

2023-2032 Capital Budget

Date: October 4, 2022

To: Board of Management of the Toronto Zoo

From: Controller

Wards: All

SUMMARY

This report submits the 2023-2032 Capital Budget of the Toronto Zoo. The Policy & Finance Committee reviewed the 2023-2032 Capital Budget on 2022-10-03 and recommended it for approval by the Board.

RECOMMENDATIONS

The Controller recommends that:

1. Board of Management of the Toronto Zoo approves the 2023-2032 Capital Budget as shown in Attachment #1.

FINANCIAL IMPACT

The 2023-2032 Capital Budget is comprised of six (6) projects and related sub-projects. The Capital Budget will require a total gross cash flow of \$153.1 million prior to consideration of outside funding sources and prior year carry forward balances. The total gross cash flow required in 2023 is \$23.9 million prior to consideration of outside funding sources and prior year carry forward balances.

The Capacity to Spend model, based on historical actual spend, is utilized by the City in determining total debt levels. As such, the 2023-2032 Capital Budget for the Zoo reflects the level of spending necessary to support the development of projects in the 2022 Master Plan approved by the Board of Management.

DECISION HISTORY

The foundation of the 2023-2032 Capital Budget is the NEW Toronto Zoo 2022 Master Plan. It reflects a balance of modernization, transformational, and innovative initiatives as desired by the Board and Senior Management. All projects will also be designed to consider the actions required to meet the City's compliance with AODA legislation and be consistent with the direction provided in the Strategic Plan previously adopted by the Board of Management.

The Master Plan and proposed project sequencing also addresses the challenge faced by the Toronto Zoo of maintaining an adequate state of good repair and developing new, dynamic exhibits within the previous debt target model used by the City of Toronto. Our deferred capital debt is estimated to be over \$80 million.

Implementation of the Master Plan is essential to the Toronto Zoo's future in order to achieve our vision while meeting evolving guest expectations. The COVID-19 pandemic, changes in the labour market and supply chain issues delayed our progress on many initiatives over the past two years. With this budget we are well positioned to address the challenges and ensure we are meeting the standards expected by our community.

COMMENTS

The following discussion provides further information on the projects included in the Capital Budget.

2023-2032 Capital Projects

Toronto Zoo Community Conservation Campus

The Toronto Zoo Community Conservation Campus is viewed as a critical element for Zoo revitalization and community engagement. The front entrance has not been significantly updated since 1974, is the first and last destination for guests, and has been prioritized in the current Master Plan. Overall, this area will be a community hub with traditional Zoo front entrance elements such as entrance wickets, and retail facilities. In addition to these traditional elements, the concept includes program elements such as conservation displays, classrooms and wet laboratories which will be shared with the University of Toronto Scarborough. The project also includes exterior improvements to landscaping and courtyard design and a new outdoor habitat.

Design is currently underway, and construction will commence in 2023 through 2025.

Savanna Indoor Winter Holding & Viewing

This new Pavilion will be located in the middle of the Zoo and create a large indoor habitat for Africa species, while also creating new vantage points onto the expansive Savanna landscape. It will improve our ability to serve animals in our care and significantly improve the winter Zoo experience for guests.

Design is set to commence in 2023 with construction commencing in 2025 and completion in 2026.

Building & Services Refurbishment

The Building & Services Refurbishment projects will comprise of several smaller projects in 2023 and beyond. The objective is to implement the repair or replacement of building components requiring attention over the next 10+ years. A high priority will be placed on those repairs that are required to meet AZA Accreditation standards including SOGR projects and roof replacements. This will also include sustainability efforts to reduce our carbon footprint and environmental impact as described in our TZNet0 Plan.

Exhibit Refurbishment

Exhibit & Holding Refurbishment projects are part of a multi-year plan involving various initiatives to renovate smaller exhibits throughout the Zoo site that are not part of a major redevelopment project.

Information Systems

In 2023, the Zoo will focus on updating software and hardware, new tech tools to improve efficiency of operations and other projects identified in the 2022 Technology Master Plan.

Grounds and Visitor Improvements

The Grounds and Visitor Improvements Projects address the needs of the public pertaining to visitor amenities, the appearance of indoor and outdoor areas, improvements to site circulation and visitor orientation.

In 2023, expenditures in this category will focus on addressing issues in relation to accessibility and pathway improvements. Some of the projects identified in this category include a new corporate picnic area, winter accessibility, perimeter fences and pathways, wildlife program improvements and the redevelopment of the nutrition centre.

CONCLUSION:

The mission of the Toronto Zoo is connecting people, animals, and conservation science to fight extinction. The Master Plan has been updated with this mission in mind and will result in a dynamic and exciting offering of improvements for the future sustainability of the Toronto Zoo, celebrating guests and showcasing conservation science in our community.

Since inception in 1974, over \$244.0 million has been invested in the City's assets through the Capital Works Plan (CWP). The 2023-2032 Capital Budget represents a balanced approach to maintaining the existing facilities and approval of the plan will enable the Zoo to complete various key State of Good Repair projects and ensure we operate at the AZA Standard.

Your Toronto Zoo team will continue to plan for the long term and ensure our financial sustainability through the strengthening of our external fundraising relationships, particularly with the Toronto Zoo Wildlife Conservancy. The continued support of the City through the Capital Program, in combination with continued fundraising progress in our highly competitive marketplace, will facilitate the continuous improvement of the Zoo for both wildlife and guests.

CONTACT

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SIGNATURE

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ATTACHMENTS

Attachment 1 - Toronto Zoo Capital Budget 2023-2032