unite Systems Inc. Installation has begun and will be completed in spring 2019	2019-04
Generator Replacement- Indo-Malaya Pavilion	Design and installation will be completed in 2018.	RFP for design was awarded and design work will be complete in Jan 2019.	2019-12
Site Services Study	Development of updated plans/reports related to the Zoo grounds in particular Site Services.	Two RFPs have been issued for this study however no bids received.	2019-06
Site Wide Re-Keying Project	Review of the existing site wide keying system and establish a new keying system that provides more control over key distribution and accessibility.	Toronto Zoo project staff has reviewed several keying systems and are in the process of reviewing the proposed system with Division Heads for approval. Once approved an RFP will be issued.	2019-12

CAPITAL PROJECTS STATUS
As at 2018-12-31

PROJECT	DESCRIPTION	PROGRESS UPDATE	PROJECTED COMPLETION
EXHIBIT & HOLDING REFURBISHMENT			
Aldabra Tortoise Exhibit	Create an outdoor summer exhibit at the east side of the African Rainforest Pavilion for the Aldabra Tortoise and modify the existing indoor Ring Tailed Lemur exhibit to accommodate the Tortoise in the winter.	Complete	2018-07
Palisade Replacement Mayan Temple	The original existing exhibit perimeter palisades are rotting and must be replaced to maintain integrity of the barriers.	Work completed.	2018-12
African Rainforest Roof Vents – Gorilla	The roof vents at the gorilla exhibit are not easily accessible due to modifications to the Pavilion of the years.	Expect this will be completed as part of the Energy Retrofit project.	2019-06
Replacement of Deteriorating Amphibian Exhibits	Renovate outdated amphibian exhibits at the Americas Pavilion.	Awarded to DASD. Work substantially completed.	2018-12
Ostrich and Wildebeest Holding Yards	Create a new yard just inside the ostrich exhibit and a corridor from the wildebeest exhibit to a new yard located on the west side of the ostrich house.	Project was cancelled.	

CAPITAL PROJECTS STATUS
As at 2018-12-31

PROJECT	DESCRIPTION	PROGRESS UPDATE	PROJECTED COMPLETION
Amur Tiger Modifications	Modification to the existing Giant Panda holding and habitats required to accommodate the return of the Amur Tigers.	Project is complete.	2018-09
GROUNDS & VISITOR IMPROVEMENTS			
Wayfinding Signage Study	On site direction signage must be updated to improve Zoo visitor site circulation and orientation.	Tender submissions were received from pre-qualified contractors November 2018. This project is an agenda item for the February Board meeting to award a portion of the work.	2019-09
Conversion of Panda Interpretive Centre	The Panda Interpretive Centre was an interpretive space created as par to the overall Giant Panda experience. Now that the Giant Pandas are no longer at the Zoo we will have to make modifications to the Panda Interpretive Centre to create a Special Events Centre.	Complete	2018-09
Visitor Improvements – Public Washroom Improvements	Complete review of all existing public washroom facilities and prepare drawings for each location to include necessary requirements to meet the new standards.	Bids received. In the process of awarding RFP.	2019-12

CAPITAL PROJECTS STATUS
As at 2018-12-31

PROJECT	DESCRIPTION	PROGRESS UPDATE	PROJECTED COMPLETION
Site Accessibility	Complete site modifications required to meet AODA requirements in accordance with the Feasibility Study completed by MMM Group in 2012.	Pathway modifications complete at Aldabra tortoise exhibit.	2018-12
Dangerous Animal Barriers	In 2016 a review of all dangerous animal exhibit barriers was completed and there are recommendations for each area.	In-house upgrades completed on several exhibits. Gorilla viewing barrier replaced by contractors.	2018-12
On Site Emergency Phones	Complete an RFP for review of the existing site wide emergency phone system.	Combined with the site services study project.	2019-06
African Savanna- Public Viewing Rails	Rails have deteriorated at the base and the base rail can no longer support the pickets. The current pickets do not meet code.	Approximately 30% of barriers have been replaced.	2019-03
Replace Bridge at Hippo Exhibit	The existing bridge is deteriorated beyond repair. All repair options have been exhausted over the years and therefore the bridge needs to be replaced.	Completed	2018-12
INFORMATION TECHNOLOGY			
Life Cycle Management Hardware Refresh	22 monochrome laser printers and 4 colour printers rolled out.	Printers acquired for replacement and installed.	2018-05

CAPITAL PROJECTS STATUS
As at 2018-12-31

PROJECT	DESCRIPTION	PROGRESS UPDATE	PROJECTED COMPLETION
Wildlife Health Centre Technology.	Supply and install card readers, relocation of phones to accommodate occupants, supply and installation of additional computers and conference room A/V equipment. Review network expansion for the WHC.	Card readers, phones and computers relocated/installed. A/V equipment and network expansion delayed.	2019-03
New Parking Lot Access / Exit System	Replacement of outdated Parking System to be in place for 2019 season.	RFP issued and evaluated. Award to successful proponent expected in November	2019-03
Expansion of Customer Facing Digital Technology	Installation of eight digital signs on site, complete with mounting systems and media servers.	Equipment procured and in the process of being rolled out.	2018-12



2018 CAPITAL VARIANCE REPORT
For the Period Ended 2018-12-31

Project/Sub-Project Name	2018 - CASH FLOW & PROJECT STATUS										
	CFWD from 2016 Budget	CFWD from 2017 Budget	New 2018 Funds	Total 2018 Budget	Spending to Date	Work in Progress	Total Spending YTD	% Spent	Unspent	Projected Actuals to Year-End	
	\$	\$	\$	\$	\$	\$	\$		\$	\$	% of 2018 Budget
Recurring Capital Programs											
Information Systems	18,724	350,000	350,000	718,724	227,739	-	227,739	31.7%	490,985	227,739	31.7%
Building and Services Refurbishment	-	1,468,910	1,270,000	2,738,910	807,582	-	807,582	29.5%	1,931,328	807,582	29.5%
Grounds and Visitor Improvements	-	541,741	1,450,000	1,991,741	205,242	-	205,242	10.3%	1,786,499	205,242	10.3%
Exhibit & Holding Refurbishment	-	545,871	250,000	795,871	790,204	-	790,204	99.3%	5,667	790,204	99.3%
Major Capital Projects											
Wildlife Health Centre	-	1,192,639	-	1,192,639	62,222	-	62,222	5.2%	1,130,417	62,222	5.2%
Orangutan II Outdoor	#####	-	4,000,000	5,063,282	58,677	-	58,677	1.2%	5,004,605	58,677	1.2%
Winterized Zoomobile			700,000	700,000	-	-	-	0.0%	700,000	0	0.0%
TOTAL	1,082,006	4,099,161	8,020,000	13,201,167	2,151,666	-	2,151,666	16.3%	11,049,501	2,151,666	16.3%

OVERALL PROJECT PROJECTION					Project Start Date	Completion Date		Note
Total Project Budget	Cummulative Spending at 2018-12-31	% Spent	Total Estimated Cost at Completion	Final Estimated Variance at Completion		Planned Completion Date	Expected/ Actual Completion Date	
\$	\$		\$	\$				
718,724	227,739	31.7%	718,724	-	2017-01-01	2017-12-31	2018-12-31	1.
2,738,910	807,582	29.5%	2,738,910	-	2017-01-01	2017-12-31	2018-12-31	2.
1,991,741	205,242	10.3%	1,991,741	-	2017-01-01	2017-12-31	2018-12-31	3.
795,871	790,204	99.3%	795,871	-	2017-01-01	2017-12-31	2018-12-31	4.
18,035,000	16,842,260	93.4%	18,035,000	-	2014-01-01	2017-07-01	2017-03-31	5.
3,530,000	242,553	6.9%	3,530,000	-	2013-01-01	2014-12-31	2018-12-31	6.
1,400,000	-	0.0%	1,400,000	-	2018-01-01	2019-12-31	2019-12-31	7.
29,210,246	19,115,580	65.4%	29,210,246	-				

NOTES / STATUS:

1. Awarded tender for replacement of Parking Management System in fall. Life-cycle computer equipment replaced and installation is on-going.
2. Replacement Member & Guest Services roof was underway to be completed early 2019. African Rainforest generator installation was 30% complete at the end of December.
3. Award of the Wayfinding RFT for Fabrication and Installation is an agenda item for the February board meeting.
4. Exterior Aldabra Tortoise exhibit was completed. Amur Tiger modifications were completed in September.
5. WHC Project completed and opened to the public in Summer 2017.
6. Contract for the original Architect was terminated. A second RFP was issued for remaining design and has been awarded to Zeidler Partnership Architects.
7. A second RFP was issued for the winterized zoomobile and submissions are currently being reviewed. This is an agenda item for the February board meeting.