

**Corporate Services, Strategic Planning
And Property Committee
REGULAR MEETING
Public Session
AGENDA**

SEPTEMBER 15, 2016

Patrizia Bottoni, Chair
Trustee Ward 4

Maria Rizzo, Vice Chair
Trustee Ward 5

Ann Andrachuk
Trustee Ward 2

Nancy Crawford
Trustee Ward 12

Frank D'Amico
Trustee Ward 6

Jo-Ann Davis
Trustee Ward 9

Rhea Carlisle
Student Trustee

Michael Del Grande
Trustee Ward 7

Angela Kennedy
Trustee Ward 11

Joseph Martino
Trustee Ward 1

Sal Piccininni
Trustee Ward 3

Barbara Poplawski
Trustee Ward 10

Garry Tanuan
Trustee Ward 8

Karina Dubrovskaya
Student Trustee



MISSION

*The Toronto Catholic District School Board is an inclusive learning community rooted in the love of Christ.
We educate students to grow in grace and knowledge and to lead lives of faith, hope and charity.*

VISION

At Toronto Catholic we transform the world through witness, faith, innovation and action.

Recording Secretary: Lalita Fernandes 416-222-8282 Ext. 2293
Asst. Recording Secretary: Sophia Harris 416-222-8282 Ext. 2298

Angela Gauthier
Director of Education

Angela Kennedy
Chair of the Board

TERMS OF REFERENCE FOR CORPORATE AFFAIRS, STRATEGIC PLANNING AND PROPERTY COMMITTEE

The Corporate Affairs, Strategic Planning and Property Committee shall have responsibility for considering matters pertaining to:

- (a) Business services including procurement, pupil transportation risk management/insurance and quarterly financial reporting
- (b) Facilities (buildings and other), including capital planning, construction, custodial services, design, maintenance, naming of schools, enrolment projections and use permits
- (c) Information Technology including, computer and management information services
- (d) Financial matters within the areas of responsibility of the Corporate Affairs, Strategic Planning and Property Committee including budget development
- (e) Policy development and revision in the areas of responsibility of the Corporate Affairs, Strategic Planning and Property Committee
- (f) Policies relating to the effective stewardship of board resources in the specific areas of real estate and property planning, facilities renewal and development, financial planning and information technology
- (g) The annual operational and capital budgets along with the financial goals and objectives are aligned with the Board's multi-year strategic plan
- (h) Any matter referred to the Corporate Affairs, Strategic Planning and Property Committee by the Board
- (i) Intergovernmental affairs and relations with other outside organizations
- (j) Advocacy and political action
- (k) Partnership development and community relations
- (l) Annual strategic planning review and design

OUR MISSION

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OUR VISION

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AGENDA THE REGULAR MEETING OF THE CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

PUBLIC SESSION

Patrizia Bottoni, Chair

Maria Rizzo, Vice-Chair

Thursday, September 15, 2016

7:00 P.M.

Pages

1. Call to Order
2. Opening Prayer (Chair or Designate)
3. Singing of O Canada A Capella
4. Roll Call and Apologies
5. Approval of the Agenda
6. Report from Private Session
7. Declarations of Interest
8. Approval & Signing of the Minutes.
9. Delegations
10. Presentation
11. Notices of Motion
12. Consent and Review
13. Unfinished Business

14. Matters referred or deferred	
15. Staff Reports	
15.a Capital Priorities Grant Request St. Raymond/St. Bruno	1 - 10
15.b Amendments to Ontario Regulation 444/98 Disposition of Surplus Real Property	11 - 29
15.c Provincial Auditor's 2015 Report - Student Transportation	30 - 43
15.d Deferred Maintenance Infrastructure Update 2016/17	44 - 82
15.e Request to Waive the Liquor Permit for Brebeuf College	83 - 84
16. Listing of Communications	
17. Inquiries and Miscellaneous	
18. Updating of the Pending List	85 - 86
19. Resolve into FULL BOARD to Rise and Report	
20. Closing Prayer	
21. Adjournment	



REPORT TO

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

CAPITAL PRIORITIES GRANT REQUESTS: ST. RAYMOND/ST. BRUNO

*According to the grace of God given to me, like a skilled master builder I laid a foundation, and someone else is building on it. Each builder must choose with care how to build on it.
1 Corinthians 3:10*

Created, Draft	First Tabling	Review
September 6, 2016	September 15, 2016	
J. Volek, Senior Coordinator, Planning Services M. Silva, Comptroller, Planning and Development M. Puccetti, Superintendent of Facilities		
INFORMATION REPORT		

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R. McGuckin

Associate Director of Academic Affairs

A. Sangiorgio

Associate Director of Planning and Facilities

C. Jackson

Executive Superintendent of Business Services and Chief Financial Officer

Angela Gauthier

Director of Education

A. EXECUTIVE SUMMARY

The Ministry of Education in May 2016 confirmed funding for three School Consolidation Capital Projects and two Child Care projects for a total of \$21M. As part of the approval for a replacement school for St. Raymond/St. Bruno, the Ministry has confirmed that:

“The funding for the replacement of St. Raymond along with the Child Care Centre is conditional on the Board providing the Ministry with a comprehensive plan, including timelines and staff recommendations, of how the Board intends to address the underutilization in this area”.

Staff are in the final stages of completing the Board’s Long Term Accommodation Plan (LTAP). The draft LTAP makes recommendations for significant Capital investments, as well as consolidation, in key areas of the City. Upon Board approval, staff will submit the LTAP to the Ministry of Education to ensure continued access to Capital funding through the Capital Priorities funding process.

B. PURPOSE

The purpose of this Report is to inform the Board of Trustees of the Ministry’s conditional approval of the replacement of St. Raymond, and the development of the Long Term Accommodation Plan to identify how the condition will be addressed through the elimination of surplus school capacity across the system.

C. BACKGROUND

1. On February 29, 2016 TCDSB submitted Business Cases to the Ministry of Education for consideration for School Consolidation funding. In a letter of May 18, 2016 (Appendix ‘A’) the Ministry of Education confirmed funding to support three consolidation projects and two childcare projects for a total capital allocation of \$21,596,606 as follows:

2.

St. Raymond/St. Bruno	Replacement School/Child Care	\$9.49M
St. Leo/St. Louis	Replacement School/Child Care	\$11.85M
St. Luke/Senhor Santo Cristo	Retrofit	\$0.25M

3. As part of the approval of the St. Raymond/St. Bruno School Consolidation Project, the Ministry has confirmed that:

“The funding for the replacement of St. Raymond along with the Child Care Centre is conditional on the Board providing the Ministry with a comprehensive plan, including timelines and staff recommendations, of how the Board intends to address the underutilization in this area”.

4. Staff are in the final stages of completing the Board’s Long Term Accommodation Plan (LTAP). This plan, when Board approved, will provide an accommodation and programming “blue print” for the next 15 years, subject to yearly review and updates.
5. The draft LTAP makes recommendations for significant Capital investments, as well as consolidation, in key areas of the City. Upon Board approval, staff will submit the LTAP to the Ministry of Education to ensure continued access to Capital funding through the Capital Priorities funding process.
6. It should be noted that Boards are required to have an approved Long Term Accommodation plan in order to compete for Capital Priorities funding from the Ministry of Education. The next window-of-opportunity for the Board to apply for Capital Priorities funding is January of 2017.

B. CONCLUDING STATEMENT

This report is for the consideration of the Board.

Ministry of Education

Office of the ADM

Financial Policy and Business Division
900 Bay Street
20th Floor, Mowat Block
Toronto ON M7A 1L2

Ministère de l'Éducation

Bureau du sous-ministre adjoint

Division des politiques financières et des
opérations
900, rue Bay
20^e étage, Édifice Mowat
Toronto ON M7A 1L2



May 18, 2016

Angela Gauthier
Director of Education
Toronto Catholic District School Board
80 Sheppard Avenue East
Toronto ON M2N 6E8

Dear Ms. Gauthier,

I am writing to inform you that the Ministry of Education has completed a detailed review of the business cases that each school board submitted for consideration under the 2015-2016 School Consolidation Capital (SCC) Grant program and New Construction of Child Care program.

After careful review of your board's submissions, I am pleased to confirm that the ministry has approved funding to support three SCC projects and two child care projects identified by your board. In total, your board will be allocated \$21,596,606 to undertake these projects:

Total SCC Funding:	\$16,999,763
Total FDK Funding:	\$1,527,338
Total Child Care Funding:	\$3,069,505

The funding for the replacement of St. Raymond along with the child care centre is conditional on the board providing the ministry with a comprehensive plan, including timelines and staff recommendations, of how the board intends to address the underutilization in this area. Since many of the schools in the area are in good condition, the board should also make every effort possible to use their existing facilities where it makes sense to accommodate students from a closed school.

Please be aware that the ministry has funding available to address costs related to site acquisition, planning and/or demolition and will consider providing additional funding to the board based on the submission of a detailed estimate of these costs.

Please note this funding is conditional upon amendments to the 2015-16 Grants for Student Needs (GSN) regulation by the Lieutenant Governor in Council.

As outlined in **Memorandum 2015: B16 – Request for School Consolidation Capital Projects and New Construction of Child Care**, school boards were asked to submit no more than eight business cases to the ministry by February 29, 2016. Twenty-three school boards submitted fifty-one school capital projects, worth approximately \$453 million, for funding consideration. Ministry funding approval decisions were based on:

- The reduction of surplus space;
- The removal of renewal backlog;
- The opportunity for program enhancement; and
- The cost of the proposed project.

In addition to school construction related projects, school boards were also asked to submit school-based child care construction projects under this round of the SCC program. Eligible child care projects were projects intended to replace child care space that was closed as part of a consolidation or that were part of a school construction project proposal arrived at through the board's ARC process.

The child care capital projects are being funded through the \$120 million that was announced in **Memorandum 2015: B11 – Capital Funding for New Construction of Child Care**. In total, the ministry received twenty-five requests from fourteen school boards for child care capital funding for the creation of seventy new child care rooms.

As noted in Memorandum 2015: B11, the ministry used the following criteria to assess and prioritize eligible projects:

- Child care replacement due to school closure/accommodation review;
- Age groupings (infant rooms are given priority);
- Accommodation pressures/service gaps; and
- Cost effectiveness/viability.

Appendices

Appendix A provides a complete list of the SCC and child care projects submitted by your board along with the ministry's rationale for the funding decisions and the funding allocations. The ministry's decisions were based upon the needs identified in your school board's business cases and, in the case of child care capital projects, the affirmation letters jointly submitted by your school board and child care partner.

If the board chooses to address these needs with a project other than those outlined in the board's SCC business case or the affirmation letters, the board must receive the ministry's approval prior to retaining an architect. In some cases, this may require the board to forfeit their project approvals and resubmit their request in a future round of Capital Priorities or SCC funding. In addition, any changes to projects related to approved child care capital will require municipal approval.

Should your school board and municipal partner continue to see a SCC or child care project that did not receive funding approval as a priority, you may resubmit it during future rounds of Capital Priorities or SCC programs.

Appendix B provides a table showing how funding was determined for your projects.

Payment

The SCC and New Construction of Child Care programs operate on a modified grant payment process, where cash flow is based on school board spending. There are two annual reporting periods for the SCC and New Construction of Child Care programs:

- For the period of September 1st to March 31st, SCC and New Construction of Child Care expenditures are recorded in the board's March Report; and
- For the period of April 1st to August 31st, SCC and New Construction of Child Care expenditures are recorded in the board's financial statements.

School boards will also be funded for the short-term interest costs related to these capital programs reflecting that cash flows will occur on a semi-annual basis. The short-term interest payments will be calculated in a manner similar to how they have been calculated for other eligible capital programs.

School boards should continue to report any new capital projects that have received a funding allocation/approval in the Inventory Data section of the ministry's School Facilities Information System (SFIS).

Board Responsibilities

Your board is responsible and will be held accountable for implementing appropriate measures to ensure that the cost and scope are within the approved funding and does not exceed the ministry's space benchmarks. Similarly, the new construction of child care capital funding allocation you have received can only be used to address capital costs related to the creation of the projects' child care spaces.

We would like to take this opportunity to thank you and your staff for your assistance and support throughout this process, and look forward to continuing to work with your board.

Should you have any questions regarding the school consolidation approvals or requests, please contact your Capital Analyst, Lisa Bland at Lisa.Bland@Ontario.ca or 416-326-9921. For any questions related to the child care capital approvals or requests, please contact your Early Years Education Officer, Dolores Cascone at Dolores.Cascone@Ontario.ca or 416-314-6300.

Sincerely,

Original signed by:

Gabriel F. Sékaly
Assistant Deputy Minister
Financial Policy and Business Division

Attached:

Appendix A – List of School Consolidation Requests
Appendix B - Details of 2015-2016 Approved Projects

c: Nancy Matthews, Assistant Deputy Minister, Early Years Division
Grant Osborn, Director, Capital Policy and Programs Branch
Julia Danos, Director, Early Years Implementation Branch
Shawn Moynihan, Regional Manager, Toronto Regional Office
Elaine Baxter-Trahair, General Manager - Children's Service, City of Toronto
Carlene Jackson, Executive Superintendent of Business Services and
Chief Financial Officer, Toronto Catholic DSB

Appendix A: List of 2015 Capital Priorities Grant Requests

40 Toronto Catholic DSB

Priority	Project	Location	CP (\$M)	FDK (\$M)	CC (\$M)	Board (\$M)	Total (\$M)	Description	Recommendation
1	St. Raymond/St. Bruno	Toronto	7.42	0.52	1.56	0.00	9.49	A replacement school for St. Raymond CS, along with a child care centre, to support the consolidation and closure of St. Bruno CS.	The funding for the replacement of St. Raymond along with the child care centre is conditional on the board providing the ministry with a comprehensive plan, including timelines and staff recommendations, of how the board intends to address the underutilization in this area.
2	St Leo/St. Louis	Etobicoke	9.33	1.01	1.51	0.00	11.85	A replacement school for St. Leo CS, along with child care centre, to support the consolidation and closure of St. Louis CS.	The Ministry has approved School Consolidation Funding for this proposal. The Ministry is providing funding for the project according to the benchmark funding calculations for 500 elementary pupil places and 3 child care rooms.

Priority	Project	Location	CP (\$M)	FDK (\$M)	CC (\$M)	Board (\$M)	Total (\$M)	Description	Recommendation
3	St. Luke/Senhor Santo Cristo	Toronto	0.25	0.00	0.00	0.00	0.25	Renovation of St. Lukes CS plus a child care centre addition to support the consolidation and closure of Senhor Santo Cristo CS	The Ministry has approved School Consolidation Funding for this proposal. The Ministry is providing funding for the project according to the benchmark funding calculations for the renovation of one room. Given the available space within the existing facility, the Ministry is not providing funding for the construction of a child care centre addition.
4	Holy Angels/St. Louis	Toronto	0.00	0.00	0.00	0.00	0.00	A replacement school for Holy Angels CS, including a child care centre.	This proposal was not eligible for School Consolidation Capital funding. The Ministry has decided that this proposal is not required to accommodate pupils that may become displaced as a result of a proposed school closure. The Ministry considers the proposed project to be related to residential growth. This proposal may be eligible for funding in future rounds of Capital Priorities.

Priority	Project	Location	CP (\$M)	FDK (\$M)	CC (\$M)	Board (\$M)	Total (\$M)	Description	Recommendation
5	Regina Mundi/Dante Alighieri	Toronto	0.00	0.00	0.00	0.00	0.00	A child care centre addition.	This proposal was not eligible for School Consolidation Capital funding. The School Consolidation Capital program is intended to support the ministry's School Board Efficiencies and Modernization initiative. The child care was not attached to a school consolidation project. This proposal may be eligible for funding in future rounds of Capital Priorities.

Appendix B: Details of Approved 2016

40 Toronto Catholic DSB

			Priority	1	2	3	
			Project				
			Name	t. Raymond/St. Bruno	St Leo/St. Louis	St. Luke/Senhor Santo Cristo	
			Location	Toronto	Etobicoke	Toronto	
				Elementary	Secondary	Elementary	Secondary
New Construction	Pupil Places to Add	A	350		500		
	Resulting Pupil Places	B	350		500		
	GFA / Pupil Place	C	11.02		10.34		
	\$ / GFA	D	1,959.89		1,959.89		
	GAF	E	1.05		1.02		
	Benchmark = A x C x D x E	F	7,937,261		10,335,284		
Retrofit	GFA	G				252.2	
	\$ / GFA	H				979.945	
	GAF	I				1.03	
	Benchmark = G x H x I	J				254,556	
School Total	School Total = F + J (Both Panels)	K	7,937,261		10,335,284	254,556	
Child care	Rooms	L	3		3		
	\$ / Room	M	494,284		494,284		
	GAF	N	1.05		1.02		
	Benchmark (L x M x N)	O	1,556,995		1,512,510		
Total Project Benchmark = K + O			P	9,494,256	11,847,794	254,556	
Estimated Construction Costs			Q	9,494,256	11,847,794	0	
Estimated Retrofit Costs			R	0	0	3,345,000	
Construction and Retrofit Funding Request			S	9,494,256	11,847,794	3,345,000	
Funding Source							
CPG	T		7,418,263		9,326,944	254,556	
FDK	U		518,998		1,008,340	0	
Child Care	V		1,556,995		1,512,510	0	
Ministry Funding Total = T + U + V			W	9,494,256	11,847,794	254,556	
Board Funding			X	0	0	0	
Total funding = W + X			Y	9,494,256	11,847,794	254,556	



REPORT TO

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

AMENDMENTS TO ONTARIO REGULATION 444/98 DISPOSITION OF SURPLUS REAL PROPERTY

All this also comes from the Lord Almighty, whose plan is wonderful, whose wisdom is magnificent. Isaiah 28:29 / NIV

Created, Draft	First Tabling	Review
August 23, 2016	Click here to Enter Date First appearance at Standing Committee or Board	Click here to enter a date.
J. Ruscitti, Senior Manager Planning Services J. Volek, Senior Coordinator Planning Services M. Loberto, Senior Coordinator Development Services M. Silva, Comptroller Planning and Development		
INFORMATION REPORT		

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C. Jackson

Executive Superintendent of Business Services and Chief Financial Officer

Angela Gauthier

Director of Education

A. EXECUTIVE SUMMARY

The Ministry of Education has amended Ontario Regulation 444/98 – Disposition of Surplus Real Property. This report identifies and provides a description of the amendments, which come into effect September 1, 2016.

B. PURPOSE

The purpose of this report is to inform Trustees about amendments to Ontario Regulation 444/98 recently approved by the Ministry of Education.

C. BACKGROUND

1. School boards have been informed about amendments made to Ontario Regulation 444/98 in order to improve opportunities for public entities to participate in the disposition process when school boards intend to sell or lease surplus schools, and thereby support the Government's Community Hubs initiative (*Appendix 'A'*). The amendments become effective September 1, 2016.
2. The amendments are identified below. Details regarding the amendments are contained in the Ministry Memorandum provided in *Appendix 'A'*.

Extension of Circulation Timelines

Circulation period of surplus school properties has been extended from 90 days to 180 days. School boards and other organizations receiving notification of surplus property disposition will have 90 days to submit an expression of interest and an additional 90 days to submit an offer.

Expanded List of Public Entities

Boards will be required to circulate notification of surplus property disposition simultaneously to the following prioritized list of public entities before the property can be disposed of on the open market. Public entities that are being added to the list are bolded.

- i. Coterminous School Boards
- ii. **Section 23 Agencies**
- iii. **District Social Services Administration Boards (DSSABs) or Consolidated Municipal Service Managers (CMSMs)**
- iv. Colleges
- v. Universities
- vi. **Children's Mental Health Lead Agencies**
- vii. **Local Health Integration Networks**
- viii. **Public Health Boards**
- ix. The Crown in Right of Ontario
- x. Lower-Tier Municipalities
- xi. Upper-Tier Municipalities
- xii. Local Service Boards
- xiii. **First Nation and Metis Organizations**
- xiv. The Crown in Right of Canada

Board-to-Board Sales at Fair Market Value

Board-to-Board sales of surplus property will be at fair market value which should be based on the property continuing to be used as a school. School boards will no longer be required to sell surplus school buildings to coterminous boards at the lesser of fair market value and the replacement value of the school based on its capacity.

Maximum Lease Rate to be Charged to Other Boards

A school board can only lease surplus school buildings to another board at up to a maximum lease rate which can only recover costs directly associated with leasing space; that is, the lessor board is not to subsidize nor profit from the lessee board. The methodology to be used in calculating the lease rate is prescribed by the Ministry (*Appendix 'A'*).

Highest Priority Ranking for School Boards with a Leasehold Interest in a Surplus School Property

If a school board is leasing a property from another board for the purpose of student accommodation at the time the property is circulated with the intent to dispose of that property, or if the board had leased the property the previous school year, the lessee board will have top priority ranking.

Restricting Private Education Providers from Leasing Surplus Properties

This amendment addresses a potential inconsistency in Ontario Regulation 444/98 that could have allowed private education providers to lease surplus space in schools prior to circulation. Only the following entities are eligible to lease space in surplus schools:

- licenced childcare providers;
 - providers of family support services (includes publicly funded early years programs); and
 - providers of children's recreation programs.
3. The Ministry of Education has also prescribed a process for school boards to follow upon completion of the circulation process itself (*Appendix 'A'*). All circulation processes should follow the current requirements of Ontario Regulation 444/98 until the amendments come into effect on September 1, 2016.
4. Impact of changes to Ontario Regulation 444/98 on TCDSB.
- The Board will have more time to prepare and submit an expression of interest and an offer to acquire surplus property.
 - With an expanded list of public entities to be circulated with notification of surplus property disposition, there will potentially be greater partnership opportunities for the Board.
 - With the sale and purchase of surplus property among Coterminous Boards to be based on fair market value, the Board will be faced with higher site acquisition costs. By the same token, the Board can expect to receive a higher price for the disposition of its surplus properties.
 - The Board cannot profit from the lease of surplus school buildings to Coterminous Boards; nor can it be subject to a lease rate which exceeds cost recovery.
 - With respect to surplus property that is circulated for disposition by a Coterminous Board, the Board will have the highest priority among public entities if it is currently leasing that space for student accommodation, or if the Board leased the property the previous school year.

D. CONCLUDING STATEMENT

This report is for the consideration of the Board.

2016: SB16

MEMORANDUM TO: Senior Business Officials
Managers of Planning
Secretaries/Treasurers of School Authorities

FROM: Grant Osborn
Director
Capital Policy and Programs Branch

DATE: May 19, 2016

SUBJECT: Amendments to Ontario Regulation 444/98 - Disposition
of Surplus Real Property

Further to memorandum **2016:B9**, *Ministry of Education Initiatives to Support Community Hubs in Schools*, dated May 6, 2016, I am writing to provide you with details regarding amendments to Ontario Regulation 444/98 - *Disposition of Surplus Real Property* (O. Reg. 444/98). This memorandum outlines the implications of these amendments for school board surplus property disposition.

These amendments improve opportunities for public entities to participate in the process that school boards undertake when selling or leasing surplus schools and thereby support the Government's Community Hubs initiative.

Highlights

- The Ministry is implementing amendments to Ontario Regulation 444/98 to address the recommendations in the report entitled *Community Hubs in Ontario: A Strategic Framework and Action Plan* ("Action Plan") related to the Short Term Strategy for School Property. All of the amendments will become effective as of September 1, 2016, with the exception of clarifying the entities that can lease surplus school space prior to circulation, which is effective upon filing.
- Boards are strongly encouraged not to circulate notifications of surplus property disposition after June 1, 2016 and before September 1, 2016.
- The amendments to Ontario Regulation 444/98 can be found on e-laws at www.ontario.ca/laws.

Impetus for Change

As noted in memorandum **2016:B9**, the province is moving forward in implementing the recommendations provided in the Action Plan to remove barriers and provide supports to bring services together to better serve Ontarians. The Action Plan included three recommendations that had implications for O. Reg. 444/98:

- Extend the 90-day circulation period of surplus school board property to 180 days;
- Build a broader and more complete realty circulation list; and
- Introduce a limited exemption to the requirement that properties be sold at Fair Market Value (FMV), while ensuring that school boards would be made “whole”.

In Fall 2015, the Ministry engaged with stakeholders in a review of O. Reg. 444/98 relating to the first two of these recommendations, as well as other potential reforms identified by the Ministry. The limited exemption to FMV was outside the scope of the Ministry’s review, but it is an issue that is being considered on a government-wide basis involving a broad range of public assets.

The Ministry’s review was built upon the earlier examination of potential reforms undertaken by the Ministry’s Capital Advisory Committee, which consists of representatives from 15 school boards. Stakeholder reviews with the education sector were held with CODE, COSBO, OASBO, and school boards with relatively high volumes of transactions involving surplus properties. Additionally, the Ministry engaged with child care organizations, parent groups, municipal and service-delivery associations, the non-profit sector, post-secondary organizations, and indigenous organizations. The Ministry also engaged with various ministries within the government and also invited broad public comment to the Regulation through a posting on Ontario’s Regulatory Registry.

Amendments

The following amendments have now been made to O. Reg. 444/98:

1. Extending the current surplus school circulation period from 90 days to 180 days, providing listed public entities with 90 days to express interest in the property and an additional 90 days to submit an offer;
2. Expanding the list of public entities to receive notification of surplus school property disposition;
3. Requiring all board-to-board sales to be at fair market value;
4. Introducing a maximum rate a school board can charge for leasing a school to another board;
5. Providing a school board with a leasehold interest in a surplus school property being circulated to have the highest priority ranking of all listed entities; and

6. Ensuring that private education providers are not eligible to lease surplus property unless the property has first been circulated to listed public entities.

Please note that amendments 1 to 5 will come into effect as of September 1, 2016, while amendment 6 is now effective.

Each amendment is presented in more detail below.

1. Extension of Circulation Timelines

School boards and listed entities receiving notification of surplus property disposition will have 90 days to submit an expression of interest (EOI), following which those school boards and entities that submitted an EOI will have an additional 90 days to submit an offer.

EOIs must be in writing and signed by a person representing the entity with the appropriate authority to do so. In addition, EOIs must include the property description and the name of the organization expressing interest, as well as the name of any referring organization. Certain listed entities have the opportunity to refer notifications of surplus property disposition to organizations within their purview. If two or more of these organizations make offers, their priority may be determined by the listed entity that referred the notification. If, however, the listed entity chooses not to determine priority, then the school board disposing of the surplus property should prioritize the offer with the highest price. More detail are provided in section 2.

O. Reg. 444/98 does not stipulate the contents of an offer; however, it is common and best practice for the disposing board and the interested entity to commission their own appraisals in order to determine the FMV of the surplus property.

2. Expanded List of Public Entities

This amendment expands and reprioritizes the current list of public entities to receive notification of surplus school board property disposition.

The Ministry is developing an online look-up tool to assist boards to identify some of the new public entities to which notifications of surplus property disposition should be circulated. The Ministry will share information about this tool with school boards when it becomes available.

Starting September 1, 2016, disposing boards will be required to circulate notification of surplus property disposition simultaneously to the following **prioritized** list of public entities before the property can be disposed of on the open market.

New public entities that are being added to the circulation list are noted in **bold** below.

i. Coterminal School Boards:

- The disposing board shall forward the notice of disposition of surplus property to the coterminal school boards with jurisdiction in the area where the property is located.

ii. Section 23 Agencies:

- The disposing board shall forward the notice of disposition of surplus property to those agencies with which it has agreements to provide accommodation in which section 23 programming is delivered and that are located within the jurisdiction of the lower-tier municipality (or equivalent) in which the property to be disposed of is located.
- Under section 23 of the Ministry's Grants for Student Needs (GSN) regulation, boards are given funding to support education programs for school-aged children and youth in Government-approved care and/or treatment, custody and correctional facilities.
- To assist with this process, the Ministry encourages information about these amendments to O. Reg. 444/98 and instances involving surplus property disposition notices to be provided to Care and/or Treatment, Custody and Correctional (CTCC) leads at boards. This will allow CTCC leads to share this information with agencies that partner with the board to provide CTCC programs. These facilities will not be notified of these changes separately.
- Each section 23 agency will have the same priority. If offers are made by more than one section 23 agency, the section 23 agency offering the higher price has priority.

iii. District Social Services Administration Boards (DSSABs) or Consolidated Municipal Service Managers (CMSMs):

- The disposing board shall forward the notice of disposition of surplus property to the DSSAB or the municipality that is the CMSM for the area in which the property to be disposed of is located. In the amended regulation, DSSABs and CMSMs are referred to as Service System Managers.
- Ten DSSABs are present in northern Ontario and 37 CMSMs are present in southern Ontario. CMSMs cannot be identified separately from their host municipality, of which 30 are upper-tier municipalities and 7 are lower-tier municipalities. In cases where the disposing board must circulate a surplus property to a CMSM, notification must be sent to the relevant municipality. Please refer to Appendix 1 for a list of all Service System Managers to whom circulation notices must be sent. All other municipalities are captured among the lists of lower-tier municipalities or upper-tier municipalities, as described in sections x and xi below.
- A municipality that is a CMSM may refer notifications to any of its local boards, which will be deemed to have the same priority as the referring municipality. If two or more local boards make offers, their priority may be determined by the referring municipality. If the referring municipality chooses not to determine priority, then the school board disposing of the surplus property is to prioritize the offer with the highest price.

iv. *Colleges:*

- The disposing board shall forward the notice of disposition of surplus property to the college for the area in which the property is located as defined by Ontario Regulation 36/03 and in O. Reg. 444/98.

v. *Universities:*

- The disposing board shall forward the notice of disposition of surplus property to the university named in the updated Schedule 1 of the Regulation whose head office is nearest to the property to be disposed of.

vi. ***Children's Mental Health Lead Agencies:***

- The disposing board shall forward the notice of disposition of surplus property to the children's mental health lead agency that operates in the designated service area in which the property to be disposed of is located. Please see Appendix 1 for details.
- The Ministry of Children and Youth Services (MCYS) has identified children's mental health lead agencies in 31 of the 33 designated service areas in Ontario. No lead agencies for the service areas of Cochrane/Timiskaming and Niagara have been identified by MCYS. For service areas without an identified children's mental health lead agency, MCYS will forward notices of surplus property disposition circulated to the Crown in Right of Ontario to children's mental health agencies in those service areas.
- Children's mental health lead agencies may refer notifications to approved organizations that operate children's mental health centres in the designated service area in which the property to be disposed of is located. These organizations will be deemed to have the same priority as the referring agency. If two or more organizations make offers, their priority may be determined by the referring agency. If the referring agency chooses not to determine priority, then the school board disposing of the surplus property is to prioritize the offer with the highest price.

vii. ***Local Health Integration Networks:***

- The disposing board shall forward the notice of disposition of surplus property to the local health integration network (LHIN) that is designated for the area in which the surplus property is located. Please see Appendix 1 for details.
- A LHIN may refer notifications to organizations whose services it supports or coordinates. These organizations will be deemed to have the same priority as the referring LHIN. If two or more organizations make offers, their priority may be determined by the referring LHIN. If the referring LHIN chooses not to determine priority, then the school board disposing of the surplus property is to prioritize the offer with the highest price.

viii. Public Health Boards:

- The disposing board shall forward the notice of disposition of surplus property to the public health board that is designated for the area in which the surplus property is located. Please see Appendix 1 for details.

ix. The Crown in Right of Ontario:

- The disposing board shall forward the notice of disposition of surplus property to the Crown in Right of Ontario. Notifications of disposition of surplus properties issued to the Crown in Right of Ontario should be sent to Infrastructure Ontario (IO). IO then posts surplus property disposition notifications it receives from school boards on its Realty Circulation Publication website. Please refer to memorandum **2015:SB28**, *Infrastructure Ontario's Realty Circulation Publication Website*, dated October 1, 2015, for details.
- The Crown in Right of Ontario may refer notifications to any of its agencies, boards or commissions. These agencies, boards or commissions will be deemed to have the same priority as the Crown in Right of Ontario.

x. Lower-tier municipalities:

- The disposing board shall forward the notice of disposition of surplus property to the lower-tier municipality for the area in which the surplus property is located.
- The municipality's priority will be determined by whether it also serves as the CMSM for its jurisdiction.
- A municipality may refer notifications to any of its local boards, which will be deemed to have the same priority as the referring municipality. If two or more local boards make offers, their priority may be determined by the referring municipality. If the referring municipality chooses not to determine priority, then the school board disposing of the surplus property is to prioritize the offer with the highest price.

xi. Upper-tier municipalities:

- The disposing board shall forward the notice of disposition of surplus property to the upper-tier municipality for the area in which the surplus property is located.
- The municipality's priority will be determined by its CMSM status.
- A municipality may refer notifications to any of its local boards, which will be deemed to have the same priority as the referring municipality. If two or more local boards make offers, their priority may be determined by the referring municipality. If the referring municipality chooses not to determine priority, then the school board disposing of the surplus property is to prioritize the offer with the highest price.

xii. Local service boards:

- The disposing board shall forward the notice of disposition of surplus property to the local service board for the area in which the surplus property is located.

xiii. First Nation and Métis Organizations:

- The disposing board shall forward the notice of disposition of surplus property to the following seven First Nations & Métis Organizations (FNMOs) regardless of where the surplus property is located:
 - Métis Nation of Ontario Secretariat (MNO)
 - Chiefs of Ontario (COO)
 - Ontario Federation of Ontario Indigenous Friendship Centres (OFIFC)
 - The following four Provincial Territorial Organizations (PTOs):
 - Association Of Iroquois And Allied Indians;
 - Nishnawbe Aski Nation;
 - Grand Council Treaty #3; and
 - Union of Ontario Indians.
 - Each FNMO has the same priority. However, if offers are made by more than one FNMO, the FNMO offering the higher price is to have priority.
 - FNMOs may refer notifications to any of their members and to an independent First Nation, which will be deemed to have the same priority as the referring FNMO. If two or more members or independent First Nations make offers, the member or independent First Nation offering the higher price has priority.
- xiv. The Crown in Right of Canada:*
- The disposing board shall forward the notice of disposition of surplus property to the Government of Canada (the Crown in Right of Canada).
 - The Crown in right of Canada may continue to refer notifications to any of its agencies, boards or commissions. These agencies, boards or commissions will be deemed to have the same priority as the Crown in Right of Canada.

Online Look-up Tool

The Ministry is currently developing an online look-up tool to assist school boards to identify contact information for the following listed entities: District Social Services Administration Boards (DSSABs) or Consolidated Municipal Service Managers (CMSMs), Children's Mental Health Lead Agencies, Local Health Integration Networks

and Public Health Boards. School boards will be able to generate contact information for these entities by identifying the location of the property to be disposed of.

More information regarding this online tool will be provided separately.

3. Board-to-Board Sales at Fair Market Value

This amendment requires all board-to-board sales of surplus property to be at FMV. The FMV should be based on the property continuing to be used as a school. As a result, there will no longer be a requirement for boards to sell surplus school buildings to coterminous boards at the lesser of FMV and the replacement value of the school based on its student capacity.

4. Maximum Lease Rate to be Charged to Other Boards

A school board that leases surplus school buildings to another board must do so at up to a maximum lease rate which recovers costs that are directly associated with leasing space only. That is, the lessor board shall not subsidize nor profit from the lessee board.

The maximum lease rate a school board can charge another board for leasing a school building shall be calculated using the Ministry's operating and renewal funding benchmarks included in the Ministry's School Facility Operations and Renewal Allocation for the year, or years, over which the lease extends. Boards should calculate maximum lease rates by multiplying the operating cost benchmark and the relevant weighted average renewal cost benchmark (based on the weighted age of the school building), as determined in the Grants for Student Needs, by the gross floor area of leased space. See Appendix 2 for an example of how to calculate the maximum lease rate.

As a result of these changes, school boards should not be charging another board for any costs above the maximum rate. As well, if the lessee board is required to provide maintenance, repair or cover utility costs through the lease, the lease rate should be adjusted downwards in proportion to the service cost the lessee board is providing.

5. Highest Priority Ranking for School Boards with a Leasehold Interest in a Surplus School Property

Under certain circumstances the school board prioritization rankings are modified to reflect a board's leasehold interest in a property. If a school board is leasing a property from another school board for student accommodation purposes at the time the property is circulated with the intent to dispose of that property, or if the board had leased the property in the previous school year, the lessee board will have top priority ranking.

6. Restricting Private Education Providers from Leasing Surplus Properties

To address a potential inconsistency in section 1.0.1 of O. Reg. 444/98 that could have allowed private education providers to lease surplus space in schools prior to circulation, an amendment was made to ensure that only the following entities are eligible to lease space in surplus schools:

- Licenced child care providers;
- Providers of family support services (this includes publicly-funded early years programs); and
- Providers of children's recreation programs.

Post-Circulation Process

Once circulation has been completed, the following steps in the property disposition process should be followed, where applicable:

- If an offer is received, parties have 30 days to negotiate on price. If there are competing offers, the selling board must first negotiate with the top priority entity prior to negotiating with the next top priority entity.
- If agreement on price is reached, parties proceed to negotiate other sale conditions.
- If no agreement on price is reached, the purchasing party can request arbitration. This request must be within the 30-day negotiation period.
- If the purchasing party does not request arbitration and both parties still disagree, the selling board can either:
 - extend the negotiation period; or
 - consider the next priority offer (if applicable); or
 - seek acknowledgment from the ministry to proceed to the open market.
- The disposing school board may dispose of the property on the open market after first providing evidence to the Minister of Education that due process has been followed, that is, if:
 - no expressions of interest were received during the initial 90 day period; or
 - no offers were received during the second 90 day period; or
 - no offers could be agreed upon.

Circulation of Surplus Properties between June 1, 2016 and September 1, 2016

The Ministry will be working with school boards and new listed entities in order to prepare them to implement the reforms. Therefore, boards are strongly encouraged not to circulate notifications of surplus property disposition after June 1, 2016 and before September 1, 2016, unless this would inhibit their capacity to manage their properties responsibly. All circulation processes should follow the current requirements of O. Reg. 444/98 until the amendments come into effect on September 1, 2016.

Future Possible Reforms

As highlighted in memorandum **2015:SB28**, the ministry's long term goal is for school boards to post notifications about surplus property dispositions only once on a designated website. Public entities would then be responsible for monitoring this website for available properties, rather than school boards being responsible for notifying individual entities separately when disposing of these properties. The ministry has begun work with other ministries to develop such a 'one-window' approach to public realty circulation.

Ministry Contacts

The Ministry cannot provide legal advice or interpret the regulation, however, if you have questions or require additional information, please contact Mathew Thomas, Manager, Capital Policy and Programs Branch, at (416) 326-9920 or Mathew.P.Thomas@ontario.ca, or Yvonne Rollins, Senior Policy Analyst, Capital Policy and Programs Branch, at (416) 326-9932 or Yvonne.Rollins@ontario.ca.

Sincerely,

Original signed by:

Grant Osborn
Director, Capital Policy and Programs Branch

cc: Senior Plant Officials
Superintendents of Special Education

Appendix 1: New list of public entities for property circulation

Appendix 2: Maximum lease rate to be charged to other school boards

Appendix 1: List of Public Entities for Property Circulation

District Social Service Administration Boards

Algoma District Services Administration Board	District of Parry Sound
District of Cochrane	District of Rainy River
District of Kenora	District of Sault Ste. Marie
District of Manitoulin-Sudbury	District of Thunder Bay Social Services Administration Board
District of Nipissing	District of Timiskaming

Consolidated Municipal Service Managers

City of Brantford	County of Huron
City of Cornwall	County of Lambton
City of Greater Sudbury	County of Lanark
City of Hamilton	County of Norfolk
City of Kawartha Lakes	County of Northumberland
City of Kingston	County of Oxford
City of London	County of Renfrew
City of Ottawa	County of Simcoe
City of Peterborough	County of Wellington
City of St. Thomas	Municipality of Chatham-Kent
City of Stratford	Prince Edward-Lennox and Addington Social Services
City of Toronto	Regional Municipality of Durham
City of Windsor	Regional Municipality of Halton
Counties (U/C) of Leeds & Grenville	Regional Municipality of Niagara
Counties (U/C) of Prescott & Russell	Regional Municipality of Peel
County of Bruce	Regional Municipality of Waterloo
County of Dufferin	Regional Municipality of York
County of Grey	District of Muskoka
County of Hastings	

Children's Mental Health Lead Agencies	Service Areas
Algoma Family Services	Algoma
Chatham Kent Children's Services	Chatham / Kent
Child and Family Centre/Centre de l'enfant et de la famille/Ngodweaangizwin Aaskaagewin	Greater Sudbury - Manitoulin
Children's Mental Health Programs, Cornwall Community Hospital	Stormont, Dundas and Gelengarry
Children's Mental Health Services (Serving Children, Youth and Families in Hastings and Prince Edward Counties)	Hasting Prince Edward Northumberland
Children's Centre Thunder Bay	Thunder Bay
Children's Mental Health of Leeds and Grenville	Lanark / Leeds & Grenville
CMHA Waterloo Wellington Dufferin Branch	Dufferin / Wellington
East Metro Youth Services	Toronto
FIREFLY (Physical Emotional Developmental and Community Services)	Kenora
Haldimand-Norfolk Resource, Education, and Counselling Help (H-N R.E.A.C.H)	Haldimand - Norfolk
HANDS TheFamilyHelpNetwork.ca (Algonquin Child and Family Services)	Nippissing / Parry Sound / Muskoka
Hotel Dieu Grace Healthcare	Essex
Huron-Perth Centre for Children and Youth	Huron - Perth
Keystone Child, Youth, and Family Services	Grey - Bruce
Kinark Child and Family Services	Haliburton/ Kawartha Lakes/ Peterborough
Kinark Child and Family Services	Durham
Kinark Child and Family Services	York
Lutherwood	Waterloo
Lynwood Charlton Centre	Hamilton
Madame Vanier Children's Services	Middlesex
New Path Youth and Family Counselling Services of Simcoe County	Simcoe
Oxford-Elgin Child and Youth Centre	Elgin / Oxford
Pathways for Children and Youth	Frontenac, Lennox & Addington
Peel Children's Centre	Peel
Reach Out Centre for Kids (R.O.C.K.)	Halton
Renfrew County Youth Services (known as The Phoenix Centre for Children and Families)	Renfrew
St. Clair Child and Youth Services	Lambton
Valoris pour enfants et adultes de Prescott-Russell / Valoris for Children and Adults of Prescott-Russell	Prescott - Russell
Woodview	Brant
Youth Services Bureau	Ottawa

Local Health Integration Networks

Central	North East
Central East	North Simcoe Muskoka
Central West	North West
Champlain	South East
Erie St. Clair	South West
Hamilton Niagara Haldimand Brant	Toronto Central
Mississauga Halton	Waterloo Wellington

Public Health Boards

Algoma Public Health	Niagara Region Public Health Department
Brant County Health Unit	Northwestern Health Unit
Chatham-Kent Health Unit	Ottawa Public Health
Durham Region Health Department	Oxford County Public Health
Eastern Ontario Health Unit	Peel Public Health
Elgin St. Thomas Public Health	Perth District Health Unit
Grey Bruce Health Unit	Peterborough County-City Health Unit
Haldimand-Norfolk Health Unit	Porcupine Health Unit
Haliburton Kawartha Pine Ridge District Health Unit	Renfrew County and District Health Unit
Halton Region Public Health	Simcoe Muskoka District Health Unit
Hamilton Public Health	Sudbury & District Health Unit
Hastings Prince Edward Public Health	Thunder Bay District Health Unit
Huron County Health Unit	Timiskaming Health Unit
Kingston, Frontenac and Lennox & Addington Public Health	Toronto Public Health
Lambton Health Unit	Region of Waterloo Public Health
Leeds, Grenville & Lanark District Health Unit	Wellington-Dufferin-Guelph Public Health
Middlesex-London Health Unit	Windsor-Essex County Health Unit
North Bay Parry Sound District Health Unit	York Region Public Health

Appendix 2: Maximum Lease Rate to be Charged to Other School Boards

Example 1: How to calculate the maximum lease rate for an elementary school

$$\text{Maximum elementary lease rate} = \left[\frac{\text{Operating Cost} + \text{Renewal Cost}}{365} \right] \times \text{Number of days leased}$$

Example:

Board leases out 500 m² for 10 months in an elementary school

- Number of calendar days in fiscal year = 365
- Number of calendar days in lease period (September 1st 2015 to June 30th 2016) = 303
- Gross floor area = 500 m²
- Ministry operating benchmark cost = \$85.77 per m²
- Ministry weighted average benchmark elementary school renewal cost for the board = \$11.83 per m²
- Geographic adjustment factor for the board = 1.05

$$\begin{aligned} \text{Operating Cost} &= \text{gross floor area} \times \text{benchmark operating cost} \\ &= 500 \times 85.77 \\ &= \$42,885 \end{aligned}$$

$$\begin{aligned} \text{Renewal Cost} &= \text{gross floor area} \\ &\quad \times \text{lessor's weighted average benchmark elementary school renewal cost} \\ &\quad \times \text{lessor's geographic adjustment factor} \\ &= 500 \times 11.83 \times 1.05 \\ &= \$6,211 \end{aligned}$$

$$\begin{aligned} \text{Maximum elementary lease rate} &= [(\text{Operating Cost} + \text{Renewal Cost})/365] \times 303 \\ &= [(42,885 + 6,211)/365] \times 303 \\ &= \$40,756 \end{aligned}$$

Example 2: How to calculate the maximum lease rate for a secondary school

$$\text{Maximum secondary lease rate} = \left[\frac{\text{Operating Cost} + \text{Renewal Cost}}{365} \right] \times \text{Number of days leased}$$

Example:

Board leases out 500 m² for 10 months in an secondary school

- Number of calendar days in fiscal year = 365
- Number of calendar days in lease period (September 1st 2015 to June 30th 2016) = 303
- Gross floor area = 500 m²
- Ministry operating benchmark cost = \$85.77 per m²
- Ministry weighted average benchmark secondary school renewal cost for the board = \$11.10 per m²
- Geographic adjustment factor for the board = 1.30

Operating Cost = gross floor area x benchmark operating cost

$$\begin{aligned} &= 500 \times 85.77 \\ &= \$42,885 \end{aligned}$$

Renewal Cost = gross floor area

- × lessor's weighted average benchmark secondary school renewal cost
- × lessor's geographic adjustment factor

$$\begin{aligned} &= 500 \times 11.10 \times 1.30 \\ &= \$7,215 \end{aligned}$$

$$\begin{aligned} \text{Maximum secondary lease rate} &= [(\text{Operating Cost} + \text{Renewal Cost})/365] \times 303 \\ &= [(42,885 + 7,215)/365] \times 303 \\ &= \$41,590 \end{aligned}$$

Note that the secondary lease rate applies to combined schools (schools with both elementary and secondary panels)



REPORT TO

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

PROVINCIAL AUDITOR'S 2015 REPORT – STUDENT TRANSPORTATION

“Do not neglect to do good and to share what you have, for such sacrifices are pleasing to God.” Hebrews 13:16

Created, Draft	First Tabling	Review
September 2, 2016	September 15, 2016	Click here to enter a date.
Mario Silva – Comptroller, Planning and Development Services		
INFORMATION REPORT		

Vision:

At Toronto Catholic we transform the world through witness, faith, innovation and action.

Mission:

The Toronto Catholic District School Board is an inclusive learning community rooted in the love of Christ. We educate students to grow in grace and knowledge and to lead lives of faith, hope and charity



R. McGuckin

Associate Director of Academic Affairs

A. Sangiorgio

Associate Director of Planning and Facilities

C. Jackson

Executive Superintendent of Business Services and Chief Financial Officer

Angela Gauthier

Director of Education

A. EXECUTIVE SUMMARY

Transportation funding is provided to Ontario school boards through a Ministry of Education grant. Students in Toronto are provided with transportation by the Toronto Student Transportation Group (TSTG), a consortium involving both the Toronto Catholic District School Board (TCDSB) and the Toronto District School Board (TDSB). Since the inception of TSTG in 2003, the TCDSB has operated a cumulative transportation budget deficit of approximately \$44 million whereas the TDSB has operated a cumulative transportation budget deficit of approximately \$8.4 million. As a result, the TCDSB has had to traditionally provide a greater subsidy than that of the TDSB in order to balance its transportation budget. The large discrepancy between the two respective budgets is a result of the inequities entrenched within the current Provincial transportation funding model as identified in the Provincial Auditor's Report for 2015.

B. BACKGROUND

1. Funding constraints in the mid 1990's resulted in a need for the realization of savings for school boards. At the time, transportation was one of the areas this could be achieved. The TCDSB undertook significant transportation reform and adopted new technologies with a focus on route optimization and reduction in the number of required busses. The implementation of a computerized routing solution and integration of TCDSB and the former North York Board of Education special education routes resulted in the removal of 100 busses from the road for a savings of over \$3.2 million. Following amalgamation in 1998, the remaining Toronto boroughs were systematically introduced into the combined routing solution resulting in the further removal of 38 buses.
2. In 1998, the funding formula for transportation was frozen, meaning boards were now allocated what they spent on transportation during that fiscal year on a go forward basis. This negatively impacted the TCDSB and other schools boards that had recently undertaken transportation reform as their budgets were frozen in a state of deficit. In the years since the freeze was imposed, boards have experienced significant cost increases beyond the adjustments provided by the transportation allocation. Boards that undertook transportation reform prior to the freeze also had relatively less opportunity to further realize savings as their expenses had already been rationalized.

Since the TDSB had not undertaken any significant reform measures prior to the freeze, its budget was frozen in a position of surplus, lending further credence to the inequities within the transportation funding model.

3. In 2006 the Ministry mandated the formation of transportation consortiums between coterminous school boards in an effort to realize transportation efficiencies through economies of scale. At the time the Ministry did not set any benchmarks with regard to savings and efficiencies and has not since undertaken any sort of comprehensive analysis on the matter. With the creation of transportation consortiums, the Ministry began using 'Effectiveness and Efficiency' (E&E) reviews by third party consultants as its sole mechanism to address transportation funding pressures.
4. The TCDSB and TDSB transportation units received their first E&E review in December 2010. Overall, the consortium scored a 'moderate' rating which resulted in the TCDSB receiving an additional \$1.5 million in transportation budget funding. The consortium was also given a series of recommendations to implement which would allow it to achieve a possible 'high' rating on a subsequent review. In response to the recommendations, the TSTG submitted 4 briefs intended to clarify the operational and financial challenges that the TCDSB faces on a daily basis as a result of the unfair, inadequate and unequitable funding formula that is currently in place.
5. One significant challenge faced by the TCDSB is the E&E review recommendation for policy harmonization with the TDSB. As outlined in the chart below, policy harmonization with the TDSB will significantly decrease TCDSB transportation service levels and will also impact the greatest amount of students despite an anticipated budget savings of approximately \$2M. Moving to the Provincial average will cost the TCDSB approximately \$4M as the TCDSB would be required to increase its service levels.

Policy Harmonization	Policy/Standard Removed or Amended	Policy/Standard Added	TCDSB <u>Cost/Savings</u>	Students Impacted
To TDSB	Elementary EXC Secondary EXC Eastern Rite Walk Policy Bell Time Stratification	French Immersion Gifted Secondary Walk Policy	<i>\$1.96M</i>	19,854
To Lowest of Both TDSB and TCDSB	Elementary EXC Secondary EXC Eastern Rite Walk Policy Bell Time Stratification	-	<i>\$4.95M</i>	16,851
To Provincial Average	Elementary EXC Secondary EXC Eastern Rite Walk Policy Bell Time Stratification	French Immersion Secondary Walk Policy 30min AM Window 20min PM Window	<u>\$3.96M</u>	19,297

Table 1 - Data obtained from the TSTG (2014)

6. The current allocations for transportation funding for both the TCDSB and TDSB does not represent a fair and equitable distribution of grants in two respects.
7. Firstly, the freeze imposed on school boards was arbitrary and unfair in its application as more efficient boards have been punished and less efficient boards have been rewarded. Therefore it cannot be said that the transportation funding model operates, as per legislation, “on a fair and equitable basis” or that it provides “equality of educational opportunity” or, that it operates “in a fair and non-discriminatory manner”.
8. Second, the current and future transportation funding model will lead to inequitable access to schools. Transportation is about ensuring that the children of ratepayers have reasonable access to attend schools within the system of their choice whether it be Catholic, French or Public. It was found that inappropriately harmonized walk distances will further penalize Catholic and French school boards as their population densities are relatively lower than English public boards. As the TCDSB has fewer schools serving the same geographic area as the TDSB, its school attendance boundaries are larger by comparison. This directly translates into a greater need for transportation service in order to remain accessible and competitive with the public school system.

9. In 2013 the TSTG received a letter from the Ministry informing that a second E&E review was not forthcoming and that the practice was likely to be discontinued, effectively giving the TCDSB no means to address its growing transportation budget deficit. To date, approximately half of all consortiums in Ontario have benefitted from a second E&E review, further bringing into question the inequities with the current funding model.
10. In June 2015 the TSTG applied to the Ministry with a request for a follow-up E&E review. This request has since been denied.
11. The office of the Auditor General of Ontario recently completed an audit of student transportation services in Ontario with the TSTG being one of three consortiums selected for review along with the Ministry of Education (MOE) and Ministry of Transportation (MTO).
12. The final report of the Auditor General found that funding for student transportation at the Ministry level is not currently based on need and that transportation grants to school boards do not necessarily have to be spent on transportation. This has created a situation where some Board's enjoy surpluses which they can spend as they see fit leaving other Boards to find funding elsewhere from within their budgets to make up the balance of their respective transportation deficits. At the TSTG this has led to the TDSB being able to offer fully funded French immersion bussing in addition to regular home to school transportation, as the TCDSB has had to fund a transportation deficit while only offering regular home to school transportation.
13. In some cases the Ministry has historically provided adjustments to the transportation grant due to increases in enrolment. The Auditor General's report found this practice to be flawed as this does not represent the primary factor influencing a Board's transportation costs or need. More often than not a decrease in enrolment leading to school closures can cause transportation costs to rise as students need to be transported from farther away to attend the next closest school. Furthermore, the Ministry has neglected to account for local factors such as; enrolment density, geography, availability of public transit, number of students with special needs and/or hazards such as busy streets or highways, within the current funding formula.
14. Over the past decade the Ministry has provided targeted funding for specific initiatives such as safety programs and wage enhancements for drivers but has not verified that these funds were spent on the intended purpose.

15. In recognition of the manifest inequities inherent to the current transportation funding formula, the Auditor General made the following recommendation (#11): *After implementing standardized eligibility criteria, we recommend that the Ministry of Education (Ministry) should revisit its current funding formula. The formula needs to reflect school boards' local transportation needs based on the number of eligible riders and consortia utilization of buses, and taking into consideration factors such as geography, availability of public transit and the number of students needing transportation services (due to distance, special needs, special programs or road hazards); and implement an updated funding formula ensuring that any targeted funding for specific initiatives is spent for the purposes intended.* A summary of all recommendations made by the Auditor General can be found attached as *Appendix 'A'*

C. CONCLUDING STATEMENT

This report is for the consideration of the Board.

Summary of Audit Findings / Recommendations and Staff Response for Items Pertinent to the Board and the Toronto Student Transportation Group (TSTG)

Audit Finding /Recommendations	Amalgamated Response	TSTG Response
<p>Recommendation 1: The Transportation Consortia in conjunction with School Boards should:</p> <ul style="list-style-type: none"> •Develop and conduct consistent and effective oversight processes for school bus operators to confirm their compliance with contract and legal requirements for driver competence and vehicle condition; and •Track the rate of bus driver turnover, along with accidents and incidents such as dropping students at the wrong stop, to help determine if there is a link between driver turnover and safety risks, and if action is needed. 	<p>With respect to recommendations 1 and 12 (below) which are specific to consortia activity, the consortia suggests that successful implementation would best be achieved through forwarding these to the OABSO Transportation Committee. This will allow for input and discussion, by all consortia, and enable development of a uniform process across the province specific to tracking the relationship between bus driver turnover and accidents, incidents and consistency with respect to route planning methodologies.</p>	<ul style="list-style-type: none"> • The TSTG currently performs random route audits and annual contract compliance audits with our school bus operators. TSTG staff will be looking to expand the scope of these audits moving forward to ensure that a good cross section of vehicle and driver abstracts are reviewed and that more regular route audits are performed to ensure compliance with schedules. All 7 Transportation Supervisors have been assigned school bus carrier locations to audit on at least one occasion prior to the annual compliance audits in April and they will each be conducting 8 route audits annually. The TSTG has already started this process by starting random route audits and performing more site visits to follow up on issues previously identified in previous site visits. • As part of a weekly process the TSTG collects Key Performance Indicators (KPI) from our transportation providers as a means to help monitor service levels. Based on the report the TSTG will be expanding those KPI's to ensure that all relevant performance related criteria are included and reviewed.

		<p>KPI's include #'s of open routes, book offs, accidents, #'s of lost students</p> <p>We included in the new RFP \$2000 fine for dropping off a student without being met who had a purple tag. We also increased the qualitative scoring in the RFP from 33-44.5% which including more marks assessed for better accident investigation, re-training, safe driving award programs, maintenance programs and facilities, driver training programs.</p>
<p>Recommendation 12:</p> <p>In order to increase the efficiency of school transportation services and in turn decrease costs, transportation consortia should:</p> <ul style="list-style-type: none"> • track and monitor utilization by using the most relevant and accurate information available in planning student transportation services; including actual ridership; • evaluate the benefits of parents of students who are eligible to use school board provided transportation services being required to opt in or out of using transportation services; 	<p>With respect to recommendations 1 and 12 which are specific to consortia activity, we suggest that successful implementation would best be achieved through forwarding these to the OABSO Transportation Committee. This will allow for input and discussion, by all consortia, and enable development of a uniform process across the province specific to tracking the</p>	<ul style="list-style-type: none"> • The TSTG uses computer software to identify eligible riders but actual ridership numbers are more difficult to collect. The TSTG currently collects this data from our school bus operators who provide self-reporting audits so that we can confirm numbers and the accuracy of our computer generated scheduled bus stop times. The TSTG will investigate further options to identify actual riders.

<ul style="list-style-type: none"> ● use route optimization software where feasible as a starting point in mapping the most efficient routes to transport students; ● increase sharing of school buses among boards and transporting students from different boards on the same bus; ● stagger school start and end times where possible to reduce the number of buses needed, by allowing them to be used on more than one run; ● Reduce the need for transportation services by coordinating common days off; and ● only contract for services that are required. 	<p>relationship between bus driver turnover and accidents, incidents and consistency with respect to route planning methodologies.</p>	<ul style="list-style-type: none"> ● Currently the TSTG only removes eligible students from bus stops if the school confirms that the student is not using the service. A majority of students are uploaded from the main Student Information System and automatically assigned if deemed eligible. The TSTG will have to evaluate the merits and time commitments to manage an opt-in or out system. <p>Current transportation software allows transportation staff to optimize bus routes. The TSTG has not optimized routes for a number of years given the minimal changes to the fleet providing services for our regular student population. Any optimizations going forward will have to be weighed to consider the impact to the level of service provided to our student population against any possible savings generated. The TSTG will be investigating if new transportation software would further assist the consortium in managing transportation costs and the Board has requested that a search be commenced as to the benefits of a new software suite that can maximize efficiencies and minimize manual entries. The two Toronto English language school boards currently share buses in one of three formats; coupling of buses (bus services school A then goes to School B then goes to school C), one</p>
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APPENDIX A

bus one road (all students in an area going to a school in the same geographical area are all picked up on the same bus), and a hybrid between the two. The French Boards that service Toronto no longer participate in the coterminous delivery of student transportation services. The staggering of bell times will provide an opportunity to reduce transportation costs as buses can be more effectively utilized. The TSTG will be bringing a report back to Consortium Governance in February with a recommendation on bell times that will be brought back to the Boards for consideration.

- For the most part, all PD days are coordinated between the two Toronto Boards. However, at the high school level the 'local priorities' allow for schools to select days that may not be consistent with the system days. Also, exam schedules and modified days (i.e. Thursday the students come in at 10:00 instead of 9:00 the rest of the week) significantly impact transportation as additional buses and resources are required to facilitate these services.

		<ul style="list-style-type: none"> • The current contract model sets a rate for services provided in both the am and pm while additional ‘utilization’ costs are passed to carriers if they perform services over 3 hours. The concern was that some buses are only used for two hours and that they are not fully utilized. This is primarily due to the fact that travel time between schools at times limits connectivity. The change to all times will assist the TSTG to more fully utilize services going forward.
Recommendation 7: The Ministry of Transportation, in conjunction with the Ministry of Education, school boards and transportation consortia, should develop a protocol to share information on the results of their inspections and audits of school bus operators and motor vehicle inspection stations, and accident information. This will help facilitate timely action to enforce the safety of school transportation services throughout the Province.	Specific to recommendation 7, the OASBO Transportation Committee is the appropriate agency on behalf of consortia and school boards, to partner with the Ministry of Transportation to enhance information sharing pertaining to bus operator audits, inspection stations and accidents.	<ul style="list-style-type: none"> • The TSTG looks forward to sharing information with the various agencies to help improve student safety.
Recommendation 8: To improve student transportation safety, The Ministry of Education, in conjunction with school boards and transportation consortia, should: <ul style="list-style-type: none"> • develop consistent safety policies for the safe transport of students and for dealing with behavioral issues on the bus; • identify or develop mandatory training programs and standard information packages for students on school bus safety, and ensure that training is 	Regarding recommendations 8 and 15, the OASBO Transportation Committee is the appropriate organization to represent all consortia and school boards in partnering with Ministry of Education representatives to develop both consistent safety policies and associated training programs	<ul style="list-style-type: none"> • The TSTG will be working with Provincial counterparts to discuss the standardization of safety practices were feasible. The TSTG will be petitioning the MOE for consideration of remunerating school boards for the use of school bus monitors to assist with not only the behavior of students on buses but to manage the de-boarding process to help minimize the risk of students being de-boarded without proper

<p>delivered consistently to all students across the Province; and</p> <ul style="list-style-type: none"> ● determine which grades should be met at the bus stop by an adult, and develop a standardized process for this across the Province. 	<p>and standardized evaluation criteria relative to procurement processes.</p>	<p>supervision (motion passed at November, 2015 governance committee to petition MOE).</p> <ul style="list-style-type: none"> ● The TSTG has a number of safety programs in place currently (i.e. list 2 or 3) First Rider Program for new Kindergarten students, Annual Evacuation Program and will continue to work with stakeholders to improve the process. ● Currently the TSTG asks our schools to tag all students from JK to grade 3 as part of our ‘purple equals parent’ program. This is not consistent across the Province and may prove difficult to enforce. The TSTG will again work with stakeholders to ensure a policy is in place that best meets the needs of our students here in Toronto.
<p>Recommendation 15:</p> <p>The Ministry of Education, in conjunction with the school boards and transportation consortia, should develop standard criteria for evaluating the submission of school bus operators in procuring student transportation services. The criteria should appropriately consider the operators’ ability to safely transport students.</p>	<p>Regarding recommendation 8 and 15, the OASBO Transportation Committee is the appropriate organization to represent all consortia and school boards in partnering with Ministry of Education representatives to develop both consistent safety policies and associated training programs and standardized evaluation criteria relative to procurement processes.</p>	<ul style="list-style-type: none"> ● The TSTG will be working with other consortia to investigate the practicality of developing a Province wide system for evaluating carriers as part of the procurement process. In order to ensure a fair, open and competitive bidding process, the Board issued its RFP for providers on November 29, 2015. The RFP is set to close on January 5th, 2016
<p>Recommendation 10,11,13,14</p>	<p>Although consortia were not mentioned in recommendations 10, 11, 13 and 14, we think it is important to note that Consortia could provide assistance and feedback to the Ministry of Education and</p>	

	school boards with these processes, through the use of OASBO Transportation Committee meetings and studies and can provide essential information regarding differing issues affecting all consortia across the province.	
Recommendation 10 The Ministry of Education, in conjunction with school boards, should set standards on eligibility for transportation services, especially home-to-school walking distances for students, to promote greater consistency in transportation services across school boards within the province.		
Recommendation 11 After implementing standardized eligibility criteria, we recommend that the Ministry of Education (Ministry) should: <ul style="list-style-type: none"> • revisit its current funding formula. The formula needs to reflect school boards' local transportation needs based on the number of eligible riders and consortia utilization of buses, and taking into consideration factors such as geography, availability of public transit and the number of students needing transportation services (due to distance, special needs, special programs or road hazards); and 		

<ul style="list-style-type: none"> • implement an updated funding formula ensuring that any targeted funding for specific initiatives is spent for the purposes intended. 		
Recommendation 13 The Ministry of Education should set standards for the optimal utilization of school vehicles for school boards and transportation consortia, and provide guidance to them in calculating utilization rates.		
Recommendation 14 The Ministry of Education should clarify the roles and responsibilities of school boards and consortia in setting eligibility and employing efficiency measures.		

APPENDIX 'A'



REPORT TO

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

DEFERRED MAINTENANCE INFRASTRUCTURE UPDATE 2016/17

According to the grace of God given to me, like a skilled master builder I laid a foundation, and someone else is building on it. Each builder must choose with care how to build on it. 1 Corinthians 3:10

Created, Draft	First Tabling	Review
August 16, 2016	September 15, 2016	
M. Iafrate, Senior Coordinator, Renewal Services P. de Cock, Comptroller, Business Services J. Volek, Senior Coordinator, Planning M. Puccetti, Superintendent of Facilities Services		
INFORMATION REPORT		

Vision:

At Toronto Catholic we transform the world through witness, faith, innovation and action.

Mission:

The Toronto Catholic District School Board is an inclusive learning community rooted in the love of Christ. We educate students to grow in grace and knowledge and to lead lives of faith, hope and charity



R. McGuckin

Associate Director of Academic Affairs

A. Sangiorgio

Associate Director of Planning and Facilities

Angela Gauthier

Director of Education

A. EXECUTIVE SUMMARY

The second five-year cycle of the Ministry of Education facility inspection program was completed in 2015. The inspection information has been used to update the Ministry's Facility Condition Assessment program, TCPS. A new cycle of building inspections is planned for 2016 to 2020. The ministry has introduced a new Facilities Assessment program, modelled on TCPS. All data is now reported through *VFA.facility*.

The total Deferred Maintenance backlog for all inspected TCDSB schools is approximately \$600M. Taking into account an annual school renewal expenditure of \$25M., the cumulative deferred maintenance backlog by 2020 would reach \$1BM. and the average Facilities Condition Index (FCI) rating for all TCDSB schools, will increase from 29% to 51%.

The TCDSB receives approximately \$15.7M a year in School Renewal Grant (SRG) and an additional \$18 M/year from the School Condition Improvement (SCI) grant from the Ministry of Education (EDU). In July 2016, the Ministry increased the SCI funding to \$35M for 2015/2016 and \$37M for 2016/2017 as per Memo 2016:B13. SCI funding has been allocated to boards primarily based on the facility inspections and the Condition Assessment reports resulting from these inspections. As per Memo 2016:B13, 70% of the TCDSB's SCI allocation must target key building components and systems. 30% of the funds may be used to address locally-identified renewal needs that are identified in VFA Facility.

In addition, the Ministry has provided boards with increased funding for the School Renewal Allocation (SRA) to "tackle ongoing repairs and maintenance in school buildings that are more aesthetic in nature or that do not meet the threshold (minimum \$10,000) for capitalization". The TCDSB received \$1,756,567 in 2015/2016 and \$1,768,925 for 2016/2017 in SRA funding, for a new total annual amount of approximately \$17.6 M.

B. PURPOSE

1. This information is intended to update the Board regarding the facility condition of all schools, for purposes of setting strategic plans for future school renewal, replacement, and capital programs.
2. The report will also provide an analysis of the potential impact of School Accommodation Reviews (SAR), small schools and over-subscribed schools in terms of recommending mitigation strategies with regards to the allocation of limited renewal funding.

C. BACKGROUND

1. In 2010, the Ministry of Education undertook a competitive procurement process for an external vendor to provide thorough TCDSB facility condition assessments and to develop a comprehensive capital asset management database.
2. The following types of facilities were assessed between 2010 and 2015:
 - a) Open schools, five years old and older, expected to operate for the next ten years
 - b) Long-term leased facilities
 - c) Continuing Education facilities
 - d) One administrative facility per board
3. Other details are:
 - a) Eligible schools for facility condition assessments are those that are open and operating, not slated to close and are five years or older.;
 - b) Portables were not assessed;
 - c) Assessments were intended to address components and systems critical to the integrity and function of the building or site;
 - d) Assessments of the functionality of the space to meet program needs were not included in the scope of work;
 - e) The estimated renewal costs are based on the replacement of an *existing* component or systems, to original standard. It does not take into account for example, current building code requirements, or overall improvements such as improved energy performance. The estimated cost to replace lighting for example would be based on replacement of the existing florescent lights rather than energy-saving LED lights. Upgrades to add accessibility features to a school (elevator for example) would not be considered in the SRG funding.
4. The Ministry of Education conducted facility condition assessments in 2002-03. Those assessments revealed that the TCDSB had a Deferred Maintenance backlog of approximately \$300M (2007). The results were used by the Ministry of Education as a basis for calculating the Good Places

to Learn (GPL) grants of approximately \$80M. SCI has replaced GPL funding.

The Facility Condition Index (FCI) is a standard measure used by building professionals to measure the condition of a facility and site. It is calculated by the Ministry of Education by dividing the total Deferred Maintenance (DM) backlog by the building replacement costs (using EDU construction cost benchmarks). For example, in the case of All Saints Elementary School, built in 2004, the deferred maintenance work is quite low because the building is relatively new:

$$\frac{\text{Deferred Maintenance of Existing building}}{\text{Replacement Cost (Benchmark)}} \times 100\% = \text{FCI (5 YEAR)}$$

$$\frac{\$306,000}{\$13,202,100} \times 100\% = 2\% \text{ FCI}$$

6. In previous years, the Ministry of Education had indicated that an FCI of 65% or greater qualified a facility as “Prohibitive to Repair”, with the possibility of future funding to fully replace the facility. There are currently 7 schools with an FCI of over 65%.

The following table illustrates building condition by FCI, as based on building industry standards:

FCI	Condition
< 5%	Good
5% - 10%	Fair
10% - 30%	Poor
> 30%	Critical

D. EVIDENCE/RESEARCH/ANALYSIS

1. A comparison of the Ministry inspections in 2002/2007 to the inspections carried out in 2011/2015 follows in the table below. New or closed facilities

were not inspected. The number of schools in good, fair, poor and critical condition, is as follows:

FCI	Condition	2002-2007 Inspection Percentage of Schools	2010-2015 Inspection Percentage of Schools
<5%	Good	7%	9%
5%-9%	Fair	4%	4%
10%-30%	Poor	49%	41%
>30%	Critical	40%	46%

2. The total deferred maintenance in the 2002/2007 inspections was \$300M. For the 2011/2015 inspection, it had increased to \$600M.
3. Although the Ministry of Education inspections provide a welcome basis for funding based on demonstrated need, there are weaknesses in the methodology that must be addressed. The technical inspections are completed on an “as-built” basis only. Estimates for any improvements to the facility such as improving energy savings of the Heating, Ventilation, and Air Conditioning (HVAC) systems are not considered nor are changes in jurisdictional requirements, such as the Ontario Building Code or Ministry of the Environment requirements. Program needs, accessibility upgrades as required under the Ontario Disabilities Act, and ongoing IT requirements are also not captured in the DM calculations.
4. Deferred Maintenance and FCI have increased substantially over the years despite extensive Renewal Program expenditures and the construction of replacement schools. Since 2003, the following grants have been provided by the Ministry of Education:
 - a) School Renewal Grant: Approximately \$15M per year. There is an additional investment of \$1,756,567 for 2016/2017.
 - b) Good Places to Learn: \$80M (Grant is fully expended)
 - c) Energy Efficiency Grant: \$16M (Grant is fully expended)
 - d) School Condition Improvement Grant: \$11M per year since 2011. In a recent Ministry announcement of July 12, 2016, this amount has been increased to \$34,907,253 for 2015-2016 and \$37,725,647 for 2016/2017.

5. The July 12, 2016 the Ministry issued Memorandum 2016:B13 *New Renewal Funding to Keep Schools in a State of Good Repair* (Appendix ‘A’) which substantially increased province-wide School Condition Improvement Grant (SCI) funding. Up to this year, school boards were required to spend at least 80% of the SCI funding on major building systems and components, with a maximum of 20% allowed to be spent on building interiors and site work. While building interiors and site work (for example, painting, interior finishes, landscape and paving elements) are not critical to the operation of the school, they are a visible sign of the school’s deterioration and have a negative impact on students, staff, and the community when not adequately maintained over time. For this reason, the Ministry school boards may now allocate up to 30% of SCI funding these needs.
6. In addition to the 70/30% allocation for non-critical building component or systems renewal work, the Ministry has provided additional School Renewal Allocation (SRA) to undertake ongoing repairs and maintenance in school buildings, as part of Memorandum 2016: B13. The additional SRA funding will be allocated through the *Grants for Student Needs* (GSN), based on the existing per-pupil benchmark formula. SRA expenditures must be reported through *VFA.Facility* in 2016 – 2017.
7. The estimated annual School Renewal funding (SRG and School Condition Improvement Grant) for 2015-2016 is \$51.6M which equates to \$4.40 per square foot. This level of funding will maintain the portfolio in the “Poor” range. In order to ensure that all schools are in “Good” condition, annual Renewal funding would need to be increased to \$100M or \$9 per square foot.
8. Base Renewal Funding is provided to School Boards on an enrolment basis, not on a square footage basis. As of 2015 – 2016, the School Condition Improvement funding is allocated in proportion to a board’s total assessed renewal needs under the Facilities Condition Assessment program.
9. In 2015, under Memo 2015:B13, the Ministry directed boards to use Proceeds of Disposition (POD) funds for school renewal needs, based on the same criteria as for SCI grant. School boards may request use of POD for other capital needs (new schools, major additions) through submission of a business case to the Ministry.

10. School Renewal Grant and School Condition Improvement Grant funds can only be used on buildings that are operating schools. Closed schools or buildings that are used for administrative support such as the Catholic Education Centre, are not eligible. Some renewal work at the CEC can be charged to School Renewal/SCI as sections of the building are used by Cardinal Carter Academy of the Arts and other schools.
11. Appendix 'B' provides an illustration of the Renewal needs of a typical new elementary and secondary school. Both charts clearly show the growing backlog with renewal needs required within 7 to 10 years. Based on this modelling, a typical elementary school would require a minimum of \$585,000 per year of renewal funding to address the life-cycle replacement of building components after 7 to 10 years. For a typical secondary school, a minimum of \$930,000 per year is required.
12. Appendix 'C' includes a breakdown of the Deferred Maintenance Backlog grouped by School Age, Utilization, and the Average 5-Year Deferred Maintenance Backlog for the groupings of schools. The TCDSB has 59 elementary schools that are within 40 to 50 years old, with an average FCI of 32%. However, the Board also has 45 elementary schools over the age of 50 years, with an average FCI of 43%. In the secondary panel, there are fewer schools over the age of 50 years – however, these six (6) schools have an average FCI of 76%.
13. The annual Ministry Inspections are underway and will continue throughout the Fall. Approximately 40 schools will be included that were last inspected in 2011 as detailed in Appendix 'D'. In this inspection cycle, the Ministry has also asked boards to provide data related to *building accessibility* in relation to the current barrier-free design requirements in the Ontario Building Code.
14. Appendix 'E' provides a list of schools sorted by FCI (highest to lowest) as well as the 5 year Assessment timeline and Deferred Maintenance.

E. METRICS AND ACCOUNTABILITY

1. Completed renewal projects and building condition information will be tracked and updated through the Condition Assessment program,

VFA.facility. Project costs reported in *VFA.facility* are to match expenditures reported in Board financial reporting system.

2. The Deferred Maintenance Backlog report is provided to the Board every two years. The previous 2014 report provided the total deferred maintenance backlog and FCI for each school. Changes to the portfolio since the 2014 report include:
 - Completion of Full day Kindergarten retrofits and the majority of the additions, which may have included renewal work to improve the base building;
 - Completion of the five year inspection cycle and the remaining group of schools;
 - Completion of work/projects identified in the 2014 – 2016 School Renewal program.
3. Notwithstanding the additional funding from the Ministry for renewal upgrades, the deferred maintenance backlog continues to increase exponentially. This concern was highlighted in the recent 2015 Annual Report of the Office of the Auditor General of Ontario, regarding the province's infrastructure-planning process, as detailed in Appendix F. The report addresses key findings and the funding gap for both asset renewal and new capital projects as noted below:
 - a) Schools represent 23.4% of the net book value of all infrastructure owned by the province, which totals \$97.1 Billion;
 - b) There is \$14 billion of total renewal needs identified for schools, requiring an investment of \$1.4 billion a year- however, since 2014/15, \$125 M was provided and prior to that, since 2010/2011 only \$56 M was provided;
 - c) Investment is also needed to expand the existing portfolio of assets and replace aged assets and support ministry strategies and program. There are 100,000 students in temporary accommodation province wide and about 10% of schools are operating at over 120% capacity;
 - d) About \$2.6 billion worth of capital projects are submitted to the Ministry, however in the last five years, the Ministry has only approved about a third of the projects every year, averaging about \$500 M on a school year basis;

- e) School boards can raise additional funds to address the deferred maintenance backlog by selling schools, however... “competing interests between trustees to keep schools open in their own wards sometimes preclude boards from effectively utilizing this strategy”;
 - f) Since 2010/2011, school boards have used \$243.4 million of accumulated surpluses for capital purposes.
4. As noted below, there are mitigation strategies that would reduce pressure on the Board’s deferred maintenance backlog:
- Consolidation of small underutilised schools;
 - *True* cost recovery for community-use of schools;
 - Capital program to continue to focus on schools with high FCI and high enrolment;
 - Need for Long Term Accommodation Plan (LTAP) to include the FCI and cumulative DM Backlog to 2025;
 - Need for School Renewal program to include evaluation criteria that includes FCI/critical renewal work as per SCI criteria – as well as limited amount of local needs.
5. The Board approved the 2016 – 2018 School Renewal Program in June 2016, for a total budget of \$67.3 M. prior to the release of Memo 2016:B13 and the additional SCI and SRA funding. A revised School Renewal Program will be submitted to the Board for approval in the new year, for the additional SCI funding of \$16,628,303 in 2015/16 and \$18,224,950 in 2016/2017 as per the table below. The Ministry permits unspent funding to be carried over to the following school year.

New Total SCI funding 2016-2017	\$34,907,253
Previous SCI Funding	<u>\$18,224,950</u>
Difference	\$16,682,303
 New Total SCI funding 2017-2018	 \$37,725,647
Previous SCI Funding	<u>\$18,224,950</u>
Difference	\$19,500,697

6. School boards will be required to display signage that identifies the Government of Ontario support at the site of school renewal projects with a value of \$100,000 or more. The signs will be provided by the Ministry, however each board will be responsible to manage the installation of the signage boards.

F. CONCLUDING STATEMENT

This report is for the consideration of the Board

Ministry of Education

Office of the ADM

Financial Policy and Business Division
900 Bay Street
20th Floor, Mowat Block
Toronto ON M7A 1L2

Ministère de l'Éducation

Bureau du sous-ministre adjoint

Division des politiques financières et des
opérations
900, rue Bay
20^e étage, Édifice Mowat
Toronto ON M7A 1L2



2016: B13

MEMORANDUM TO: Directors of Education
Superintendents of Business

FROM: Gabriel F. Sékaly
Assistant Deputy Minister
Financial Policy and Business Division

DATE: July 12, 2016

SUBJECT: New Renewal Funding to Keep Schools in a State of
Good Repair

A key component of the Ministry of Education's Achieving Excellence vision is the provision of safe and healthy learning environments to support student achievement and well-being. Today, in support of our vision, I am pleased to inform you that the Ministry is making a historic, multi-year investment in education infrastructure to keep schools across Ontario in a state of good repair.

The Ministry is committing an additional \$1.1 billion in renewal funding to school boards for the 2015-16 and 2016-17 school years to keep schools in a state of good repair. This additional funding responds to both the identified school renewal backlog identified through the Ministry's Condition Assessment Program and the ongoing need to conduct regular repairs and maintenance in schools. The announcement of this funding at this time is intended to allow boards the opportunity to supplement their existing school renewal activities this summer and address critical building needs that may otherwise have been deferred.

Please note that the approval of the Lieutenant Governor in Council is required to make in-year amendments to the Grants for Student Needs regulation for the 2015-16 and 2016-17 school years. We expect to have these amendments made by this summer, and will inform boards when they have been approved.

New Annual Renewal Investment to Keep Schools in a Good State of Repair

The Ministry's investment in additional, multi-year school renewal funding, starting in the current 2015-16 school year, will supplement the Ministry's existing funding programs – School Condition Improvement (SCI) funding and the School Renewal Allocation (SRA). The Ministry is committing the following total additional investments in school renewal funding for school boards for the 2015-16 and 2016-17 school years:

School Year	School Condition Improvement	School Renewal Allocation	Total Additional Investment in School Renewal
2015-16	\$460 million	\$40 million	\$500 million
2016-17	\$535 million	\$40 million	\$575 million

The funding increases to both SCI and SRA recognize the importance of undertaking major building and site renewal work, as well as repairs and maintenance issues that are more aesthetic in nature or that do not meet the threshold for capitalization.

Appendix A provides the revised 2015-16 and 2016-17 SCI allocations for each board.

Appendix B provides the tabled amounts for the increased SRA funding for each board for 2015-16 and 2016-17.

The Ministry is aware that with the timing of this announcement occurring at this time in the current school year, boards may not have sufficient opportunity to spend the additional 2015-16 funding by August 31, 2016. Please note that school boards will be able to carry over any unspent funding to the following school year.

As usual, the Ministry expects that school boards will spend their SCI and SRA funds on schools that need to remain open. For schools that are scheduled to be closed or are planned to be part of an upcoming accommodation review, renewal funds should only be used to address renewal needs that could compromise the continuing operation of these schools in the short-term.

1. Increased School Condition Improvement Funding

In 2011, the Ministry began a five year inspection of the condition and renewal needs of eligible schools across the province through the Condition Assessment Program. In 2014, the Ministry was able to use the data collected from the first three years of facility inspections to support an increase in SCI funding to boards by \$1.25 billion over three years, starting in the 2014-15 school year.

In 2015, the Ministry completed the first full cycle of school inspections. The results of the full province-wide assessment identified an aggregate school renewal backlog across the province of almost \$16 billion and an average Facility Condition Index (FCI) of 29%.

The Ministry's analysis of the identified renewal needs has shown that in many cases, the renewal backlog consists of high priority needs to major building components and systems, such as roofs, boilers, HVAC, plumbing, electrical, and windows. Addressing the renewal needs associated with these major building components is critical to ensuring that the structural integrity of school buildings is preserved so that schools can remain safe and healthy. These assessments also identified the poor condition of non-critical components of a school building, such as carpets, tiles, and pavement. While these components are non-critical to the operation of the school, they are a visible sign of a school's deterioration and have a negative impact on students, staff, and the community when not adequately maintained over time.

The Ministry is substantially increasing province-wide annual SCI funding, as noted above. This additional funding will ensure that school boards can continue to invest in major building and site renewal needs that are depreciable in nature. The Ministry is allocating this additional funding for both the 2015-16 and 2016-17 school years using the same methodology as that used for the original 2016-17 SCI funding allocations announced in memorandum **2016:SB9**, *2016-17 School Condition Improvement Funding*, dated April 1, 2016.

The Ministry is also amending the existing "80/20" requirement, introduced for the 2015-16 school year, on how SCI funding is spent on major building systems and components (80 percent) and building interiors and site components (20 percent). The Ministry is amending this requirement so that at least 70 percent of SCI funding is to be spent on major building systems and components and at most 30 percent on building interiors, site components, and other components considered non-critical. However, even with the new "70/30" requirement, boards will still have discretion to spend up to 100 percent of all SCI funding on major building systems and components.

Any unspent SCI funding from one school year may be carried over to the following year. School boards are reminded that they must fully draw down any unspent SCI funding from prior years before they can access any new SCI funding amounts. Also, the Ministry expects boards to use SCI funding in schools that are expected to remain open and operating for at least five years.

2. Reporting of School Condition Improvement Expenditures

School boards are reminded that all SCI-funded expenditures must be depreciable in nature, and must be reported in VFA.facility (formerly TCPS). This includes the additional investments in SCI being announced in this memorandum.

Please see memoranda **2016:SB9** and **2015:SB37**, *Reporting Renewal Expenditures and an Update on the School Condition Assessment Program*, dated December 18, 2015.

3. Increased Funding for the School Renewal Allocation

The Ministry is also increasing funding for the School Renewal Allocation (SRA) to help school boards tackle ongoing repairs and maintenance in school buildings that are more aesthetic in nature or that do not meet the threshold for capitalization. The Ministry is

targeting additional SRA funding to boards to allow them to undertake work to noticeably improve the visible appearance of a school, both inside and outside.

The Ministry is providing school boards with additional SRA funding, starting in the 2015-16 school year, as noted above. Please note that for both the 2015-16 and 2016-17 school years, the Ministry will allocate the additional SRA funding through a table amount in the Grants for Student Needs regulation, while the base SRA amounts for each of these years will continue to be allocated using the existing per-pupil benchmark formula basis.

4. Reporting of School Renewal Allocation Expenditures

As noted in memorandum **2015:SB37**, all capital expenditures funded by the School Renewal Allocation must be reported in VFA.facility beginning in the 2016-17 school year. This includes the additional SRA investments being announced in this memorandum.

5. Signage

School boards will be required to display signage that identifies the support of the Government of Ontario at the site of all school renewal construction work with a value of at least \$100,000. Signage will be provided to school boards by the Ministry of Education. School boards are then responsible for posting the signage for the projects in a prominent location. This should be done in a timely manner following the receipt of the signage. All signage production costs are covered by the Ministry of Education, including the cost of distributing the signage to school boards.

The Ministry looks forward to working in partnership with school boards as we invest in keeping our schools in a state of good repair. Improving learning environments is one of the best infrastructure investments we can make.

If you have questions or require additional information, please contact Mathew Thomas, Manager, Capital Policy and Programs Branch, at (416) 326-9920 or Mathew.P.Thomas@ontario.ca or Hitesh Chopra, Team Lead, Policy, Capital Policy and Programs Branch, at (416) 325-1887 or Hitesh.Chopra@ontario.ca.

Original signed by:

Gabriel F. Sékaly
Assistant Deputy Minister
Financial Policy and Business Division

cc: Superintendents and Managers of Facilities

Appendix A: Revised School Condition Improvement Allocation

DSB ID	District School Board Name	2015-16 Revised Allocation	2016-17 Revised Allocation
1	DSB Ontario North East	8,600,261	9,473,500
2	Algoma DSB	10,410,216	11,217,806
3	Rainbow DSB	10,158,880	11,027,532
4	Near North DSB	9,345,963	10,437,209
5.1	Keewatin-Patricia DSB	8,104,307	8,939,295
5.2	Rainy River DSB	4,247,367	4,741,335
6.1	Lakehead DSB	9,344,554	10,251,489
6.2	Superior-Greenstone DSB	4,933,340	5,369,725
7	Bluewater DSB	9,924,480	10,845,061
8	Avon Maitland DSB	9,024,355	9,882,594
9	Greater Essex County DSB	24,280,108	26,127,664
10	Lambton Kent DSB	15,663,352	16,652,032
11	Thames Valley DSB	45,181,050	48,855,353
12	Toronto DSB	225,780,292	255,899,527
13	Durham DSB	24,126,194	26,494,178
14	Kawartha Pine Ridge DSB	13,543,795	11,103,211
15	Trillium Lakelands DSB	8,271,255	8,438,541
16	York Region DSB	21,178,934	22,079,407
17	Simcoe County DSB	13,345,613	13,756,309
18	Upper Grand DSB	8,127,536	7,990,138
19	Peel DSB	61,480,153	66,908,093
20	Halton DSB	16,599,969	17,462,127
21	Hamilton-Wentworth DSB	22,059,047	23,171,890
22	DSB of Niagara	17,826,201	15,240,913
23	Grand Erie DSB	12,700,804	13,166,152
24	Waterloo Region DSB	16,568,602	16,232,360
25	Ottawa-Carleton DSB	49,478,375	54,499,312
26	Upper Canada DSB	21,374,673	23,728,679
27	Limestone DSB	13,094,741	14,493,643
28	Renfrew County DSB	6,159,758	6,732,137
29	Hastings and Prince Edward DSB	12,794,549	13,842,856
30.1	Northeastern Catholic DSB	2,719,411	2,635,669
30.2	Nipissing-Parry Sound Catholic DSB	1,747,362	1,966,086
31	Huron-Superior Catholic DSB	3,187,208	2,820,354
32	Sudbury Catholic DSB	3,673,260	3,644,815
33.1	Northwest Catholic DSB	1,138,425	1,248,914
33.2	Kenora Catholic DSB	1,186,775	1,301,906
34.1	Thunder Bay Catholic DSB	5,432,772	5,960,047
34.2	Superior North Catholic DSB	2,042,253	2,240,464
35	Bruce-Grey Catholic DSB	613,743	673,309
36	Huron-Perth Catholic DSB	477,543	507,999
37	Windsor-Essex Catholic DSB	7,306,220	7,870,575
38	London District Catholic School Board	5,743,422	5,370,512

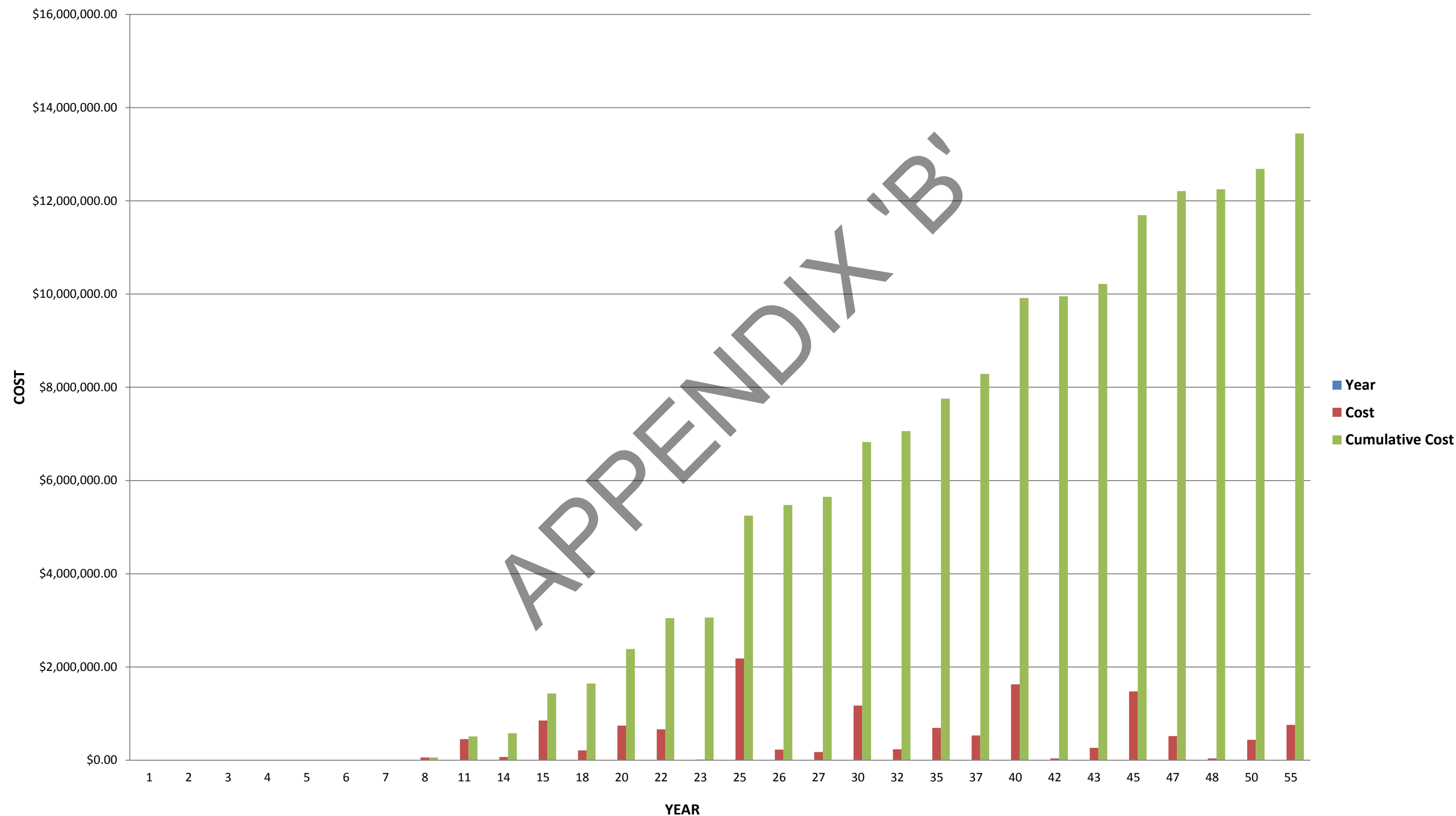
DSB ID	District School Board Name	2015-16 Revised Allocation	2016-17 Revised Allocation
39	St. Clair Catholic DSB	3,233,455	3,232,202
40	Toronto Catholic DSB	34,907,253	37,725,647
41	Peterborough V N C Catholic DSB	2,850,156	2,779,492
42	York Catholic DSB	13,592,065	14,628,131
43	Dufferin-Peel Catholic DSB	13,343,442	14,094,278
44	Simcoe Muskoka Catholic DSB	2,161,565	2,372,096
45	Durham Catholic DSB	4,506,060	4,926,579
46	Halton Catholic DSB	4,571,026	4,592,812
47	Hamilton-Wentworth Catholic DSB	7,357,702	8,083,619
48	Wellington Catholic DSB	959,885	1,001,238
49	Waterloo Catholic DSB	8,126,456	8,746,330
50	Niagara Catholic DSB	9,220,160	9,765,991
51	Brant Haldimand Norfolk Catholic DSB	2,672,411	2,665,228
52	Catholic DSB of Eastern Ontario	3,872,061	3,716,250
53	Ottawa Catholic DSB	14,649,920	16,238,819
54	Renfrew County Catholic DSB	3,588,372	3,900,460
55	Algonquin and Lakeshore Catholic DSB	5,624,185	5,531,827
56	CSD du Nord-Est de l'Ontario	658,030	589,143
57	CSD du Grand Nord de l'Ontario	3,407,836	3,762,846
58	CS Viamonde	8,336,191	9,134,682
59	CÉP de l'Est de l'Ontario	4,028,056	4,197,505
60.1	CSD catholique des Grandes Rivières	9,333,247	10,342,113
60.2	CSD catholique Franco-Nord	3,414,467	3,144,951
61	CSD catholique du Nouvel-Ontario	5,465,349	6,252,187
62	CSD catholique des Aurores boréales	580,862	287,875
63	CS catholique Providence	2,934,069	3,191,754
64	CSD catholique Centre-Sud	5,234,650	5,734,252
65	CSD catholique de l'Est ontarien	5,996,009	6,206,791
66	CSD catholique du Centre-Est de l'Ontario	6,377,942	6,854,184

Appendix B: Additional Investments in School Renewal Allocation, \$40M

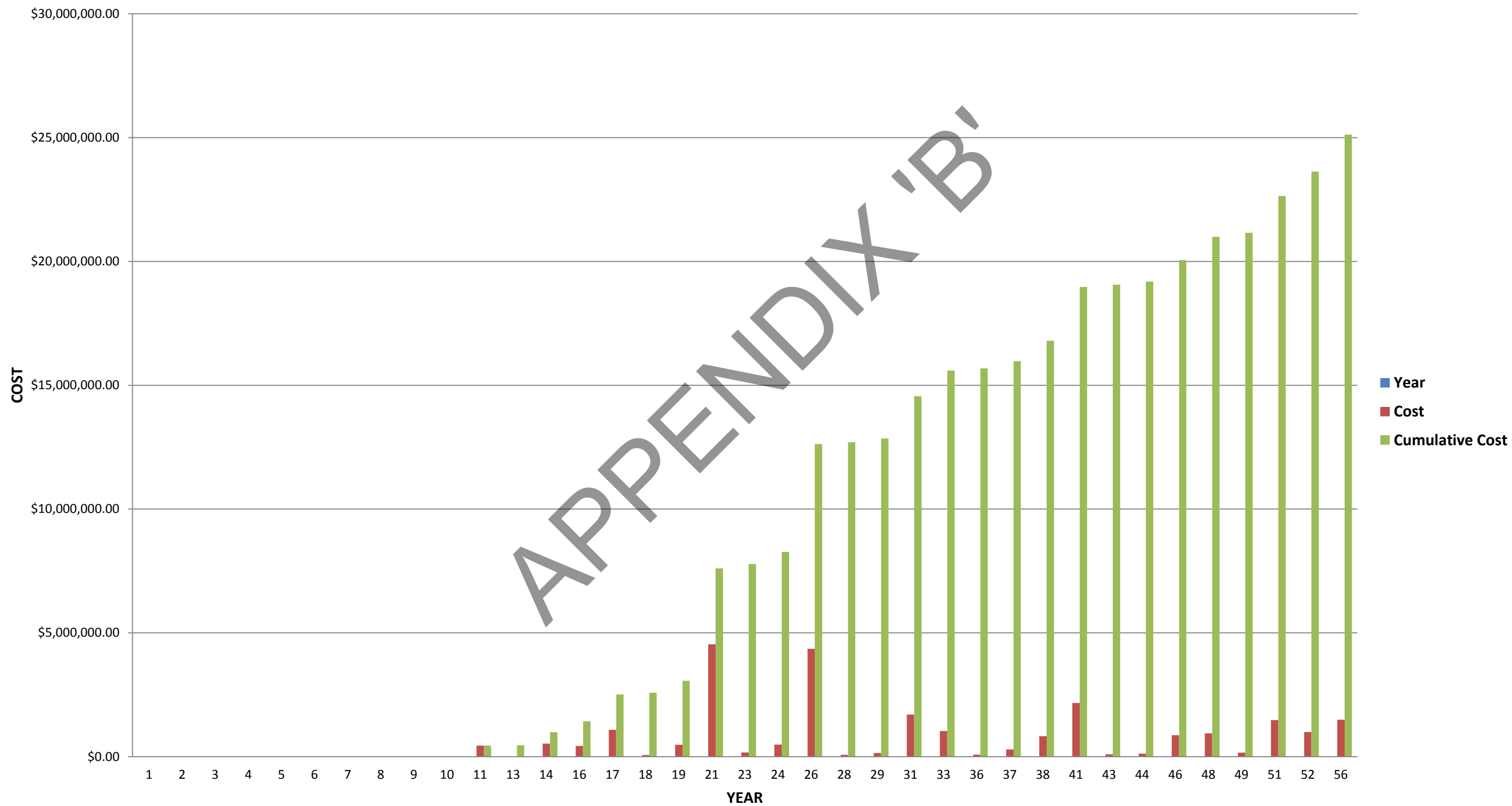
DSB ID	District School Board Name	2015-16 Tabled Amount	2016-17 Tabled Amount
1	DSB Ontario North East	376,115	363,704
2	Algoma DSB	300,771	299,996
3	Rainbow DSB	395,074	376,792
4	Near North DSB	286,499	282,964
5.1	Keewatin-Patricia DSB	212,716	213,527
5.2	Rainy River DSB	117,857	121,748
6.1	Lakehead DSB	256,650	242,716
6.2	Superior-Greenstone DSB	133,163	133,113
7	Bluewater DSB	373,146	378,118
8	Avon Maitland DSB	372,134	378,106
9	Greater Essex County DSB	702,724	710,585
10	Lambton Kent DSB	527,437	504,055
11	Thames Valley DSB	1,504,296	1,506,103
12	Toronto DSB	5,755,643	5,632,514
13	Durham DSB	1,199,783	1,230,618
14	Kawartha Pine Ridge DSB	650,974	646,687
15	Trillium Lakelands DSB	389,613	380,148
16	York Region DSB	1,948,517	1,978,298
17	Simcoe County DSB	928,111	944,130
18	Upper Grand DSB	602,768	609,779
19	Peel DSB	2,467,642	2,482,190
20	Halton DSB	1,098,422	1,116,860
21	Hamilton-Wentworth DSB	928,355	898,156
22	DSB of Niagara	765,858	746,884
23	Grand Erie DSB	567,681	560,340
24	Waterloo Region DSB	1,089,937	1,092,645
25	Ottawa-Carleton DSB	1,504,030	1,488,159
26	Upper Canada DSB	675,377	671,031
27	Limestone DSB	454,887	460,354
28	Renfrew County DSB	274,858	276,271
29	Hastings and Prince Edward DSB	373,379	368,234
30.1	Northeastern Catholic DSB	85,548	87,468
30.2	Nipissing-Parry Sound Catholic DSB	80,855	82,134
31	Huron-Superior Catholic DSB	137,443	139,778
32	Sudbury Catholic DSB	148,288	141,419
33.1	Northwest Catholic DSB	45,152	46,156
33.2	Kenora Catholic DSB	36,466	35,837
34.1	Thunder Bay Catholic DSB	185,975	187,269
34.2	Superior North Catholic DSB	53,030	56,778
35	Bruce-Grey Catholic DSB	88,703	91,839
36	Huron-Perth Catholic DSB	82,805	83,787
37	Windsor-Essex Catholic DSB	388,247	385,989

DSB ID	District School Board Name	2015-16 Tabled Amount	2016-17 Tabled Amount
38	London District Catholic School Board	345,218	347,179
39	St. Clair Catholic DSB	169,157	173,310
40	Toronto Catholic DSB	1,756,567	1,768,925
41	Peterborough V N C Catholic DSB	244,066	252,607
42	York Catholic DSB	880,906	891,519
43	Dufferin-Peel Catholic DSB	1,269,489	1,298,867
44	Simcoe Muskoka Catholic DSB	331,134	349,932
45	Durham Catholic DSB	346,925	349,695
46	Halton Catholic DSB	528,288	536,364
47	Hamilton-Wentworth Catholic DSB	504,041	512,899
48	Wellington Catholic DSB	128,872	129,079
49	Waterloo Catholic DSB	364,655	375,103
50	Niagara Catholic DSB	416,204	413,282
51	Brant Haldimand Norfolk Catholic DSB	179,841	180,088
52	Catholic DSB of Eastern Ontario	227,413	232,037
53	Ottawa Catholic DSB	758,972	782,814
54	Renfrew County Catholic DSB	108,366	110,600
55	Algonquin and Lakeshore Catholic DSB	245,549	244,127
56	CSD du Nord-Est de l'Ontario	64,207	66,799
57	CSD du Grand Nord de l'Ontario	121,238	122,778
58	CS Viamonde	263,655	276,188
59	CÉP de l'Est de l'Ontario	292,992	295,014
60.1	CSD catholique des Grandes Rivières	298,074	275,176
60.2	CSD catholique Franco-Nord	83,014	86,428
61	CSD catholique du Nouvel-Ontario	240,110	226,670
62	CSD catholique des Aurores boréales	44,697	43,849
63	CS catholique Providence	214,590	216,340
64	CSD catholique Centre-Sud	312,605	324,044
65	CSD catholique de l'Est ontarien	273,817	273,921
66	CSD catholique du Centre-Est de l'Ontario	418,409	411,087

TYPICAL
ELEMENTARY SCHOOL - RENEWAL COST BY YEAR



TYPICAL
SECONDARY SCHOOL - RENEWAL COST BY YEAR



Appendix C: Deferred Maintenance by Age and Utilization of Inspected Schools

Facility Type	School Age	Utilization	Number of Schools	Average of 5 year FCI	Average of 5 year Deferred Maintenance
Elementary	<30	<39%	1	11.0%	\$1,050,828
		50-59%	2	17.0%	\$1,763,451
		60-69%	3	13.3%	\$1,243,833
		70-79%	4	11.5%	\$1,166,368
		80-89%	2	5.5%	\$478,148
		90-99%	3	8.3%	\$884,040
		100-109%	3	12.3%	\$1,016,187
		110-129%	3	6.0%	\$751,241
		130-149%	2	3.5%	\$449,310
	<30 Total		23	10.0%	\$990,610
	30-40	<39%	2	19.0%	\$1,865,056
		40-49%	2	35.5%	\$4,885,112
		50-59%	3	17.3%	\$1,535,630
		60-69%	3	28.0%	\$2,144,545
		70-79%	4	26.8%	\$1,951,538
		80-89%	7	19.3%	\$1,715,419
		90-99%	3	24.0%	\$1,807,929
		100-109%	3	20.3%	\$1,790,136
		110-129%	3	28.3%	\$2,150,507
		>150%	1	47.6%	\$1,438,630
	30-40 Total		31	24.3%	\$2,033,526
	40-50	<39%	4	45.3%	\$4,600,622
		40-49%	4	20.5%	\$2,277,689
		50-59%	3	29.7%	\$2,683,933
		60-69%	5	30.4%	\$4,175,647
		70-79%	6	38.3%	\$2,352,843
		80-89%	7	28.6%	\$1,999,773
		90-99%	10	26.5%	\$2,645,250
		100-109%	9	29.4%	\$2,263,724
		110-129%	2	20.0%	\$1,995,861
		130-149%	5	33.8%	\$1,922,836
		>150%	4	31.8%	\$2,144,616
	40-50 Total		59	30.5%	\$2,602,867
	>50	<39%	1	25.5%	\$1,648,201
		40-49%	4	44.8%	\$5,638,961
		50-59%	7	37.7%	\$3,329,364
		60-69%	4	41.0%	\$4,066,994
		70-79%	6	39.5%	\$3,610,288
		80-89%	3	53.7%	\$4,502,326

Facility Type	School Age	Utilization	Number of Schools	Average of 5 year FCI	Average of 5 year Deferred Maintenance
		90-99%	6	31.8%	\$3,236,515
		100-109%	4	33.3%	\$2,737,937
		110-129%	4	46.8%	\$4,036,053
		130-149%	4	43.5%	\$2,769,383
		>150%	2	42.0%	\$2,942,699
	>50 Total		45	40.0%	\$3,609,428
Elementary Total			158	29.0%	\$2,543,144
Secondary	<30	50-59%	1	25.0%	\$6,632,941
		70-78%	1	4.0%	\$943,263
		90-99%	1	2.0%	\$273,000
		100-109%	3	3.0%	\$747,667
		110-129%	4	9.8%	\$2,377,297
		130-149%	2	15.0%	\$2,153,237
	<30 Total		12	9.1%	\$1,992,322
	30-40	<39%	1	25.0%	\$4,761,308
		50-59%	1	24.0%	\$7,534,298
		70-78%	2	24.0%	\$4,991,468
		80-89%	1	22.0%	\$4,125,035
		110-129%	2	21.0%	\$7,513,200
		>150%	2	41.6%	\$7,913,495
	30-40 Total		9	27.1%	\$6,361,885
	40-50	50-59%	1	36.0%	\$8,295,940
		70-78%	2	39.0%	\$8,898,503
		90-99%	1	28.0%	\$5,713,936
		100-109%	1	16.0%	\$3,886,957
		110-129%	1	7.0%	\$1,604,297
		>150%	3	37.5%	\$7,533,649
	40-50 Total		9	30.0%	\$6,655,454
	>50	<39%	1	88.0%	\$5,537,700
		100-109%	1	41.0%	\$2,294,339
		110-129%	1	39.0%	\$7,970,919
		130-149%	1	33.0%	\$5,798,117
		>150%	2	98.0%	\$5,535,217
	>50 Total		6	66.2%	\$5,445,252
Secondary Total			36	28.3%	\$4,825,984
Grand Total			194	28.9%	\$2,966,764

APPENDIX D

Draft List of School Inspections 2016
Annunciation CS
Blessed Sacrament CS
Canadian Martyrs C S
Cardinal Carter Academy for the Arts
Holy Cross CS
Holy Name CS
Holy Redeemer CS
Holy Rosary CS
James Culnan
Loretto Abbey CSS
Msgr Fraser College (Toronto Campus)
Notre Dame CHS
Our Lady of Guadalupe CS
Our Lady of Perpetual Help CS
Our Lady of Wisdom C S
Precious Blood CS
St Agnes CS
St Anselm CS
St Antoine Daniel CS
St Bonaventure CS
St Brigid CS
St Cecilia
St Denis CS
St Dunstan CS
St Gabriel CS
St Gerald CS
St Isaac Jogues CS
St James
St John CS
St John XXIII C S
St Joseph CS
St Josephs College S
St Kateri Tekakwitha C S
St Kevin CS
St Margaret CS
St Mary SS
St Matthias CS
St Monica Sept S
St Paschal Baylon CS
St Paul CS
St Vincent de Paul

APPENDIX

APPENDIX 'D'

APPENDIX 'E': FCI OF INSPECTED SCHOOLS

School Code	School	Panel	Trustee	5 Year Assessment	EDU 5 year FCI	EDU 5 year Deferred Maintenance
217	St Michael's Choir S**	e	Ward 09	2011-2015	166.0%	\$6,926,824
360	Our Lady of Mount Carmel	e	Ward 07	2015-2019	101.0%	\$3,651,600
222	Msgr. Fraser College - St Martin	s	Ward 09	2015-2019	88.0%	\$5,537,700
216	St Rita	e	Ward 10	2012-2016	86.0%	\$7,549,675
316	St Catherine	e	Ward 11	2015-2019	79.0%	\$3,018,180
266	St Teresa	e	Ward 02	2015-2019	71.0%	\$4,548,379
519	Blessed Cardinal Newman	s	Ward 12	2013-2017	69.7%	\$11,880,671
334	St Bartholomew	e	Ward 08	2013-2017	68.0%	\$2,787,072
293	St Raymond	e	Ward 09	2012-2016	65.0%	\$7,730,301
354	St Sebastian	e	Ward 10	2011-2015	64.0%	\$12,384,371
270	St Cyril	e	Ward 05	2013-2017	62.0%	\$3,844,991
224	St Monica Sept S	e	Ward 05	2011-2015	62.0%	\$4,101,337
239	Our Lady of Perpetual Help	e	Ward 09	2011-2015	59.0%	\$3,749,794
289	Blessed Trinity	e	Ward 07	2014-2018	55.0%	\$4,410,307
549	Bishop Allen Academy	s	Ward 02	2012-2016	54.0%	\$10,628,049
510	Loretto Abbey S	s	Ward 05	2011-2015	54.0%	\$7,459,254
209	St Joseph	e	Ward 11	2011-2015	54.0%	\$4,234,187
344	St Martha S	e	Ward 04	2013-2017	53.0%	\$3,243,196
370	St. Luigi	e	Ward 10	2012-2016	51.0%	\$8,617,002
365	St Ignatius of Loyola	e	Ward 08	2014-2018	50.0%	\$2,632,056
371	Stella Maris (shared)	e	Ward 06	2015-2019	50.0%	\$10,566,150
397	Venerable John Merlini	e	Ward 03	2013-2017	50.0%	\$3,761,185
267	St Benedict	e	Ward 01	2013-2017	49.0%	\$5,176,333
214	St Clare	e	Ward 06	2012-2016	49.0%	\$5,644,457
269	St Rose of Lima	e	Ward 12	2013-2017	49.0%	\$4,855,881
337	St Eugene	e	Ward 01	2013-2017	48.0%	\$2,577,651
205	St Mary	e	Ward 09	2012-2016	48.0%	\$5,001,321
387	St Michael	E	Ward 09	2011-2015	47.6%	\$2,157,730
275	St James	e	Ward 10	2012-2016	45.0%	\$3,384,227
338	St Victor	e	Ward 12	2013-2017	45.0%	\$2,536,467
283	St Paschal Baylon	e	Ward 05	2011-2015	44.0%	\$2,812,846
241	St Dunstan	e	Ward 12	2011-2015	43.0%	\$3,335,201
333	St Leo	e	Ward 02	2012-2016	43.0%	\$4,016,355
227	St Vincent de Paul	e	Ward 10	2012-2016	43.0%	\$4,903,703
545	Bishop F Marrocco/T Merton	s	Ward 10	2012-2016	42.0%	\$13,299,856
278	St Elizabeth	e	Ward 02	2012-2016	42.0%	\$2,267,115
533	Msgr Fraser College	s	Ward 09	2011-2015	41.0%	\$2,294,339
285	St Raphael	e	Ward 04	2013-2017	41.0%	\$3,305,061
282	Holy Spirit	e	Ward 07	2013-2017	40.0%	\$3,761,185
249	St Margaret	e	Ward 05	2011-2015	40.0%	\$3,072,551
392	St John Vianney	e	Ward 01	2013-2017	39.0%	\$3,781,107
514	St Josephs College	s	Ward 09	2011-2015	39.0%	\$7,970,919
306	St Ursula	e	Ward 12	2013-2017	39.0%	\$1,649,385
362	Regina Mundi	e	Ward 05	2015-2019	38.0%	\$2,819,280
243	St Anselm	e	Ward 11	2011-2015	38.0%	\$2,991,574
264	St Lawrence	e	Ward 07	2013-2017	38.0%	\$3,219,079
240	St Matthew	e	Ward 03	2012-2016	38.0%	\$3,903,810
413	Josyf Cardinal Slipyj	e	Ward 02	2015-2019	37.0%	\$4,097,340
286	St Martin De Porres	e	Ward 12	2013-2017	37.0%	\$2,537,515

APPENDIX 'E': FCI OF INSPECTED SCHOOLS

School Code	School	Panel	Trustee	5 Year Assessment	EDU 5 year FCI	EDU 5 year Deferred Maintenance
204	St Paul	e	Ward 09	2011-2015	37.0%	\$3,477,977
226	Blessed Sacrament	e	Ward 05	2011-2015	36.0%	\$3,774,982
525	Don Bosco	s	Ward 01	2013-2017	36.0%	\$8,295,940
225	Holy Rosary	e	Ward 09	2011-2015	36.0%	\$2,610,838
343	Msgr. Fraser College Annex Campus	s	Ward 09	2015-2019	36.0%	\$4,497,150
256	St Gabriel	e	Ward 05	2011-2015	36.0%	\$3,275,625
313	St Wilfrid	e	Ward 04	2013-2017	36.0%	\$5,018,408
258	Precious Blood	e	Ward 07	2011-2015	35.0%	\$3,445,843
274	St Barbara	e	Ward 12	2013-2017	35.0%	\$2,600,823
277	St Boniface	e	Ward 12	2013-2017	35.0%	\$2,373,292
380	St Columba Catholic	e	Ward 08	2014-2018	35.0%	\$2,962,798
310	St Denis	e	Ward 11	2011-2015	35.0%	\$2,207,822
265	Our Lady of the Assumption	e	Ward 05	2012-2016	34.0%	\$1,947,164
350	St Aidan	e	Ward 07	2014-2018	34.0%	\$2,830,204
235	St Brigid	e	Ward 11	2011-2015	34.0%	\$4,910,653
394	St Jean de Brebeuf	e	Ward 08	2014-2018	34.0%	\$1,900,179
294	St Jerome	e	Ward 04	2012-2016	34.0%	\$3,014,363
276	Transfiguration	e	Ward 01	2013-2017	34.0%	\$2,550,098
555	Archbishop Romero CSS	s	Ward 06	2012-2016	33.0%	\$8,365,007
318	D'Arcy McGee	e	Ward 05	2012-2016	33.0%	\$4,709,860
502	Neil McNeil CHS	s	Ward 12	2013-2017	33.0%	\$5,798,117
328	St Augustine of Canterbury	e	Ward 04	2013-2017	33.0%	\$2,451,533
356	St Edmund Campion	e	Ward 12	2013-2017	33.0%	\$1,922,971
358	St Fidelis S	e	Ward 03	2012-2016	33.0%	\$2,652,062
385	St Florence	e	Ward 08	2014-2018	33.0%	\$1,929,966
220	St John	e	Ward 11	2011-2015	33.0%	\$4,644,845
336	St Malachy S	e	Ward 08	2013-2017	33.0%	\$1,751,095
236	St Thomas Aquinas	e	Ward 05	2013-2017	33.0%	\$4,142,861
242	Holy Cross	e	Ward 11	2011-2015	32.0%	\$3,175,622
416	Prince of Peace	e	Ward 08	2014-2018	32.0%	\$2,303,962
215	Holy Name	e	Ward 11	2011-2015	31.0%	\$3,577,855
544	Mary Ward Catholi S	s	Ward 07	2014-2018	31.0%	\$7,236,628
319	St Gerald	e	Ward 11	2011-2015	31.0%	\$2,619,223
301	St Richard	e	Ward 12	2013-2017	31.0%	\$2,661,894
501	Notre Dame CHS	s	Ward 11	2011-2015	30.0%	\$4,143,610
279	St Jude	e	Ward 03	2013-2017	30.0%	\$4,193,782
522	Dante Alighieri SS	S	Ward 05	2015-2019	29.2%	\$5,218,940
299	Annunciation	e	Ward 11	2011-2015	29.0%	\$2,135,191
325	James Culnan	e	Ward 10	2012-2016	29.0%	\$3,636,831
340	Mother Cabrini	e	Ward 02	2012-2016	29.0%	\$1,620,529
359	St Brendan	e	Ward 08	2014-2018	29.0%	\$2,670,511
311	St Marcellus	e	Ward 01	2014-2018	29.0%	\$2,444,004
378	Epiphany of Our Lord Academy	e	Ward 07	2013-2017	28.0%	\$1,567,597
273	Our Lady of Wisdom	e	Ward 07	2011-2015	28.0%	\$2,371,876
528	St Mary's SS	e	Ward 10	2012-2016	28.0%	\$5,713,936
248	St Theresa Shrine	e	Ward 12	2013-2017	28.0%	\$2,191,490
288	Nativity of Our Lord	e	Ward 02	2015-2019	27.0%	\$2,906,490
339	St Antoine Daniel	e	Ward 05	2011-2015	27.0%	\$1,527,703

APPENDIX 'E': FCI OF INSPECTED SCHOOLS

School Code	School	Panel	Trustee	5 Year Assessment	EDU 5 year FCI	EDU 5 year Deferred Maintenance
300	St Kevin	e	Ward 07	2011-2015	27.0%	\$1,673,452
361	St Angela	e	Ward 01	2014-2018	26.0%	\$3,172,137
218	St Cecilia	e	Ward 10	2012-2016	26.0%	\$3,262,900
384	St Demetrius	e	Ward 01	2015-2019	26.0%	\$1,535,535
320	St Roch	e	Ward 03	2013-2017	26.0%	\$2,272,230
284	St Stephen	e	Ward 01	2015-2019	26.0%	\$3,654,660
518	St Michael's Choir E	s	Ward 09	2011-2015	25.5%	\$1,648,201
538	Blessed Mother Teresa	s	Ward 08	2014-2018	25.0%	\$6,632,941
526	Msgr Fraser College West Regina Pa	s	Ward 09	2014-2018	25.0%	\$4,761,308
250	St Charles	e	Ward 05	2012-2016	25.0%	\$1,970,344
309	St Norbert	e	Ward 04	2013-2017	25.0%	\$1,945,079
272	Immaculate Heart of Mary	e	Ward 12	2013-2017	24.0%	\$1,673,502
415	Sacred Heart	e	Ward 08	2014-2018	24.0%	\$1,910,850
368	Santa Maria	e	Ward 06	2012-2016	24.0%	\$1,461,426
546	St Patrick	s	Ward 11	2011-2015	24.0%	\$7,534,298
407	Cardinal Carter (Catholic Education	S	Ward 05	2015-2019	23.9%	\$8,036,580
326	St Alphonsus	e	Ward 09	2012-2016	23.0%	\$2,469,779
261	St Bernard	e	Ward 03	2015-2019	23.0%	\$3,030,420
307	St Clement	e	Ward 02	2012-2016	23.0%	\$1,653,193
292	St Joachim	e	Ward 12	2015-2019	23.0%	\$1,869,660
228	St Mary of the Angels	e	Ward 06	2012-2016	23.0%	\$2,283,188
355	St Nicholas of Bari	e	Ward 06	2012-2016	23.0%	\$2,969,214
409	Blessed Margherita of Citta Castell	e	Ward 04	2012-2016	22.0%	\$1,647,676
329	Holy Angels	e	Ward 02	2012-2016	22.0%	\$1,702,715
506	Madonna Catholi S	s	Ward 04	2013-2017	22.0%	\$4,125,035
529	Michael Power/St Joseph S	s	Ward 02	2012-2016	22.0%	\$9,143,563
263	St Bonaventure	e	Ward 05	2011-2015	22.0%	\$2,378,216
376	St Bruno	e	Ward 09	2012-2016	22.0%	\$1,860,175
386	St Elizabeth Seton	e	Ward 08	2014-2018	22.0%	\$1,320,982
348	St John XXIII	e	Ward 11	2011-2015	22.0%	\$2,402,828
379	St Maurice	e	Ward 01	2014-2018	22.0%	\$1,928,325
414	The Divine Infant	e	Ward 08	2014-2018	22.0%	\$1,530,589
251	Canadian Martyrs	e	Ward 11	2011-2015	21.0%	\$1,818,726
509	Chaminade College	s	Ward 03	2013-2017	21.0%	\$3,261,022
347	St Luke	e	Ward 09	2012-2016	21.0%	\$2,512,090
315	St Isaac Jogues	e	Ward 11	2011-2015	21.0%	\$1,586,215
345	St Agnes	e	Ward 07	2011-2015	20.0%	\$1,095,776
271	St Francis Xavier	e	Ward 03	2012-2016	20.0%	\$2,073,603
531	St John Paul II	s	Ward 12	2014-2018	20.0%	\$5,882,836
408	St Rene Goupil	e	Ward 08	2014-2018	20.0%	\$1,153,222
391	Father Serra	e	Ward 01	2013-2017	19.0%	\$2,047,838
302	St Agatha	e	Ward 12	2015-2019	19.0%	\$1,899,240
377	St Gabriel Lalemant	e	Ward 08	2014-2018	19.0%	\$1,093,234
331	St Louis	e	Ward 02	2012-2016	19.0%	\$1,452,997
332	St Mark	e	Ward 02	2012-2016	19.0%	\$1,173,250
556	Cardinal Carter Academy for the Ar	s	Ward 05	2011-2015	18.0%	\$2,103,251
295	St Andrew	e	Ward 01	2013-2017	18.0%	\$2,289,006
341	St Dorothy	e	Ward 01	2014-2018	18.0%	\$2,403,667

APPENDIX 'E': FCI OF INSPECTED SCHOOLS

School Code	School	Panel	Trustee	5 Year Assessment	EDU 5 year FCI	EDU 5 year Deferred Maintenance
393	St Kateri Tekakwitha	e	Ward 11	2011-2015	18.0%	\$961,729
374	Blessed Pope Paul VI	e	Ward 06	2012-2016	17.0%	\$1,444,248
342	Our Lady of Guadalupe	e	Ward 11	2011-2015	17.0%	\$750,021
237	St Pius X	e	Ward 10	2015-2019	17.0%	\$1,627,500
373	St Sylvester	e	Ward 07	2013-2017	17.0%	\$758,109
322	St Thomas More	e	Ward 12	2014-2018	17.0%	\$1,673,465
212	Holy Family	e	Ward 10	2012-2016	16.0%	\$2,279,934
554	Jean Vanier Catholic S	s	Ward 07	2013-2017	16.0%	\$3,886,957
253	Our Lady of Peace	e	Ward 02	2012-2016	16.0%	\$1,928,198
367	Senhor Santo Cristo	e	Ward 09	2012-2016	16.0%	\$1,869,937
305	St John Bosco	e	Ward 06	2012-2016	16.0%	\$1,293,068
364	Msgr. Fraser -- Scarborough Campus	s	Ward 09	2013-2017	15.0%	\$1,617,928
372	Our Lady of Grace	e	Ward 08	2014-2018	15.0%	\$914,924
335	St Albert	e	Ward 07	2015-2019	15.0%	\$1,809,480
353	Holy Redeemer	e	Ward 07	2011-2015	14.0%	\$842,577
206	St Francis of Assisi	e	Ward 09	2012-2016	14.0%	\$1,113,920
381	St Marguerite Bourgeoys	e	Ward 08	2013-2017	14.0%	\$774,886
357	St Matthias	e	Ward 11	2011-2015	14.0%	\$820,768
419	Cardinal Leger	e	Ward 08	2014-2018	13.0%	\$1,469,298
351	St Barnabas	e	Ward 08	2013-2017	13.0%	\$1,183,759
398	Sts Cosmas and Damian	e	Ward 05	2015-2019	13.0%	\$1,110,780
524	Francis Libermann Catholic HS	s	Ward 08	2014-2018	12.0%	\$2,203,223
399	Msgr John Corrigan	e	Ward 01	2014-2018	12.0%	\$882,241
363	St Charles Garnier	e	Ward 04	2014-2018	12.0%	\$1,376,110
208	St Helen	e	Ward 10	2014-2018	12.0%	\$1,996,313
425	St Bede Catholi	e	Ward 08	2014-2018	11.0%	\$1,050,828
366	St Francis de Sales	e	Ward 03	2014-2018	10.0%	\$940,161
395	St Henry	e	Ward 07	2014-2018	9.0%	\$692,554
467	St Dominic Savio	e	Ward 08	2014-2018	8.0%	\$629,566
262	St Gregory	e	Ward 02	2015-2019	8.0%	\$914,463
521	Father Henry Carr	s	Ward 01	2013-2017	7.0%	\$1,604,297
246	Our Lady of Sorrows	e	Ward 02	2015-2019	5.0%	\$592,620
260	St Maria Goretti	e	Ward 12	2015-2019	5.0%	\$793,560
297	St Robert	e	Ward 04	2015-2019	5.0%	\$545,700
527	James Cardinal McGuigan SS	s	Ward 04	2014-2018	4.0%	\$943,263
561	Marshall McLuhan S	s	Ward 05	2015-2019	4.0%	\$1,058,400
513	St Basil the Great College	s	Ward 03	2015-2019	4.0%	\$1,170,960
296	St Jane Frances	e	Ward 04	2014-2018	4.0%	\$501,016
508	Brebeuf College	s	Ward 07	2014-2018	3.0%	\$766,401
252	Our Lady of Fatima	e	Ward 12	2015-2019	3.0%	\$469,200
221	Our Lady of Lourdes	e	Ward 09	2015-2019	3.0%	\$409,500
247	Our Lady of Victory	e	Ward 06	2014-2018	3.0%	\$343,381
210	St Anthony	e	Ward 10	2014-2018	3.0%	\$351,351
290	All Saints	e	Ward 01	2015-2019	2.0%	\$306,000
540	Father John Redmond	s	Ward 02	2015-2019	2.0%	\$657,900
281	Immaculate Conception	e	Ward 03	2014-2018	2.0%	\$263,741
511	Loretto College	s	Ward 06	2015-2019	2.0%	\$273,000
535	Msgr Percy Johnson S	s	Ward 01	2015-2019	2.0%	\$418,200

APPENDIX 'E': FCI OF INSPECTED SCHOOLS

School Code	School	Panel	Trustee	5 Year Assessment	EDU 5 year FCI	EDU 5 year Deferred Maintenance
505	Senator O'Connor College	s	Ward 11	2015-2019	2.0%	\$443,700
298	St Timothy	e	Ward 11	2015-2019	2.0%	\$275,400
					29.5%	\$586,926,228

**The Total Deferred Maintenance for St. Michael Choir (Elem & Sec, throughout multiple buildings) was \$8,647,501. The Ministry Inspectors designated one building only as "elementary" with all the elementary capacity attached.

APPENDIX 'E'

1.0 Background

Ontario is served by a large and diverse portfolio of public infrastructure with a replacement value of close to \$500 billion. The portfolio includes highways, bridges, transit systems, schools, universities, hospitals, drinking water and wastewater systems, parks, government buildings, and a wide variety of other assets.

The Ontario government oversees about 40% of these assets either directly or through broader-public-sector organizations such as hospitals, school boards and colleges. In the fiscal year ended March 31, 2015, the total net book value

of infrastructure owned by the province and its consolidated broader-public-sector organizations was \$97.1 billion (net book value is the original cost of the asset, less accumulated depreciation, as reported in the Public Accounts of the province) (See **Figure 1**). (Note that energy infrastructure assets, such as nuclear, gas, and hydro-electric power plants, are excluded from **Figure 1** because they are funded by Ontario ratepayers rather than the government or broader-public-sector organizations).

In addition to the assets it owns directly, the province provides infrastructure funding through transfer payments to municipalities, universities, social-service organizations and long-term-care

Figure 1: Portfolio of Public Infrastructure Owned by the Province as Reported in Public Accounts

Sources of data: Treasury Board Secretariat and Public Accounts 2014/15

Sector		Value (\$ billion)
Transportation	• Metrolinx: GO Transit has 3,250 kilometres (km) of routes (450km train, 2,800km bus) serving 7 million passengers in an area of 11,000 square km	32.5
	• 17,000 kilometres of provincial highways and 2,900 bridges	
Health	• 148 hospitals on 229 sites	25.0
Schools	• 5,000 schools with more than 26 million square metres of space and 1.96 million students	22.8
Colleges	• 24 colleges with 140 campuses and almost 200,000 full-time students	3.8
Other	• 980,000 acres of land	13.0
	• 5,700 buildings including offices, courthouses, correctional facilities and OPP detachments	
Total		97.1

set date at the time of the audit), the Act would require that:

- the Minister of Economic Development, Employment and Infrastructure periodically develops a long-term plan that includes a description of the current state of assets wholly or partly owned by the government, a description of the government's anticipated infrastructure needs for at least the next 10 years, and a strategy to meet those needs;
- the first long-term plan be tabled within three years of the Act being proclaimed, and subsequent plans at least every five years thereafter;
- each long-term plan be made public;
- the government and broader-public-sector entities consider specific principles, including demographic and economic trends in Ontario, and take into account any applicable budgets or fiscal plans and clearly identified infrastructure priorities, in making infrastructure decisions; and
- broader-public-sector entities prepare infrastructure asset-management plans.

The Act also establishes criteria the Government must consider when prioritizing proposed new infrastructure projects. As the Act has not yet been proclaimed, there has not been an opportunity for its provisions to have an impact on infrastructure planning.

contractor then finances and builds the project (and sometimes also operates and/or maintains it for up to 30 years after completion). The province pays for these projects over the term of the contracts.

The government has said AFPs are a more cost-effective way to deliver large complex infrastructure projects because they transfer the risks of cost overruns and project delays from the province to the private sector.

Infrastructure Ontario assesses the feasibility of using AFP for projects that have received planning approval from the Treasury Board and are valued at more than \$100 million (\$50 million prior to 2015). It then recommends whether to use an AFP based on an initial assessment of the value for money provided by this approach, taking into consideration such factors as the size and complexity of a project.

As of September 2015, Infrastructure Ontario had been involved in the delivery of over 80 AFP infrastructure projects with about \$35 billion in capital construction costs across various sectors, including health, justice and transportation.

In 2014, we issued a report on Infrastructure Ontario's delivery of major capital projects using the AFP approach. The report, titled *Infrastructure Ontario – Alternative Financing and Procurement*, is included in our *2014 Annual Report*.

2.0 Audit Objective and Scope

The objective of our audit was to assess and report on whether the province's infrastructure-planning process ensured that infrastructure projects are prioritized based on need, and whether existing assets are maintained and renewed in accordance with sound asset-management principles.

A significant portion of our work was conducted at the office of the Treasury Board Secretariat (Secretariat) in Toronto, where we reviewed the infrastructure plans and related documents submitted by ministries, and analyzed information prepared by the Secretariat.

1.2.4 Infrastructure Delivery Options

In 2005, the province created Infrastructure Ontario as an agency of what is now the Ministry of Economic Development, Employment and Infrastructure. Infrastructure Ontario's mission is to deliver large public-sector projects through Alternative Financing and Procurement (AFP) arrangements, the form of public-private partnerships most frequently used in Ontario.

Under AFP, provincial ministries, agencies or broader-public-sector entities establish the scope and purpose of a project, and a private-sector

We interviewed personnel responsible for submission or assessment of infrastructure plans at both the Secretariat and five ministries, including three with the largest infrastructure spending and highest-value assets – Health and Long-Term Care, Education, and Transportation.

In these three ministries, we also reviewed business cases submitted by broader-public-sector entities to the ministries that oversee them and examined their respective processes for assessing need and selecting projects, and for monitoring capital projects in development. We also reviewed provincial budgets and the government's significant infrastructure plans to identify major commitments made by the province and whether approved capital funding is in alignment with these commitments.

In addition, we met with industry associations and researched how other jurisdictions plan for infrastructure.

3.0 Summary

Proper infrastructure planning is necessary to ensure infrastructure needs are identified and existing infrastructure is adequately maintained and renewed for public use. Such planning must take into account the benefits of infrastructure investment, the risks to the public when needed facilities are not built or are allowed to deteriorate, and the resources required to meet future demand.

Ministries perform considerable work in establishing their own priorities and the government essentially allocates infrastructure funds to ministries based on a stand-alone historical basis. However, this may not result in the government allocating capital funding based on the current most urgent needs in the province. As such, ministries set priorities internally, rather than weighting overall priorities for the province as a whole.

Two-thirds of funding is planned to go toward expansion (building new assets) and one-third is planned to go toward repairs and renewals of exist-

ing facilities—even though analysis conducted by the Secretariat has determined that this allocation should be the reverse in order to adequately maintain and renew existing public infrastructure.

We noted that there are no guidelines for the desired condition at which facilities should be maintained in each sector, and there is no consistency among ministries on how to measure the condition of asset classes such as highways, bridges, schools, and hospitals. This includes the type of assessment, frequency of assessment, and definition of assessment results, such as what is considered poor, fair, or good condition.

Ontario does not have a reliable estimate of its infrastructure deficit—the investment needed to rehabilitate existing assets to an “acceptable” condition—to better inform where spending should be directed. In particular, we noted the following:

- **The Secretariat does not have access to a reliable estimate of the condition of all provincial assets:** This information is needed to determine funding priorities. Currently there is no consistency among ministries on how to measure the condition of various asset classes, such as highways, bridges, schools and hospitals. This includes the definition of assessment results, such as what is considered poor, fair, or good condition. As a result, ministry information on asset condition is not calculated consistently, which makes it difficult to enable comparisons when recommending where funding should be allocated.
- **Significant infrastructure investments needed to maintain Ontario's existing schools and hospitals, which current funding levels cannot meet, creating a backlog:** The Ministry of Education and the Ministry of Health and Long-term Care have each been conducting independent assessments over the last five years of their schools and hospitals. For schools, 80% of the assessments completed identified \$14 billion of total renewal needs, requiring an investment of about \$1.4 billion a year, based on an industry

average, to maintain the schools in a state of good repair. However, actual annual funding on a school year basis over the last five years has been \$150 million a year, increasing to \$250 million in 2014/15 and \$500 million in 2015/16. Similarly, the assessments of hospital facilities identified \$2.7 billion dollars of renewal needs, requiring annual funding of \$392 million to bring assets to what is considered good condition. However, since 2014/15 actual annual provincial funding has been \$125 million and prior to that, since 2010/11, only \$56 million was provided.

- **Ministries do not always have information on the entire inventory of assets that they fund:** For example, while the Ministry of Health and Long-Term Care has good information about its hospitals, it lacks data about the condition of other health infrastructure it funds either directly or through transfer payments, including long-term-care homes, community health agencies and public-health labs.

Similarly, the Ministry of Transportation in its 2015/16 infrastructure plan noted that while its focus has been on maintaining roads and bridges, it also is responsible for maintaining other assets valued at close to \$2.5 billion, including median and noise barriers, traffic signals, overhead signs and lighting, which also are in need of renewal funding. However, the Ministry has not yet determined the rehabilitation need and the funding required to maintain these assets.

- **Existing funding does not address significant pressures faced by ministries for new projects:** Just as investment is needed to maintain and improve the condition of existing assets, investment is also needed to expand the existing portfolio of assets, replace aged assets, and support ministry strategies and programs. At present, there are over 100,000 students in temporary accommodations (portables), and about 10% of schools

are operating at over 120% capacity in the province. Although portables are needed to provide some flexibility to address changes in school capacity, existing funding is not sufficient to rehabilitate the existing portfolio and to replace these structures with more permanent accommodation, in some cases. About \$2.6 billion worth of projects are submitted to the Ministry of Education by school boards for funding consideration every year. However, over the last five years, the Ministry has approved only about a third of the projects every year, since its annual funding envelope under the program has averaged only about \$500 million on a school year basis. Similarly, the Ministry of Health and Long-Term Care has received submissions for 37 major hospital projects totalling \$11.9 billion dating back to 2005/06. These submissions were endorsed by Local Health Integration Networks as needed projects requiring funding. However, the Ministry did not put forward these projects for approval to Treasury Board as these initiatives could not be managed from within their existing budget allocation.

- **Funding allocations favour new projects over renewal of existing assets:** The province's guidelines say there should be an appropriate allocation of funds for asset renewal and construction of new projects to maintain existing service levels. An internal analysis conducted by the Secretariat noted that although two-thirds of the province's capital investments should go towards renewing existing assets, the current 10-year capital plan allocates only about one-third to renewal.

We also had the following concerns with respect to the Treasury Board Secretariat's (Secretariat) review of ministry submissions:

- **Prioritization of infrastructure needs across various sectors not done:** We noted the Secretariat generally evaluated each ministry on a stand-alone basis, and no

new Directive for Major Public Infrastructure Projects to clearly articulate the approval process for large infrastructure projects and require ministries to report quarterly on the status of major projects.

Additionally, upon proclamation, the Infrastructure for Jobs and Prosperity Act will require the government to table a long-term infrastructure plan that at a minimum will describe the current condition of all provincially-owned assets, the anticipated needs of these assets over the next ten years, and strategies to meet these needs.

The Secretariat appreciates the efforts of the Office of the Auditor General and will continue to work with its partners to invest more than \$130 billion over 10 years to renew and expand Ontario's public infrastructure.

backlog of renewal needs has been identified for Ontario schools and hospitals. However, existing capital funding levels cannot keep up with this backlog. This makes the need for effective planning and prioritizing to allocate limited funding that much more important.

4.1.1 Ministries Not Measuring the Condition of Assets in a Consistent Manner

At present, there is no reliable estimate of the overall infrastructure deficit within the government's portfolio of assets. The main reason is that there is no agreement, and therefore guidelines among ministries on how to consistently measure and compare the conditions of various asset classes, such as highways, bridges, schools and hospitals. As a result, the ministry information on asset condition that is provided each year to the Secretariat through infrastructure plans is inconsistent between ministries. This includes the type of assessment, frequency of assessment, and definition of assessment results, such as what is considered poor, fair, or good condition. This inconsistency makes it more difficult to determine which assets are in most need of funding in order to be maintained at defined acceptable conditions.

In addition, as noted in **Section 1.2.3**, the government released an Infrastructure Asset Management Framework (Framework) in 2008 to guide the management of all infrastructure assets owned, managed or funded by the province. Although following the Framework is not mandatory, it provides specific guidance on asset condition assessments and valuation. However, the Secretariat does not monitor whether ministries use the Framework.

Assumptions Vary in Calculating Asset Condition

Ministries generally use the Facility Condition Index (FCI), an industry-standard measure of a building's condition at a given time, to determine if their assets are in good, fair or poor condition. The FCI is calculated by combining the total cost of any

4.0 Detailed Audit Observations

4.1 Complete, Reliable Information Needed for Effective Capital Planning

As discussed in more detail in the following subsections, the government has been unable to accurately determine its current or projected infrastructure deficit—the investment needed to rehabilitate existing infrastructure assets to an “acceptable” level—within its entire portfolio of assets. It needs to do this in order to direct funding to areas of greatest need when existing capital funding levels cannot meet all needs. As well, this becomes more difficult because there are no provincial guidelines or benchmarks on the desired condition at which assets within various sectors should be maintained.

In two of the three Ministries that we examined in detail—the Ministry of Education and the Ministry of Health and Long-Term Care—a significant

needed or outstanding repairs with the renewal or upgrade requirements of the building, divided by the current replacement value. In essence, it is the ratio of “repair needs” to “replacement value,” expressed as a percentage. The higher the FCI, the greater the renewal need.

However, ministries make different assumptions in estimating their repair needs. In its 2015/16 submission to the Secretariat, for example, the Ministry of Education identified an FCI of about 36% for its schools overall by including its current repair backlog and five years of future repair needs in its calculation. In contrast, the Ministry of Health and Long-Term Care included its current repair backlog and only two years of repair needs in its calculation, and arrived at an average FCI of 23% for its facilities. Because these two ministries assessed the conditions of their respective assets differently, it is difficult to determine which of them has a higher-priority need overall.

For highways and bridges, the Ministry of Transportation takes a different approach in assessing their condition. It classifies its highway pavements and bridges as being in good, fair, and poor condition. Pavements and bridges are considered in good condition if they will not require any rehabilitation work for six or more years. Based on this assessment, the Ministry has classified 77% of the pavements and 83% of bridges that they are responsible for to be in good condition.

In comparison, Alberta uses a government-wide standardized FCI as a common measure to enable ministries to compare condition ratings across facility types (schools, post-secondary institutions, government-owned buildings and health-care facilities). It calculates its FCI using current backlogs and five years of future repair needs.

Alberta has targets for the percentage of facilities to be in good, fair and poor condition for the different sectors, and it reports the actual percentage in each category publicly each year, along with the progress made towards achieving each sector’s targets. It uses the following definitions:

- Good—the facility’s FCI is less than 15%, is adequate for intended use and expected to provide continued service life with average maintenance.
- Fair—facilities with an FCI between 15% and 40%, inclusive, have aging components nearing the end of their lifecycle and require additional expenditures for renewal or refurbishing.
- Poor—facilities with an FCI greater than 40% require upgrading to comply with minimum codes or standards, and deterioration has reached the point where major repairs or replacement are necessary.

4.1.2 Some Ministries Lack Necessary Resources to Identify Needs

The infrastructure planning process and information-submission requirements are the same for all ministries, regardless of the size of their infrastructure portfolios and projects. This can make it difficult for some smaller ministries to meet the requirements.

In 2014/15, for example, the Ministry of Tourism, Culture and Sport (Ministry) requested \$14.6 million to address imminent health and safety issues including failures in roofing, fire alarm systems, and emergency power and lighting systems that it identified as the most pressing in its asset portfolio. However, the Secretariat recommended deferring the request until the Ministry could supply more detailed information, including a long-term strategy for repairs and rehabilitation.

In its submission the following year, the Ministry provided some additional information, but was unable to meet all of the Secretariat’s information requirements. As a result, it was once again deferred, which meant that critical needs identified by the Ministry two years ago are still unfunded.

Similarly, the estimated ministry-wide renewal costs provided by the Ministry of the Attorney General (MAG) in its 2014/15 infrastructure plan were simply extrapolations from a pilot study done at the

Newmarket courthouse, because actual condition information for individual courthouses had not been obtained.

MAG has said that, since many of its courthouses are older and in worse condition than Newmarket, the costs may well be higher. It needs to conduct a thorough assessment of its entire portfolio to gather comprehensive and accurate information about its renewal needs. The Ministry has since expanded on the pilot project to complete additional assessments of facilities in collaboration with Infrastructure Ontario.

As the central agency responsible for co-ordinating planning and analyzing the province's infrastructure, the Secretariat can provide tools which some ministries can use to identify their infrastructure needs, specifically those ministries that currently lack the capacity to do so.

Specific examples include:

- The Ministry of Education noted it had to develop a costing adjustment to capture the differences in expenses associated with construction costs in various locations within the province. It noted that the Secretariat could have helped develop this tool, which many other ministries could use to better estimate project costs.
- Four ministries examined during the audit separately retained the same company to perform an assessment of the condition of their facilities. The company is not a vendor of record for the Ontario Public Service, which means the four ministries each had to enter into separate contracts and arrangements with this company. The province could have potentially saved money and facilitated a standard condition assessment process across ministries by coordinating a single contract to cover services for several ministries.

4.1.3 Significant Infrastructure Investments Needed to Maintain Ontario's Existing Schools and Hospitals

About half of Ontario's public infrastructure is managed by broader public-sector-entities such as hospitals, schools and colleges. The ministries responsible for these entities do not directly monitor the use of these assets and are not involved in their management. Instead, they rely on the entities to self-identify their infrastructure needs and manage their portfolios to meet the province's public service mandate.

The Ministry of Education, for example, relies on 72 different school boards, which operate almost 5,000 elementary and secondary schools, while the Ministry of Health and Long-Term Care relies on 14 Local Health Integrated Networks to oversee broader system planning for hospitals and other health-care facilities.

The detailed planning and identification of need rests with these entities, and the ministries depend on them to evaluate their infrastructure needs and to submit funding requests accordingly.

In 2011, to quantify the current backlog of renewal needs for all Ontario schools, the Ministry of Education hired a company specializing in asset management to conduct condition assessments on all schools five years and older. The assessments are being done over a five year period covering about 20% of the schools per year. The assessors visit each school and conduct a non-invasive inspection of all major building components and systems (for example, basement, foundation, and HVAC systems). School portables, third-party leased facilities, equipment and furnishings, maintenance shops and additional administrative buildings are not assessed as part of this exercise. Currently, with 80% of the schools assessed, the Ministry is reporting a total renewal need of \$14 billion, \$1.7 billion deemed as critical and urgent (i.e., renewal work that should not be postponed due to risk of imminent failure). An investment of about \$1.4 billion per year based on an industry average of 2.5% of

the \$55 billion replacement value is estimated to be required to maintain the schools in a state of good repair. But actual annual funding in the last five years had been \$150 million a year, increasing to \$250 million in 2014/15 and \$500 million in 2015/16. The Ministry allocates this funding to school boards based on a percentage calculated by dividing the school boards' individual needs by the total renewal need of \$14 billion. Distributing the funding in proportion to individual school boards' critical needs should be considered to at least ensure that the critical needs are met.

The assessments made during the first year of the condition assessment exercise are now five years old. Therefore, any further deterioration or repairs that might have been undertaken on those schools over this period have not been captured.

School boards can raise additional funds to address deferred maintenance backlog by selling schools with low enrolment. The Ministry of Education recently declared (June 2015) to school boards that 80% of the proceeds from the sale of schools must be put toward the renewal and maintenance of assets. However, competing interests between trustees to keep schools open in their own wards sometimes preclude boards from effectively utilizing this strategy. This was cited as a concern in a January 2015 report commissioned by the Minister of Education. The report, an independent review of the performance of the province's largest school board, conducted by the former registrar of the Ontario College of Teachers, noted that 76 elementary schools and 55 secondary schools within the board were operating under 60% capacity. However, because trustees were unwilling to sell schools with low enrolment in their wards, the board continued to operate these schools at a huge expense.

The Ministry of Health and Long-Term Care hired the same company as the Ministry of Education to complete assessments of all hospitals. The first cycle of assessments was completed in 2011, and included an evaluation of all public hospitals including over 820 buildings in 242 hospital sites for each hospital's major building components. The

hospital assessments will be done on a four-year rolling basis (25% of hospitals per year). These technical assessments of hospital facilities helped identify \$2.7 billion dollars of renewal needs considered eligible for ministry funding, requiring annual funding of \$392 million to maintain assets in a state of what the Ministry considers good condition. Actual annual funding, however, has been \$125 million since 2014/15 and prior to this it was \$56 million.

Over the last number of years school boards and hospitals have had to use operating funds to fund capital. Since 2010/11, school boards have used \$243.4 million of accumulated surpluses for capital purposes, or an average of \$60.8 million a year. Similarly, in the last five years, hospitals spent on average \$45 million a year of operating funds on capital and other funding needs.

4.1.4 Some Ministries Lack Information on Their Full Inventory of Assets

Although ministries have undertaken assessments on their major assets, the ministries do not always have information on the entire inventory of assets that they fund. For example, while the Ministry of Health and Long-Term Care has good information about its hospitals, it lacks data about the asset stock and condition of other health infrastructure it funds either directly or through transfer payments, including long-term-care homes, community health agencies and public-health labs. This makes it difficult to determine the sector's total renewal funding needs in the future.

This Ministry also has limited information on the facility-renewal needs of community and Aboriginal health centres, or community-based mental health and addictions programs. Information on facility renewal needs of community service providers is only available to the Ministry when project proposals are received. Based on these proposals, in 2014/15 it requested an increase of \$444 million over 10 years to establish a new program to fund capital renewal projects for these

community health-service providers. The Secretariat recommended to the Treasury Board that the Ministry not receive the full amount, but rather get \$90 million to begin renewal and provide the Ministry with additional funding in the future once it has better assessed its renewal needs in the sector.

Similarly, the Ministry of Transportation in its 2015/16 infrastructure plan noted that while its focus has been on maintaining roads and bridges, it also maintains other assets valued at close to \$2.5 billion, including median and noise barriers, traffic signals, overhead signs and lighting, which also are in need of renewal funding. However, the Ministry has not yet determined the rehabilitation need and the funding required to maintain these assets.

RECOMMENDATION 1

To better identify, measure and quantify the province's infrastructure investment needs, the Treasury Board Secretariat, working with ministries, should:

- define how ministries should identify and measure the condition of all asset classes and determine how to assist those ministries that currently lack the capacity to do so;
- provide guidance to ministries on the desired condition at which to maintain infrastructure assets; and
- publicly report on the progress made in achieving targets set for the desired condition for the province's infrastructure.

SECRETARIAT RESPONSE

The Treasury Board Secretariat agrees that effective asset management practices are an essential part of long-term infrastructure planning in Ontario.

As noted in the report, upon proclamation, the Infrastructure for Jobs and Prosperity Act, 2015 would require the government to make public a long-term infrastructure plan within three years, and subsequent plans at least every

five years thereafter. These plans would be required to include, at minimum, a description of provincial infrastructure assets (as described in the Act) that includes an assessment of age, value and condition, an estimate of the government's anticipated infrastructure needs for at least the next ten years and a strategy to meet those needs. The Ministry of Economic Development, Employment and Infrastructure will work with the Secretariat and ministries to develop this long-term infrastructure plan and leverage the information provided by ministries as part of their Infrastructure Plans.

When developing Infrastructure Plans, the Secretariat will remind ministries to adhere to the Infrastructure Asset Management Framework, released in 2008, that provides standardized definitions and methodologies to measure the condition of provincial assets across different classes and categories.

4.2 Existing Funding does not Address Significant Pressures Faced by Ministries for New Projects

In addition to the need to maintain the condition of existing assets, there is also a need to invest in new assets to meet growing program demands, replace aged assets that no longer meet safety standards or are at over-capacity, and to support new strategies and programs.

In the following sub-sections we discuss some significant needs highlighted by the Ministry of Education and the Ministry of Health and Long-term Care to expand their existing schools and hospitals and the impact of existing funding levels that are unable to meet these needs. This highlights the importance of prioritization of infrastructure needs not only at the individual Ministry level, but also on the provincial level overall.

4.2.1 Need to Increase Student Accommodation Exceeds Available Funding

At present there are over 100,000 students in temporary accommodations (e.g., portables) and about 10% of schools are operating at over 120% capacity. Although portables are needed to provide some flexibility to address changes in school capacity, existing funding is not sufficient to rehabilitate the existing portfolio and to replace these structures with permanent accommodation, in some cases. The Ministry of Education's Capital Priorities Program (Program) funds new permanent student accommodations for areas with existing overcrowding in schools or projected overcrowding due to residential growth. Specifically, the program supports the building of new schools, building additions or undertaking major renovations of existing schools where projects are needed within three years.

In an effort to reduce the number of students currently housed in temporary accommodations and ease the overcrowding in schools, under this Program school boards identify their highest and most urgent capital priorities and submit the associated business cases to the Ministry for consideration for funding approval. The Ministry has limited the maximum number of projects that each school board can submit to eight projects.

In evaluating the business cases submitted by school boards, the Ministry of Education focuses on a number of criteria including:

- the number of students without suitable accommodations;
- the number of students housed in portables or holding schools;
- joint school opportunities; and
- appropriateness, cost and viability of the proposed project.

Annually about \$2.6 billion worth of projects are submitted to the ministry by school boards for funding consideration. However, over the last five years the Ministry annually has approved about a third of these projects, since its annual funding

envelop under the Program has averaged only about \$500 million on a school year basis. Requests are usually re-submitted in future years for projects that are not approved.

4.2.2 Need for Major Hospital Projects

The Ministry of Health and Long-term Care did not put forward a number of new projects endorsed by Local Health Integration Networks (LHINs) totalling \$11.9 billion dating back to 2005/06, as these initiatives could not be managed from within their existing budget allocation. Some of these projects addressed potential health and safety needs at hospitals. In addition, in their 2015/16 instructions to Ministries, the Treasury Board Secretariat instructed ministries not to request additional funding for new infrastructure initiatives.

Planning for expansion projects at the Ministry of Health and Long-Term Care begins with the submission of project proposals by a hospital or other health service provider to its Local Health Integration Network (LHIN) for endorsement. The Ministry will not consider funding or putting projects forward for approval by Treasury Board without the endorsement of the LHIN. In order to receive the endorsement, a proposed project must demonstrate that it addresses a current need, aligns with local and provincial health system priorities as determined by current programs or health plans and agreements, identifies options for program or service delivery, and addresses projected demographic and utilization needs over a twenty year period. Once endorsed by a LHIN, a proposed project is prioritized among other projects and initiatives for potential funding approval.

As of the 2015/16 fiscal year, the Ministry of Health and Long-Term Care received funding requests for 37 major hospital projects totalling \$11.9 billion endorsed by LHINs. For example:

- In order to improve patient access and care, a hospital put forward an urgent need to redevelop ambulatory, clinical, diagnostic and therapeutic services and support services due



REPORT TO

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

LIQUOR PERMIT REQUEST

Ecclesiastes 9:7 (Go, eat your food with gladness, and drink your wine with a joyful heart, for GOD has already approved what you do.)

Created, Draft	First Tabling	Review
September 9, 2016	September 22, 2016	Click here to enter a date.

Michael Del Grande, Trustee Ward 7

INFORMATION REPORT

Vision:

At Toronto Catholic we transform the world through witness, faith, innovation and action.

Mission:

The Toronto Catholic District School Board is an inclusive learning community rooted in the love of Christ. We educate students to grow in grace and knowledge and to lead lives of faith, hope and charity.



R. McGuckin

Associate Director of Academic Affairs

A. Sangiorgio

Associate Director of Planning and Facilities

Angela Gauthier

Director of Education

A. EXECUTIVE SUMMARY

Request from Trustee Del Grande for permission to waive the liquor policy to serve alcohol at an event for the Order of Brebeuf luncheon Event on Sunday, October 23, 2016 from 11:00 am to approximately 4:00 pm.

B. PURPOSE

A request was received for permission to waive the liquor policy to serve alcohol from 11 am to 4 pm for the Order of Brebeuf luncheon.

C. BACKGROUND

A permit is requested to waive the liquor policy at this event.

D. CONCLUSION

This report is presented for the information of the Board.

**PENDING LIST AND ROLLING CALENDAR FOR CORPORATE SERVICES
TO SEPTEMBER 15, 2016**

#	Date Requested	Due Date	Committee/Board	Subject	Delegated To
1	Dec-14	Deferred until such time that deficit is under control	Corporate Affairs	Report regarding System-Wide Approach to Digital School Signage	Associate Director of Planning and Facilities
2	Jan-15	April 2016 LTAPP	Corporate Affairs	Plan to reduce under-utilized (small schools) with less than a 65% utilization rate. *Incorporate in Long Term Accommodation Plan*	Associate Director Planning and Facilities
3	Nov-15	May 16 Oct - 16	Corporate Affairs	Staff to bring back data in an extended report regarding students who were not able to be accommodated with the reasons by ward and by school.	Associate Director Planning and Facilities
4	Jan -16	April 2016 Fall-16	Corporate Services	Request to the TTC to reduce transit rates for our students.	Associate Director Planning and Facilities
5	March-16	Feb-17	Corporate Services	Report back to the Board on progress made to make TCDSB a “net zero” school Board	Associate Director Planning and Facilities
6	April-16	Nov-16	Corporate Services	Report regarding matters raised in the presentation and explore opportunities to help with designing permits that would open up the O’Connor house for cultural opportunities.	Associate Director Planning and Facilities
7	June-16	Nov-16	Corporate Services	Comparison of new leasing rate model vs the old model	Associate Director Planning and Facilities

5:10 PM

Updated as of September 15, 2016

8	June-16	Nov- 16	Corporate Services	Report to investigate ways to decrease costs and for consultants and architectural firms (The cost is included in capital or renewal projects and funded by the Ministry. Costs saved will be used to offset costs of air conditioning, green roofs, gyms etc)	Associate Director Planning and Facilities
9	June-16	Nov-16	Corporate Services	That staff begin collection of day-to-day temperature data regarding Passive Cooling for Schools Without Air Conditioning (All Wards)	Associate Director Planning and Facilities
10	June-16	Prior to the Budget 2016-2017	Corporate Services	Report to further reduce replacement and overtime costs and report back to Board	Associate Director Planning and Facilities