



REPORT TO

**CORPORATE SERVICES, STRATEGIC
PLANNING AND PROPERTY
COMMITTEE**

**2019-20 RENEWAL PLAN AND THREE YEAR
FORECAST**

*“I can do all things through Him who strengthens me”
Philippians 4:13 (NRSVCE)*

Created, Draft	First Tabling	Review
September 24, 2019	October 10, 2019	

M. Iafrate, Senior Coordinator, Renewal
 P. de Cock, Comptroller, Finance and Business Services
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RECOMMENDATION REPORT

Vision:

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

Mission:

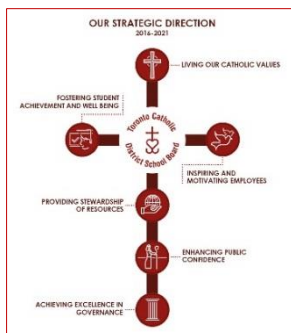
The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.

We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.

Rory McGuckin
 Director of Education

D. Koenig
 Associate Director
 of Academic Affairs

L. Noronha
 Associate Director of Facilities,
 Business and Community
 Development, and
 Chief Financial Officer



A. EXECUTIVE SUMMARY

In 2018-19 the Capital Development and Asset Renewal Division delivered approximately \$46.4M in Renewal works throughout the system. Significant projects completed in the 2018-19 fiscal period included 9 schools as part of phase 1 of the cooling centre installation program, a large number of building envelope (e.g. windows/ doors/roofs) improvements, mechanical and electrical works, including 12 major heating upgrade projects, various interior renovation and 11 site work projects. The Asset Renewal Department currently has approximately 300 open projects (at various stages) being managed by 10 project supervisors. The total dollar value of projects in progress as of August 31, 2019 is \$23.94M.

Staff follow an objective process for developing the annual Renewal Plan. This process involves consideration of the following:

- Ministry of Education funding envelopes;
- Ministry funding criteria;
- Evaluation of building conditions throughout the system (informed by the Ministry database and building inspections every 5 years);
- Prioritization of critical repairs required from a structural / health and safety perspective;
- Consultation with the Operations Department within the Environmental Support Services (ESS) Division who provide direct feedback and requests from local schools;
- Checks against work orders from the Maintenance Department within ESS;
- Consideration of system-wide initiatives such as school Nutrition Program related upgrades and the cooling centre strategy.

Based on the above vetting process, this report recommends the approval of the 2019-20 School Renewal Plan for an estimated total budget of \$60.2M as detailed in Appendices A and B. It also recommends that the Board “recognize” the three (3) year Renewal Forecast for a total forecasted budget of \$180.5M, as detailed in Appendix C.

The 2019-20 Renewal Plan is comprehensive and fiscally responsible in nature and allocates funding towards a wide variety of asset replacement and upgrades including, but not limited to: heating and cooling system improvements, roof replacements, cooling centre installations, doors/windows replacements, portable

refurbishments, exterior wall improvements, emergency fire system work, Nutrition Room upgrades, work recommended in the 2019-2023 Energy Conservation and Demand Management (ECDM) Plan, accessibility upgrades and investment in a much needed SAP project management software.

The cumulative staff time required to prepare this report was 80 hours.

B. PURPOSE

1. The purpose of this report is to present the 2019-20 Renewal Plan for approval and the three year Renewal Forecast for recognition, to ensure that the Toronto Catholic District School Board (TCDSB) acts fiscally responsible by maintaining a short to mid term asset management plan.

C. BACKGROUND

1. *In 2018-2019 the Capital Development and Asset Renewal Division delivered approximately \$46.4M in Renewal work including the following significant achievements:*
 - 12 boiler/radiator/Building Automation System (BAS) projects, typically involving significant abatement work and were therefore phased over two years;
 - The first 9 schools of the cooling centre program completed, with the remaining 28 Phase 1 schools to be completed by December 2019;
 - Major BAS replacement at St. John Paul II continuing to completion in December, with boilers scheduled for replacement in the summer of 2020;
 - Completion of significant site projects at St. Anselm, Our Lady of Fatima, St. Cyril and Michael Power and staff continue to work diligently to complete playgrounds at D'Arcy McGee, Our Lady of Peace and St. Conrad and a major ravine restoration at St. John Paul II;
 - Continuation of the FDK playground improvement program to address deficiencies in shade, storage and naturalized surfaces at many schools;
 - Several roof replacements, of note St. Oscar Romero involving approximately 68 different roof elevations;
 - Pilot program to initiate upgrading of video surveillance systems to integrated IP (Internet Protocol) based systems;

- Completion of the third year of a four year program to upgrade access controls to the “Kantech” system with photo identification cards; all schools will have the new system installed by August 2020;
- Installation of sinks and other upgrades to all Nutrition Rooms flagged by Public Health and development of a plan to address all Nutrition Room deficiencies;
- Accessibility upgrades to accommodate specific staff and student needs such as Universal washrooms and automatic door operators.

2. ***The school Renewal Plan is generally executed in a rolling fashion, meaning that at any given time, staff are also in the process of executing projects approved in previous renewal plans.*** There are a number of reasons for deferring the execution of a project to a later time, such as:

- Multiple projects in one school and the challenges of completing them at the same time;
- Prioritizing the completion of projects utilizing Ministry special program funds with strict completion timelines (see #3 below);
- Extensive environmental remediation (asbestos and mould) extending work beyond the period of one year;
- Competing needs for school space during the summer break (Transition programs, Focus on Youth, Child Care, etc.) have impacted project execution;
- Need for studies to further evaluate building systems and/or options to address issues;
- Project investigation/design revealing additional scope and budget increase required;
- Contractor availability; high tender prices due to market pressures may result in a decision to re-tender under better market conditions;
- Securing permits from various authorities having jurisdiction;
- Some projects are cancelled completely based on determination through further on-site investigation that the work is not required; budget allocated to those projects is available to be reallocated to other projects in future years.

Projects identified as accessibility, program and health and safety will always be prioritized for immediate completion. Additionally, building systems that have failed or are on the verge of failure will also be completed immediately.

3. ***The TCDSB Renewal Plan is limited by the amount of funding received by the Ministry.*** Funds to address the various school facility needs across Ontario are provided by the Ministry of Education. For the 2019-2020 school year, the TCDSB has received approval of the funding outlined in the table below. Each type of funding has certain restrictions associated with it. Details of these restrictions are outlined in Appendix D.

School Condition Improvement Grant (SCI)	\$43,035,559
School Renewal Allocation (SRA)	\$17,144,200
Total	\$60,179,759

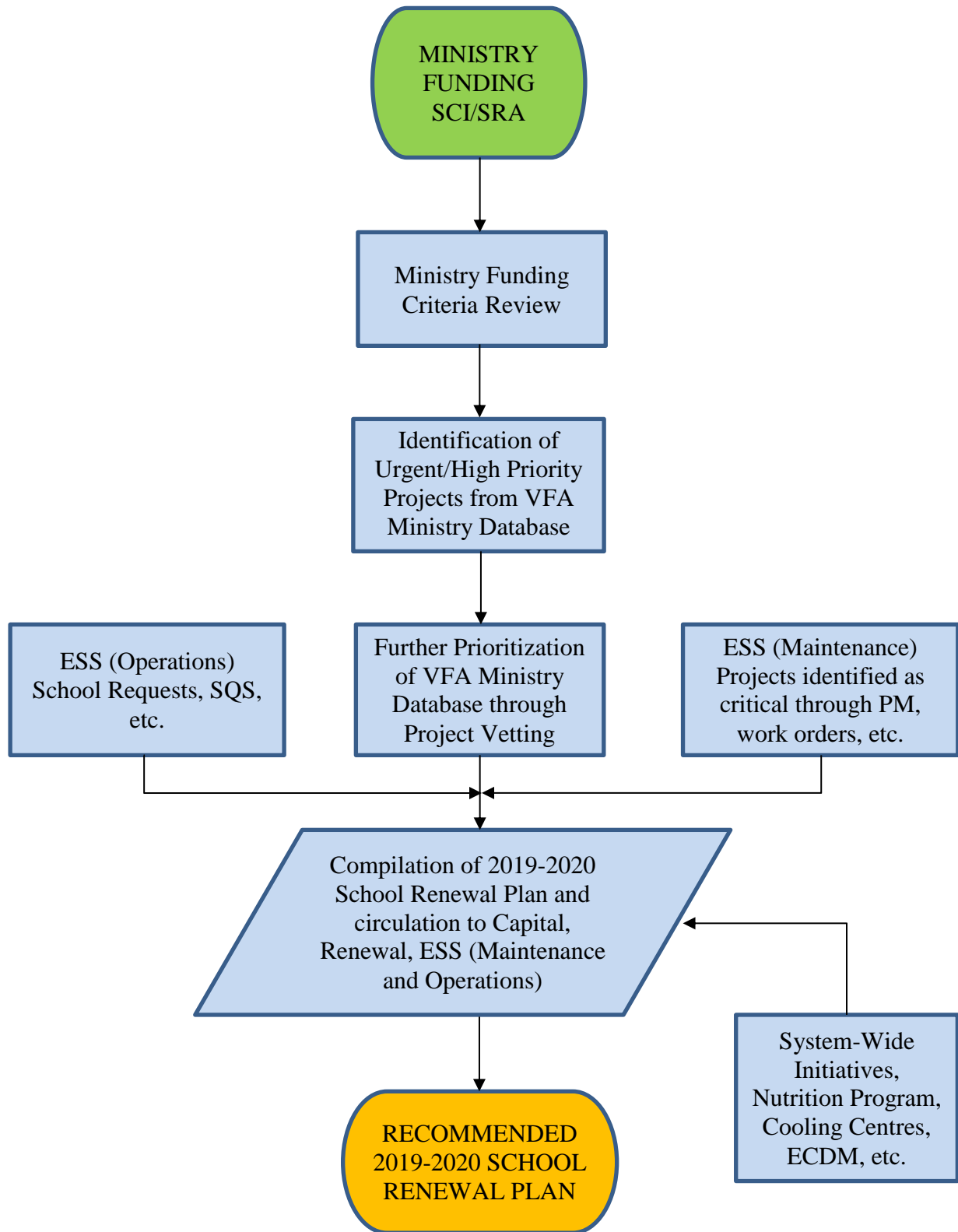
As noted above, in 2019-2020 staff will also be executing some projects deferred from previous renewal plans. Funding carried forward from previous years for cancelled projects will be available to supplement the contingency allowance to be used for unplanned urgent projects.

In prior years, the Board received one time Ministry special funding initiatives with specific expenditure timelines such as:

- Greenhouse Gas Reduction Funding, \$10.9M, completion by March 31, 2019;
- Community Hub funding, \$3.4M, completion by August 31, 2019;
- Good Places to Learn, \$42.5M and Energy \$16M to a total of \$58.5M, completion by March 31, 2013.

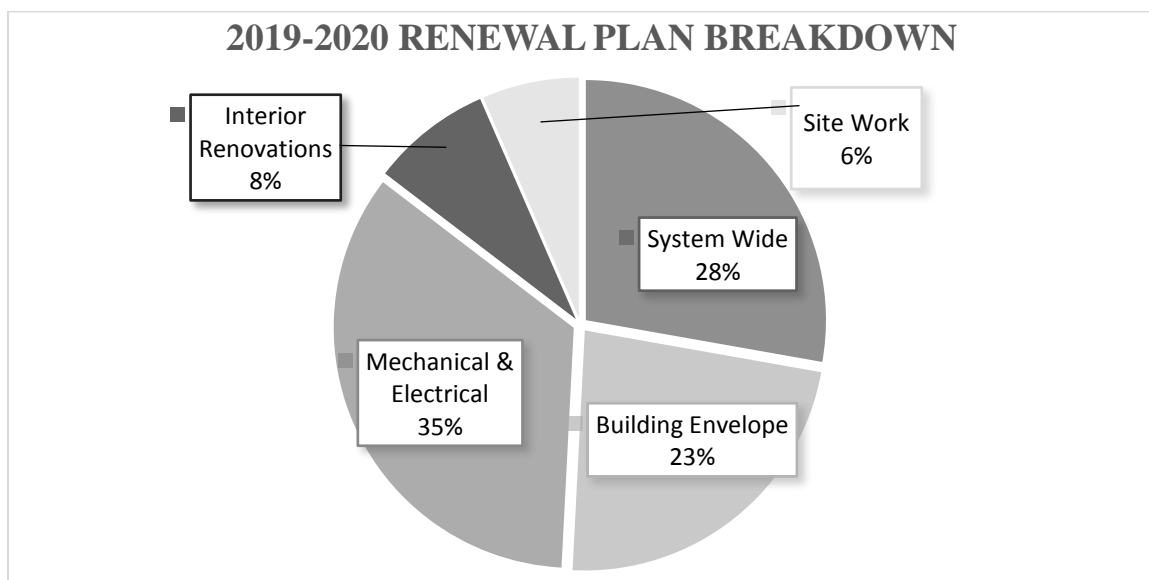
4. ***Selecting projects for inclusion in the 2019-20 Renewal Plan is an exercise of prioritization and good asset management practices.*** The process for selecting the recommended Renewal projects in the 2019-2023 plan is outlined in the flow chart below. The sections of the flow chart are further detailed in Appendix E.

Renewal Project Selection Flow Chart



D. EVIDENCE/RESEARCH/ANALYSIS

1. ***The 2019-20 Renewal Plan provides a comprehensive mix of asset renewal based on historical trends and building condition.*** The chart below shows the high level mix of investments that will be made in to the system for 2019-20 to renew schools buildings in the system. It shows that system wide initiatives will be the largest investment, followed by local asset replacements related to the building envelope and mechanical/electrical. A breakdown and further details on each category are provided below. Appendix A provides a detailed overview of proposed spending in each category. A complete list of projects planned in each category can be found in Appendix B.

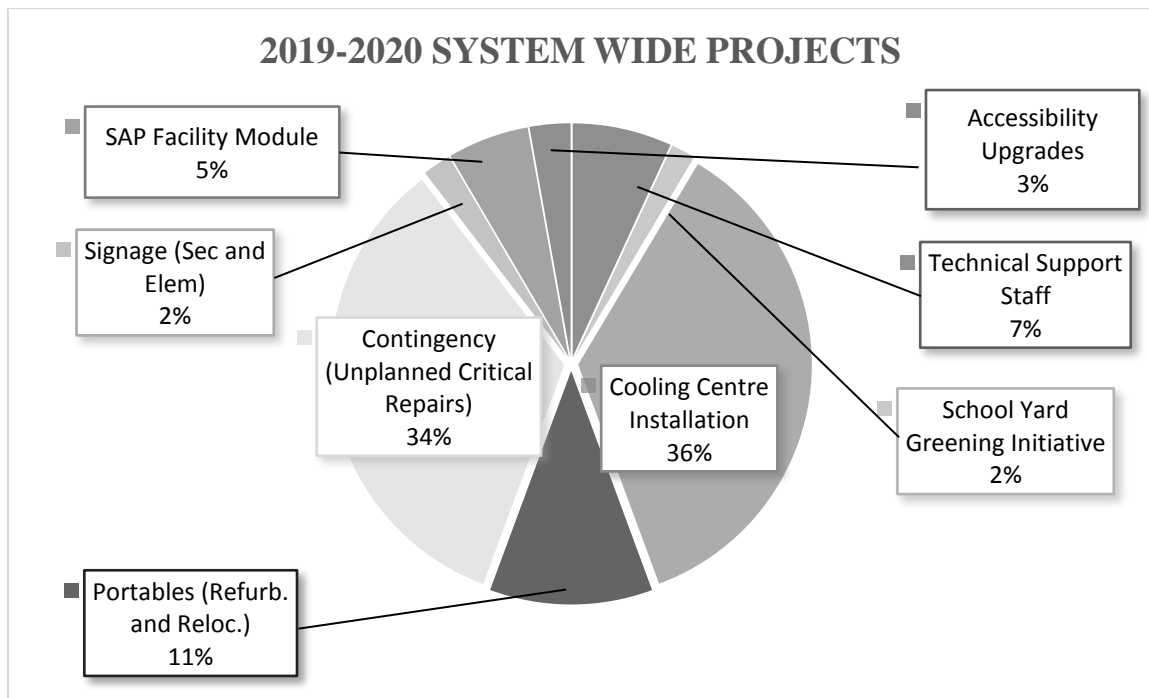


2. ***System wide initiatives vary greatly, but are meant to bring about improvements through annual targeted investment.*** This category is intended for work that is not associated with a particular school or component, but rather a broader program within the School Renewal Plan. Key elements within the System-Wide envelope include:

- \$6.35M for the implementation of the remaining Phase 1 (14 schools) and all of the Phase 2 schools (33 schools) for the Cooling Centre program. The average unit cost to implement the early Phase 1 schools have come higher than anticipated due to a variety of unforeseen conditions, site factors, increased equipment and labour costs. This represents an increase of \$2.8M to the original budget for Phase 1 and

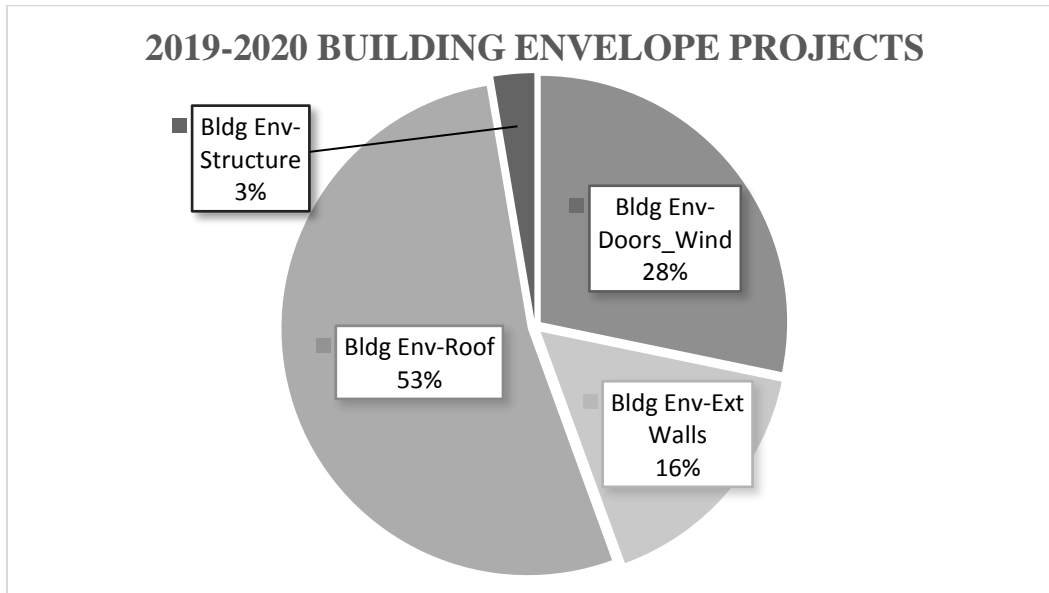
2 of the program. Continuation of the cooling centre program into year 3 and beyond is subject to future funding availability from the Ministry.

- A budget of \$2M is earmarked for portable classroom moves and major repairs. Details for this work will be provided in the annual Portable Budget report.
- The Renewal Plan further carries a budget of \$1M to implement the Facility Investment and Project Management modules in SAP. This will assist in planning and real-time tracking of projects and tie in directly to the project financials.
- The System-Wide envelope further carries a Contingency Allowance in the amount of \$6M (approximately 10% of the available Renewal funding) to address unplanned critical and urgent repairs.



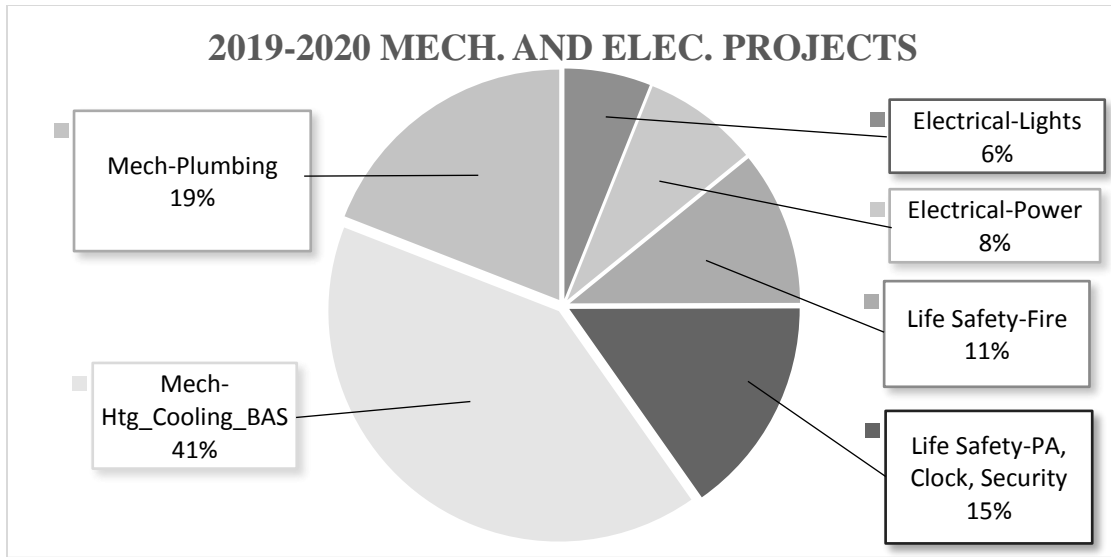
3. *Building Envelope:*

- Projects in this category include windows, exterior doors and hardware, brick and other exterior wall repairs, roofs and structural work. Due to the age of our schools, a considerable amount of the Renewal budget is allocated in this category.



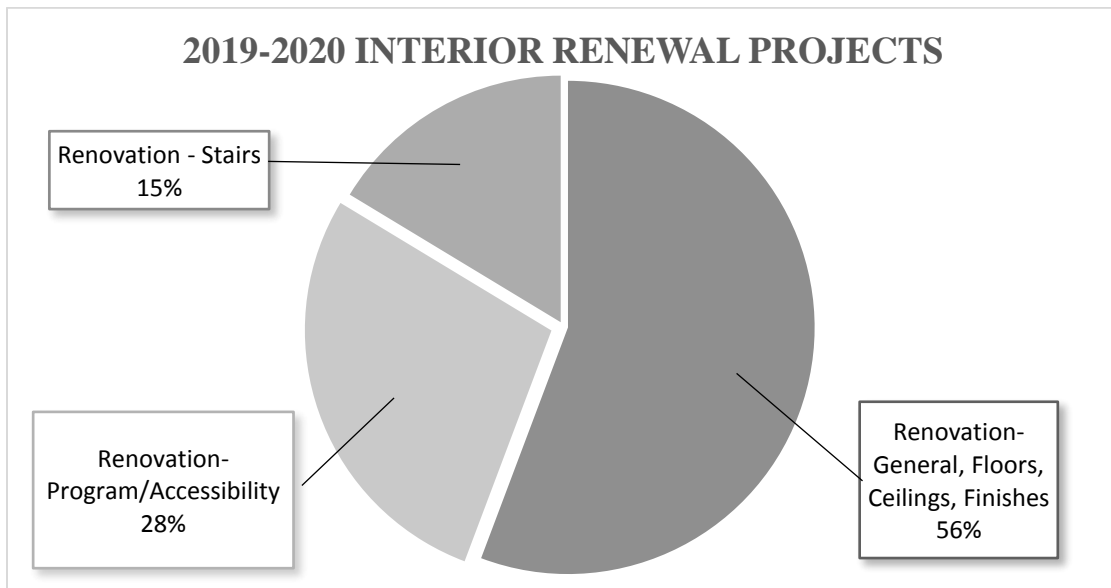
4. *Mechanical and Electrical:*

- This category has the largest proportion of the Renewal program budget as this work encompasses complex systems such as boilers, chillers, radiators, BAS, plumbing, lighting, power, life safety (fire alarm, Public Address, exit lighting), access control and security systems.
- To reduce the Board's energy foot print, a number of projects are recommended in the Renewal plan that align with the Energy Conservation Demand Management Plan (ECDM).



5. ***Interior Renovations:***

- This category addresses general interior renovations such as the replacement of floors, ceiling tiles, interior doors, millwork and repair of walls and new stairs. Furthermore, the funding addresses accessibility and program accommodation renovations.
- Renovations to address the public health requirements of the Nutrition Programs are included in this category.



6. ***Site Works:***

- Site work projects cover the renovation of both softscape and hardscape components of school sites. Replacement of parking lot and playground pavement and site drainage required due to life cycle and wear-and-tear make up the majority of this work.

7. ***The three year Renewal Forecast has been included for “recognition” and not “approval”.*** Staff have developed a three year forecast as a good practice in asset management planning. It was developed on primarily the same basis as the 2019-20 plan, but will inevitably be less accurate and require updating as a rolling forecast each year. Unsurprisingly, the three year forecast shows the same trends in areas of investment as the 2019-20 Renewal Plan (assuming that similar levels of Ministry funding are received). Appendix A provides more detail of the proposed spending in each category of work.

E. METRICS AND ACCOUNTABILITY

1. ***A new Renewal Plan Reconciliation Report is proposed for the end of the 2019-20 cycle.*** Staff will strive to progress through previously approved Renewal projects as well as the 2019-20 Renewal Plan. As is the case with most asset management plans in many organizations, although projects are approved in one year, it is difficult to say if the plan will actually take multiple years to complete. This is owing to a few factors, but namely staffing capacity restraints, changing project and system wide priorities, supply of qualified vendors to complete the works and changing market conditions. Staff, however, recognize that the Board and public should be provided with an open reconciliation of works completed and will present an annual Renewal Plan reconciliation report commencing in the fall of 2020.
2. ***The Board regularly updates the Ministry on its progress.*** The Ministry’s facility database must be updated twice a year to align with the Board’s financial accountability submissions as overseen by the Board’s Finance department. This is critical to the release of funding for the next cycle of projects.

F. IMPLEMENTATION, STRATEGIC COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN

1. ***Communication to stakeholders within the schools is key to acceptance and success of the plan.*** Upon approval of the 2019-20 Renewal Plan, school principals, child care operators and permit groups will be informed by email of the work planned for their building as detailed in Appendix B and will be provided with a link to the Board's Facilities page on the TCDSB website where the Plan will be posted.
2. ***Communication to stakeholders at the system level ensures system leaders and school communities are aligned.*** Following approval, the Renewal Plan will be sent to Superintendents (sorted by Superintendent Area) and Trustees (sorted by Trustee Ward). A bi-annual update will be provided, as projects may be added to address critical needs that arise during the year and some projects may be deferred for various reasons. A contingency allowance is included to address unanticipated projects.
3. ***Certain projects will require heightened consultation with local schools.*** School community consultation will occur for applicable projects (for example site improvement projects). Project status will be available through the Board's website. A "Good Neighbour" letter, as per Board policy, will be mailed to neighbours adjacent to our schools where major exterior projects are undertaken, including portable classroom installations.

G. STAFF RECOMMENDATION

1. That the 2019-2020 Renewal Plan, in the budget amount of \$60,179,759.00 be approved.
2. That the three year Renewal Forecast in the estimated amount of \$180,539,277.00 be recognized for planning purposes.
3. That staff bring back a report in the fall of 2020 to reconcile and illustrate progress on the 2019-20 Renewal Plan.