



REPORT TO

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

**RENEWAL PLAN 2020-2021 AND THREE-YEAR FORECAST (ALL WARDS)**

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

Created, Draft	First Tabling	Review
November 3, 2020	November 12, 2020	

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**RECOMMENDATION REPORT**

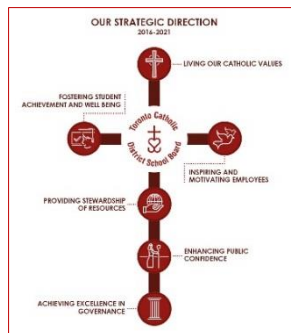
**Vision:**

*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.*



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## **A. EXECUTIVE SUMMARY**

In 2019-20 the Capital Development and Asset Management Renewal Division delivered approximately \$41.8M in Renewal works throughout the system. Significant projects completed during this time included the completion of phase 1 of the cooling centre installations, which consisted of 36 schools, a large number of building envelope (e.g. windows/ doors/roofs) improvements, major mechanical and electrical in various states of design/renovation. The Asset Renewal Department currently has approximately 250 open projects (at various stages) being managed by 10 project supervisors. The total dollar value of projects in progress as of August 31, 2020 is \$18.87M.

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;
- School community requests
- 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 2020-21 School Renewal Plan for an estimated total budget of \$69.5M 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 \$196.0M, as detailed in Appendix C.

The 2020-21 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, ventilation and cooling system improvements,

roof replacements, phase 3 of the 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, system-wide water bottle filling station installation, hydro-vault repairs and an athletic field priority strategy.

*The cumulative staff time required to prepare this report was 82 hours.*

## **B. PURPOSE**

1. The purpose of this report is to present the 2020-2021 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 2019-2020 the Capital Development and Asset Management Renewal Division delivered approximately \$41.8M in Renewal work including the following significant achievements:*
  - 17 boiler/radiator/Building Automation System (BAS) projects, typically involving significant abatement work and therefore phased over two years; of these 17 HVAC projects, 9 started this year but have been significantly delayed due to the COVID restrictions in spring of 2020;
  - Completed Phase 1 of the cooling centre program consisting of 36 schools; Phase 2 design is underway with construction completion anticipated by the Summer of 2021;
  - As part of the Board's Energy Conservation Demand Management Plan (ECDM), staff are currently working on, or have completed, 6 projects totalling \$1.91M;
  - Approximately \$4.6M for 23 site work projects; projects approved in the most recent plan are in design or construction;
  - Continuation of the FDK playground improvement program to address deficiencies in shade, storage and naturalized surfaces at several schools;
  - Starting the final phase of a program to upgrade access controls to the "Kantech" system with photo identification cards;

- Continuation of the Nutrition Program upgrades; in 2019-20 staff have completed or are currently working on 14 Nutrition Program projects;
- Accessibility upgrades to accommodate specific staff and student needs such as Universal washrooms and automatic door operators; currently there are seven projects underway in various phases.

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 a 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.
- In 2019-2020, the COVID-19 pandemic has had a significant effect on the execution of Renewal projects; the pandemic and resulting isolation measures hit precisely at the time when the majority of tendering normally takes place for summer renewal construction; as a result, many projects were delayed in starting and work that would normally be

carried out in the summer is still underway, or, where work cannot continue in an occupied building, has been deferred until next summer.

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.

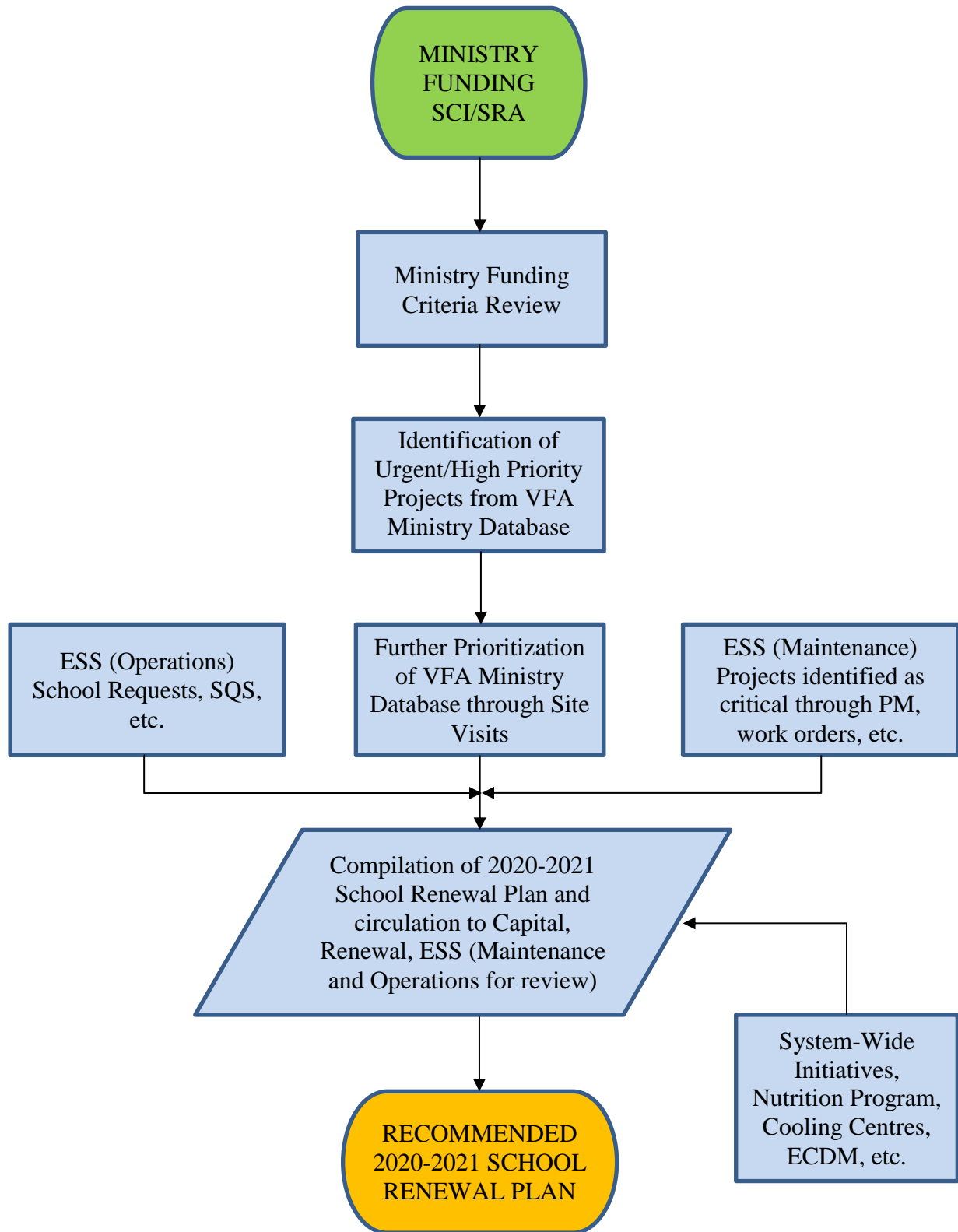
3. ***The TCDSB Renewal Plan is limited by the amount of funding received by the Ministry.*** Funds to address the various school facility needs across Ontario are provided by the Ministry of Education. For the 2020-2120 school year, the TCDSB has received approval of the funding outlined in the table below. Each type of funding has certain restrictions associated with it. Details of these restrictions are outlined in Appendix D.

<b>School Condition Improvement Grant (SCI)</b>	<b>\$47,889,493</b>
<b>School Renewal Allocation (SRA)</b>	<b>\$17,452,960</b>

As noted above, in 2020-2120 staff will also be executing some projects deferred from previous renewal plans. Unused contingency funding approved in previous renewal plans, as well as cancelled projects will be available to supplement the contingency allowance, which is to be used for unplanned urgent projects. The Contingency carry forward balance is currently **\$3,803,052**.

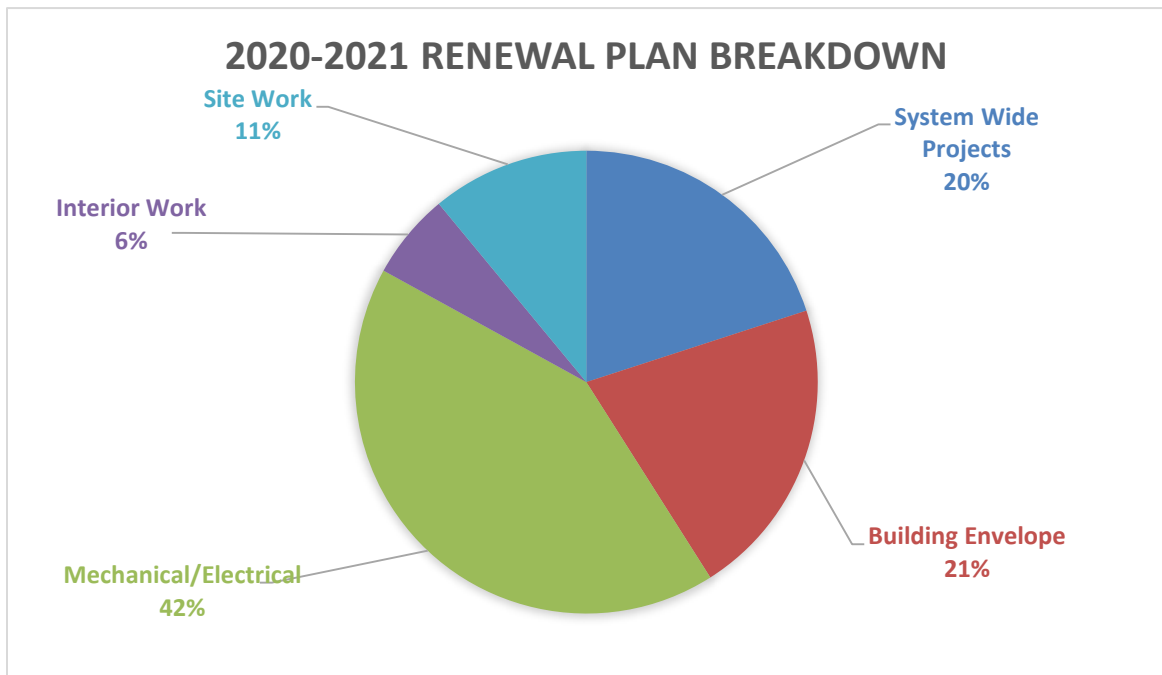
4. ***Selecting projects for inclusion in the 2020-21 Renewal Plan is an exercise of prioritization and good asset management practices.*** The process for selecting the recommended Renewal projects in the 2020-2021 plan is outlined in the flow chart below. The sections of the flow chart are further detailed in Appendix E.

**Renewal Project Selection Flow Chart**



## D. EVIDENCE/RESEARCH/ANALYSIS

1. ***The 2020-21 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 2020-2021 to renew schools buildings in the system. It shows that Mechanical/Electrical projects will be the largest investment, followed by projects related to building envelope, including window replacements, reflecting a strong focus of this year's plan on improving ventilation, as a result of COVID-19. System-wide initiatives represent the next largest investment, as roll out of the Cooling Centre Program continues and installation of water bottle filling stations in all schools has become a priority due to COVID-19. 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.

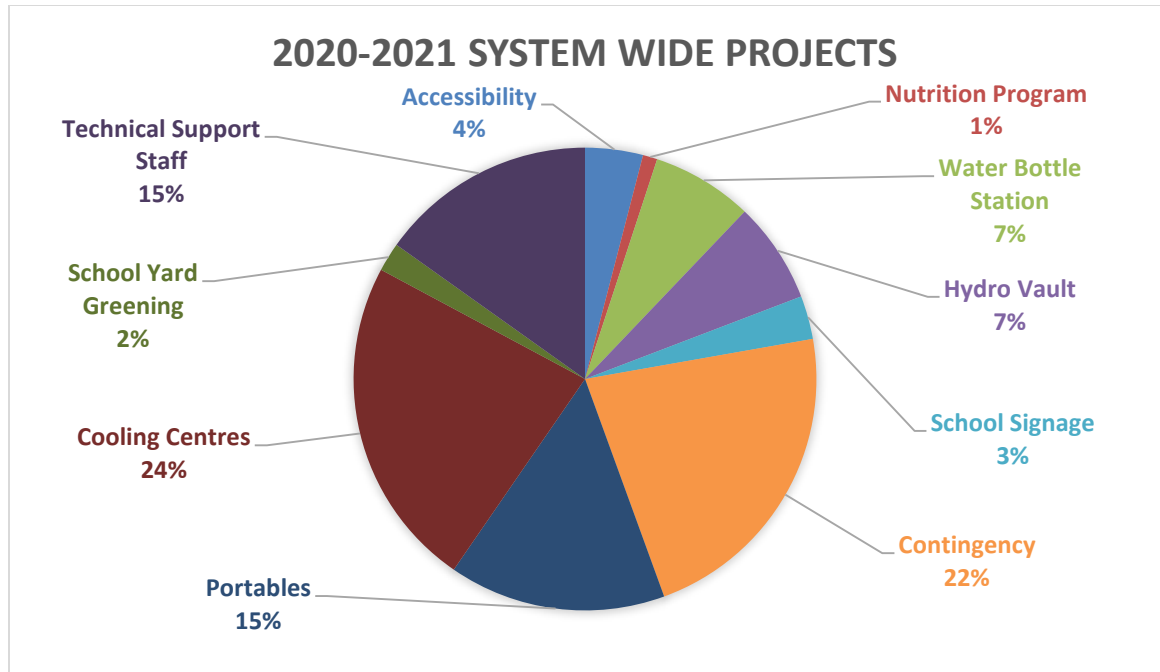


2. ***System wide initiatives vary greatly, but are meant to bring about improvements through annual targeted investment.*** This category is intended for work that is not associated with a particular school or component,

but rather a broader program within the School Renewal Plan to reflect certain Board priorities. Key elements within the System-Wide envelope include:

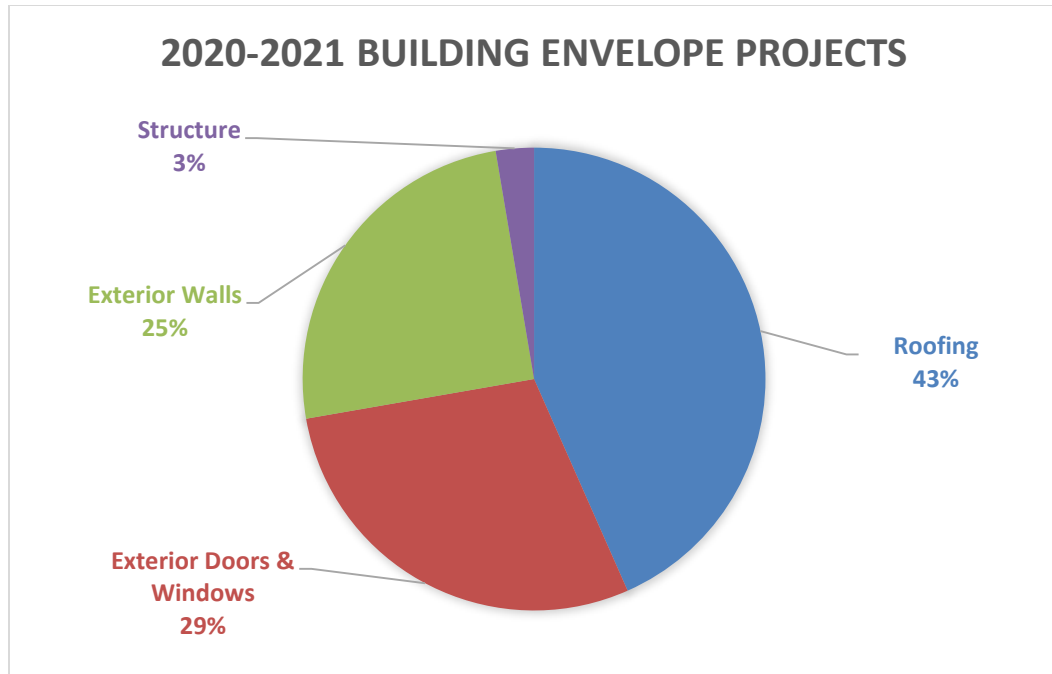
- Phase 3 of cooling centres at a value of \$3.06M, plus an additional 15 cooling centre projects that will be undertaken by Capital staff as part of the child care retrofit projects for an additional \$1.95M;
- A budget of \$2M earmarked for portable classroom moves and major repairs; details for this work will be provided in the annual Portable Budget report;
- A budget of \$1M to install water bottle filling stations in all schools; upon completion of this program each school in the system will have two water bottle filling stations;
- A budget of \$1M to undertake necessary renewal of hydro vaults;
- A budget of \$500,000 has been set aside to specifically address unplanned rooftop air system replacement;
- A budget of \$100,000 to retain a consultant to develop an Athletic Field Priority Strategy;
- A budget of \$200,000 to continue the creation/renovation of school spaces for the nutrition program; this reserve will be utilized by Environmental Support Services staff to carry out smaller, more manageable work in house; larger nutrition program renovations will be undertaken as itemized projects listed separately in Appendix B;
- A contingency allowance of \$3.0M to address unplanned critical and urgent repairs, unforeseen scope increases and cost increases due to changes in construction market conditions.





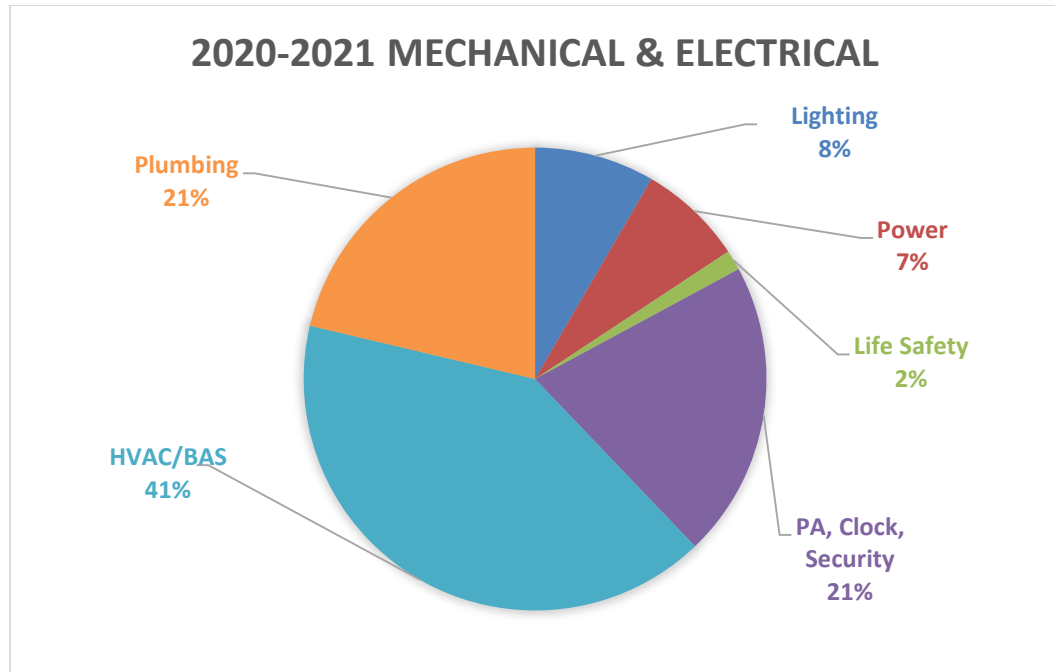
### 3. *Building Envelope:*

- 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 TCDSB schools, a considerable amount of the Renewal budget is allocated to this category;
- Eight window projects have been identified in the 2020-21 Renewal plan, for a total budget of \$2.9M. Staff are working with our consultants and manufacturers to improve window standards, including increasing the number of operable sections in each classroom, maximizing the size of awning operators to gain as much net vented area along the sides of the operable panels as possible, and adding solar reducing tint to the glazing to reduce solar heat gain.
- A pilot project to evaluate the effect of solar reducing window film has produced dramatic results in reducing heat gain in the pilot schools. The 2020-2021 Renewal Plan therefore recommends 8 window film projects at a total budget of \$420,000, targeting schools with no mechanical ventilation. The intent is to continue this program in future Renewal Plans.



#### 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.
- Staff have focussed on projects that will improve indoor air quality such as replacing air handling systems, building automation upgrades and recommissioning.
- 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).

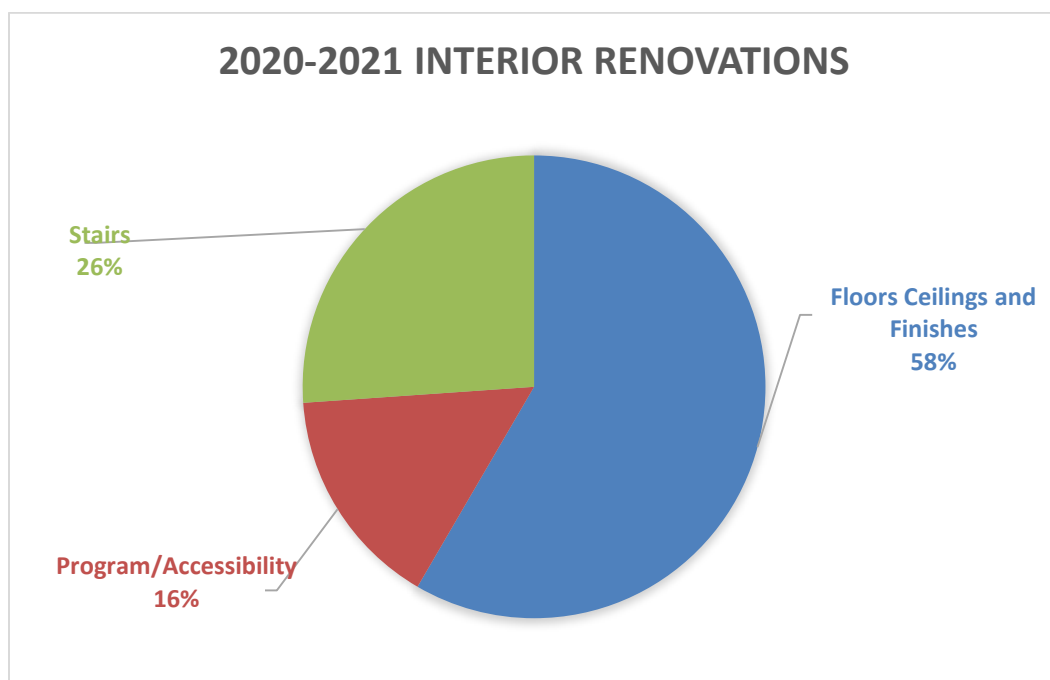


**5. *Loretto Abbey:***

- The much needed heating and ventilation system replacement at Loretto Abbey will continue under the previously approved Renewal budget, with a recommendation of a budget increase of \$650,000 in the 2020-2021 Plan to add cooling to the classrooms. This work is not part of the recent funding announcement of Capital funding for an addition and renovations to the school;
- Phase 1 of the heating system replacement will be completed while the Capital project scope definition and design are underway over the next year. Phase 2 of the heating system replacement in the former convent area, may be modified somewhat to adapt to reconfiguration of spaces in the convent, but the general scope of the project is not expected to change;
- Other renewal upgrades that are required/recommended and that can be carried out in conjunction with the Capital project will also be identified over the next year and the required Renewal funding will be recommended in the 2021-2022 Renewal Plan. A preliminary list is included in the 3 year renewal forecast in Appendix C.

6. ***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; the funding allocation also addresses accessibility and program accommodation renovations.
- Renovations to address the public health requirements of the Nutrition Programs are included in this category.



7. ***Site Work:***

- 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.

8. ***The three year Renewal Forecast has been included for “recognition” and not “approval”.*** Staff have further developed a three year forecast as a good practice in asset management planning. It was developed on primarily the

same basis as the 2020-21 plan, but will inevitably be less accurate and require further vetting and prioritization as a rolling forecast each year. Unsurprisingly, the three year forecast shows the same trends in areas of investment as the 2020-21 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 number of projects included in the 2020-2021 Renewal Plan will be submitted for funding under the recently announced COVID-19 Resilience Infrastructure Stream (CVRIS) funding.*** This funding, announced by the Ministry of Education on October 28th, 2020, will provide up to \$700M in combined federal-provincial funding to school boards for projects that will improve indoor air quality, facilitate physical distancing or otherwise enhance occupant health and well-being during a health crisis. A list of proposed eligible projects will be submitted to the ministry on November 18th, 2020. A decision on funding allocations to school boards is anticipated mid-late January, 2021.
2. ***Should CVRIS funding be awarded for projects included in Renewal Plan, a revised 2020-2021 Renewal Plan will be presented to the Board for approval to reallocate that funding to other projects.*** The highest priority projects in the first year of the 3 year renewal forecast in Appendix C will be moved up to fully utilize the 2020-2021 School Renewal Allocation. Execution of the CVRIS funded projects will take priority, as there is a firm deadline of December 31, 2021 for completion of projects in order to receive the funding. This may result in a need to defer some Renewal Plan projects to the following year due to limited resources. Renewal funding is allowed to be rolled over from year to year.
3. ***The Board regularly updates the Ministry the progress of its Renewal Plan.*** 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. The Ministry also introduced a new reporting requirement this year for projected completion of planned projects.

4. ***Implementation of the SAP Investment Module/Project System (IM/PS) is nearly complete.*** The Board approved an investment of \$1M in the 2020-2021 Renewal Plan towards the implementation of these SAP modules, which are tied directly to the existing SAP financial module. A great deal of Finance, Capital, Renewal and IT staff time has also been invested and these investments are expected to pay off in the coming year with tighter controls and much improved efficiency in monitoring and reporting project financial transactions and status.

## **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 2020-21 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 2020-2120 Renewal Plan, in the budget amount of \$69,145,505.00, and as detailed on Appendices A and B, be approved.

2. That the three year Renewal Forecast in the estimated amount of \$196,027,359.00, and detailed in Appendix C, be recognized for planning purposes.
3. That staff bring back a report with a revised 2020-2021 Renewal Plan in the spring of 2021 following announcement of CVRIS funding allocations.