



REPORT TO

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

**RENEWAL PLAN 2021-2022 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
October 27, 2021	November 11, 2021	Click here to enter a date.

Morris Iafrate, Sr. Coordinator, Asset Management Renewal
M.Zlomislic, Superintendent, Capital Development and Asset Management and Renewal

RECOMMENDATION REPORT

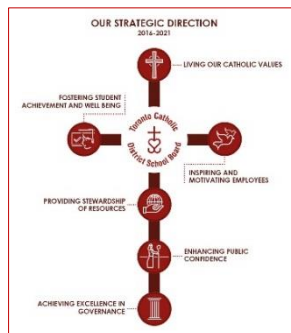
Vision:

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.



Brendan Browne, PhD
Director of Education

A. Della Mora
Associate Director of Academic
Affairs and
Chief Operating Officer

D. Boyce
Associate Director of
Facilities, Business and
Community Development

R. Putnam
Chief Financial Officer and
Treasurer

A. EXECUTIVE SUMMARY

For 2020-2021 the Capital Development and Asset Management Renewal Division undertook approximately \$34.9M (Actuals) in Renewal works throughout the system. As of the end of September 2021, a further \$26.7M of renewal work is in current committed purchase orders.

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 VFA 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 2021-22 School Renewal Plan for an estimated total budget of \$61.1M as detailed in Appendices A and B. Appendix C provides a three (3) year Renewal Forecast for 2023 and beyond. The budget estimate for the renewal forecast assumes that the funding levels received over the next three years will be similar.

The 2021-22 Renewal Plan is comprehensive and fiscally responsible and allocates funding towards a wide variety of asset replacement and upgrades including, but not limited to: heating, ventilation and cooling system improvements, a strategy to prioritize the addition of ventilation to non-ventilated schools, phase 4 of the cooling centre installations, doors/windows replacements and a system-wide Outdoor Environments Improvement fund, to name a few.

The cumulative staff time required to prepare this report was 90 hours.

B. PURPOSE

1. The purpose of this report is to present the 2021-22 Renewal Plan for approval and the three-year Renewal Forecast for information, to ensure that the Toronto Catholic District School Board (TCDSB) maintains and executes a short to mid-term asset management and renewal plan.

C. BACKGROUND

1. ***In 2020-2021 the Capital Development and Asset Management Renewal Division delivered approximately \$34.9M in Renewal work. The following are a list of the significant Renewal works:***
 - Loretto Abbey – largest and most complex heating and ventilation project undertaken at the Board, valued at over \$8M and is estimated to be complete in the summer of 2022;
 - An additional 29 mechanical projects in various states of completion. Of these projects, 18 are ventilation types, including roof top air handlers and new exhaust fans;
 - Cooling centre projects continue to be advanced, with completion of Phase 2 anticipated by the end of summer 2022. Phase 3 of the program has commenced as part of the Covid -19 Resilience Infrastructure Stream (CVRIS) funding program, and will also be complete by late spring/early summer of 2022;
 - As part of the Board's Energy Conservation Demand Management Plan (ECDM), staff are currently working on a number of HVAC recommissioning projects;
 - 17 window film projects to assist with reducing room temperatures in classrooms, were identified, with 12 currently in construction.
 - 11 window and/or door projects are currently in construction. Supply chain disruptions have resulted in longer than normal lead times for obtaining materials, and thus, the completion time for some of these projects have been delayed.

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

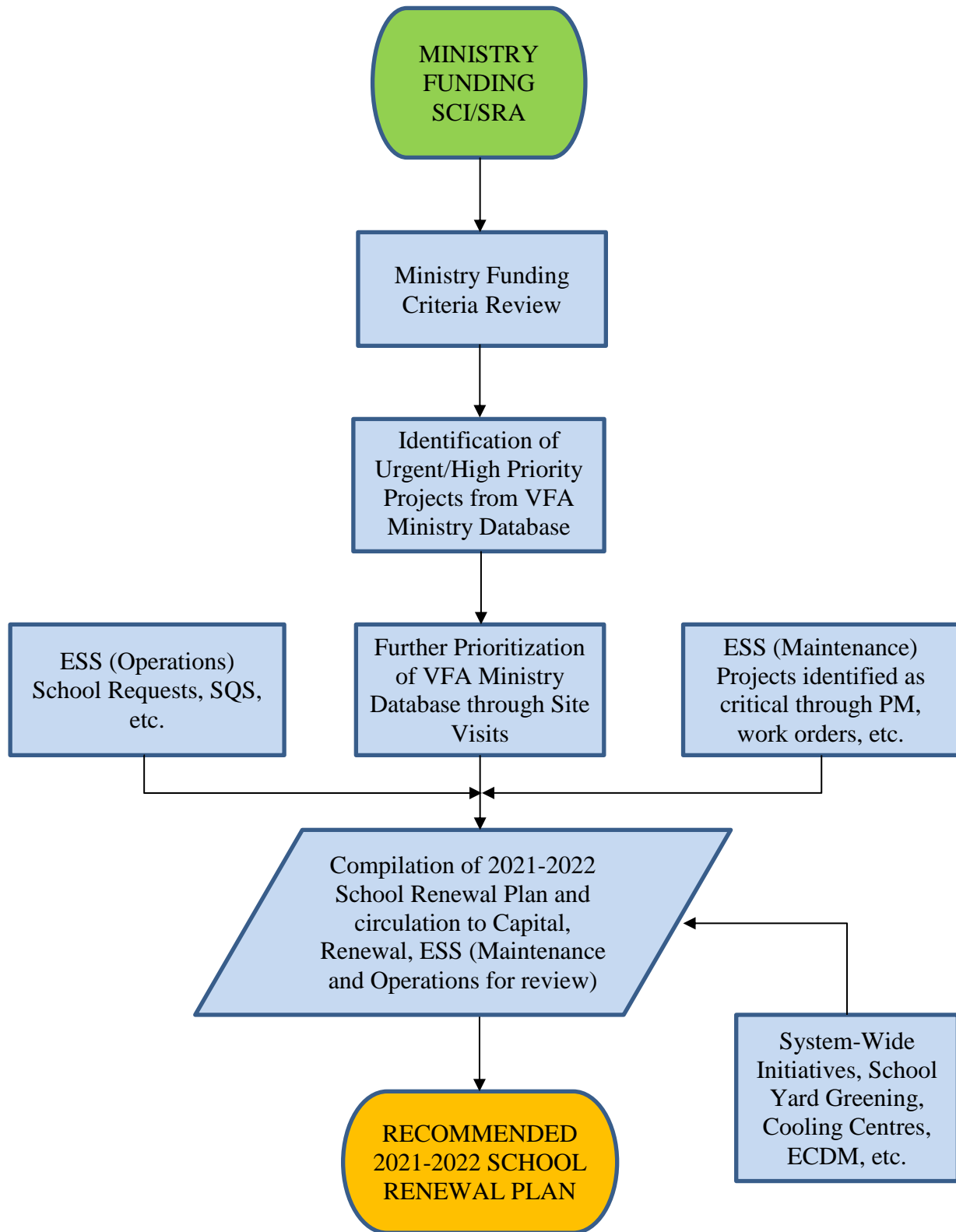
2. ***The TCDSB Renewal Plan is limited by the amount of funding received by the Ministry.*** Funds to address the various school facility needs across Ontario are provided by the Ministry of Education. For the 2021-2022 school year, the TCDSB has received approval of the funding outlined in the table 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)	\$43,913,976
School Renewal Allocation (SRA)	\$17,173,994

As noted above, in 2021-2022, staff will also be executing 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 often times is used for unplanned urgent projects.

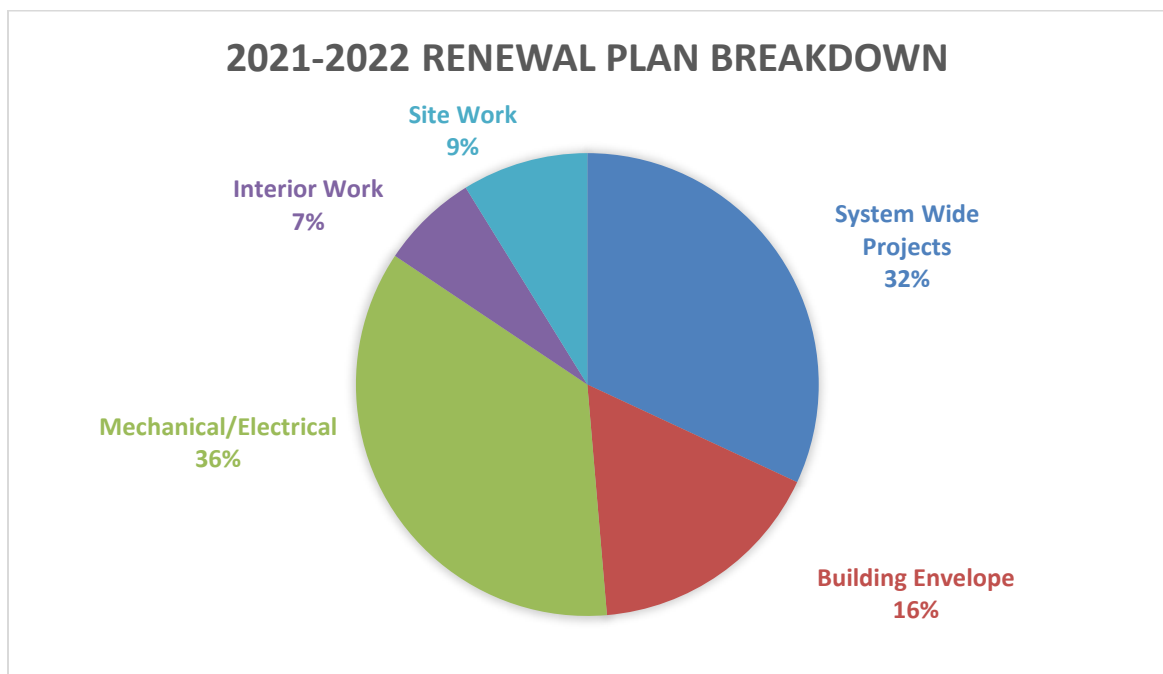
3. ***Selecting projects for inclusion in the 2021-22 Renewal Plan is an exercise of prioritization and good asset management practices.*** The process for selecting the recommended Renewal projects in the 2021-21 plan is outlined in the flow chart below. The sections of the flow chart are further detailed in Appendix E.
4. ***Projects from previous years continue to be completed.*** Due to Covid-19, several projects were delayed due to restrictions in the construction industry early in the pandemic, while others were delayed as a result of supply chain challenges. Many of those projects were completed or are nearing completion. However, recent steep increases in the cost of materials, as well as delays in receipt of materials due to international supply chain disruptions will continue to be an ongoing problem in the execution of projects, despite the gradual reopening of our local economy.

Renewal Project Selection Flow Chart



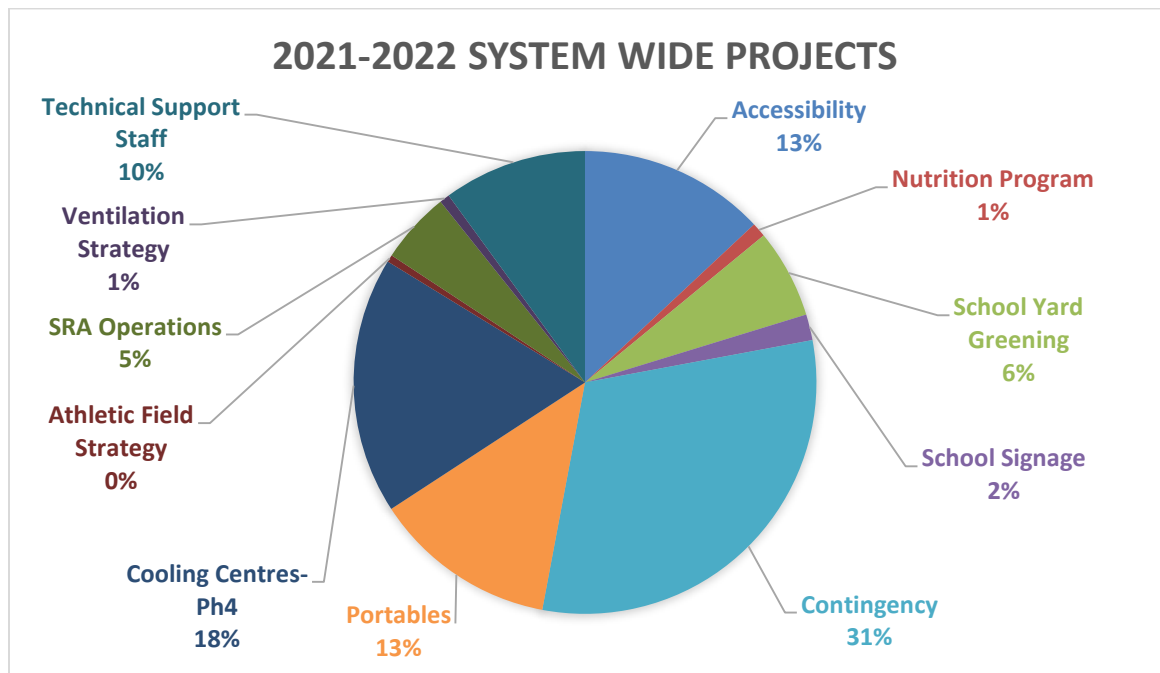
D. EVIDENCE/RESEARCH/ANALYSIS

1. ***The 2021-22 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 into the system for 2021-2022 to renew schools buildings in the system. It illustrates that Mechanical/Electrical projects will receive 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.



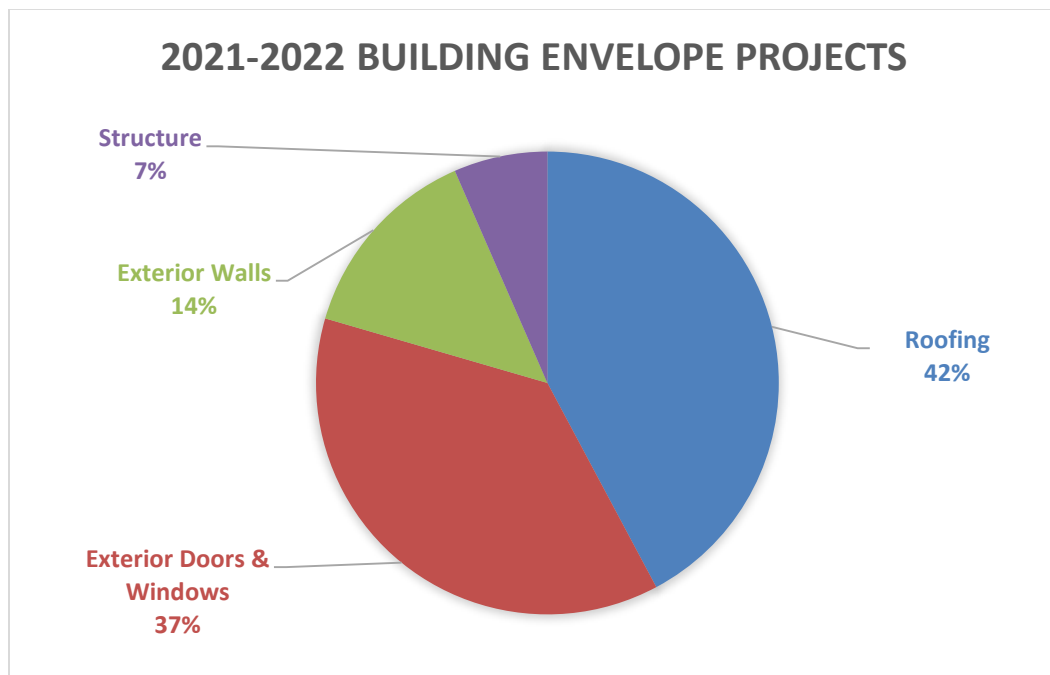
2. ***System wide initiatives vary greatly, but are meant to bring about improvements through annual targeted investment.*** This category is intended for work that is not associated with a particular school or component, but rather a broader program within the School Renewal Plan to reflect certain Board priorities. Key elements within the System-Wide envelope include:
 - Phase 4 of Cooling Centres (\$3.5M);
 - Portable classroom moves and major repairs; details for this work will be provided in the annual Portable Budget report in the spring of 2022; (\$2.5M);

- Budget of \$1.2M has been allocated for playground projects, referred to as the *Outdoor Environments Improvement Program Fund*, to address the motion from the Board of Trustees in June 2021, during the annual budget exercise;
- Undertaking a ventilation strategy to determine increased or enhanced ventilation options for schools that are not mechanically ventilated (\$150K);
- School signage upgrades – continued program (\$350K);
- School Renewal Allocation funded painting and flooring repairs, carried out by Environmental Support Services (\$1M);
- Contingency allowance to address unplanned critical and urgent repairs, unforeseen scope increases and cost increases due to changes in construction market conditions, including supply-chain pressures. (\$6M)



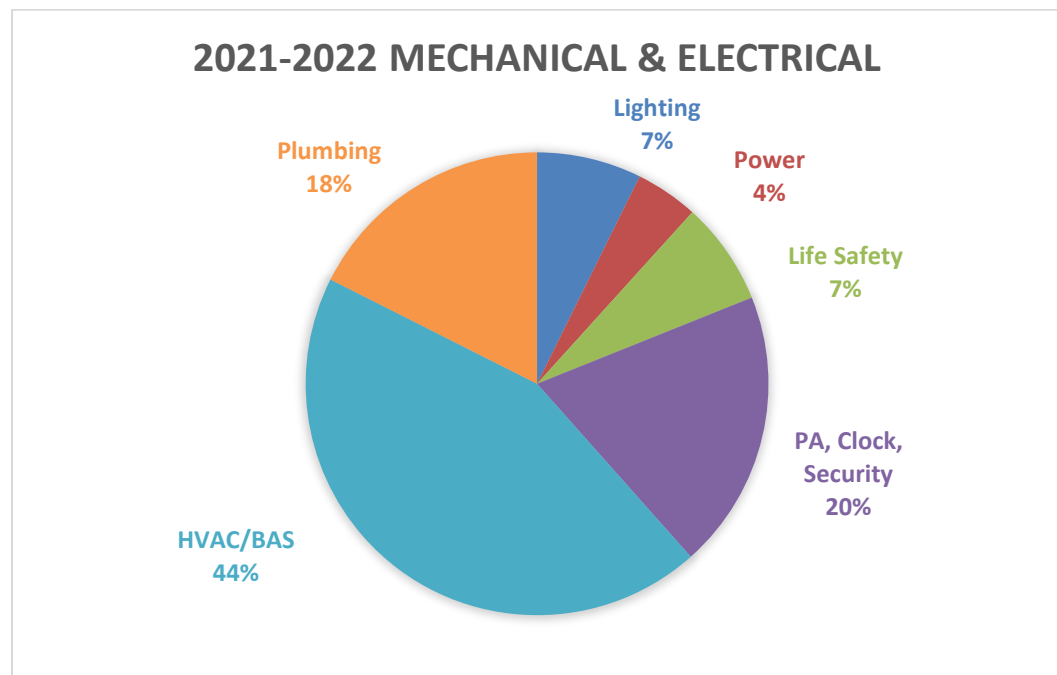
3. ***Building Envelope:***

- 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;
- Twenty-one (21) window and/or door projects have been identified in the 2021-22 Renewal plan. 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;
- Ten (10) roofing projects have been identified in the 2021-2022 Renewal Plan. Most of the roofing projects carry an allowance to replace exhaust fan equipment at the same time.



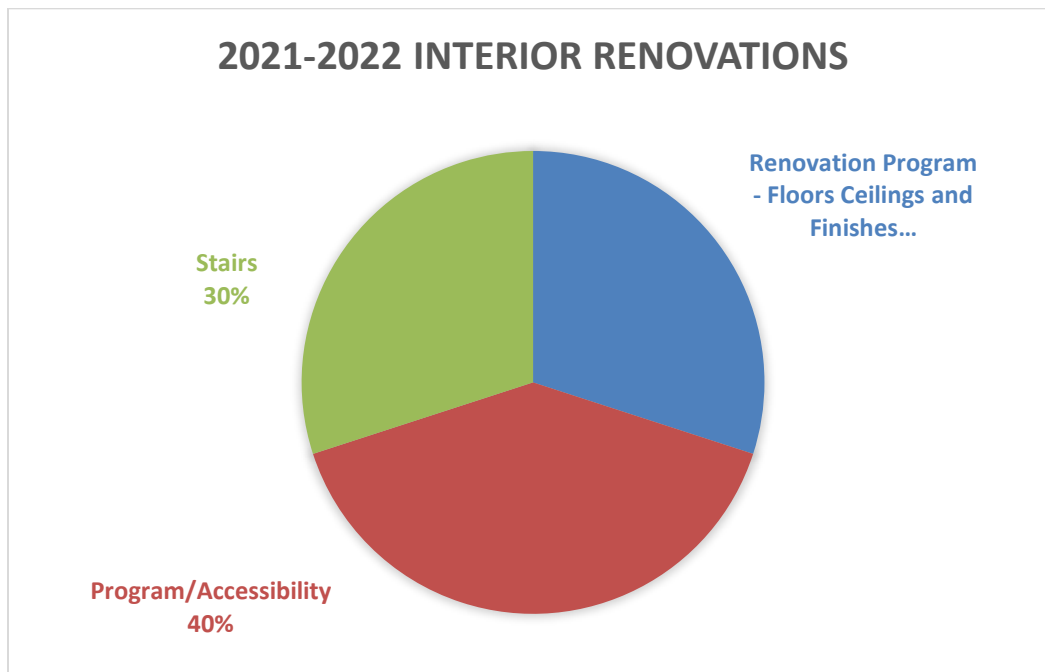
4. *Mechanical and Electrical:*

- This category has the largest proportion of the Renewal program budget as this work encompasses complex systems such as air-handling/roof-top units (AHU/RTU), boilers, chillers, radiators, building automation system (BAS), plumbing, lighting, power, life safety (fire alarm, Public Address, exit lighting), access control and security systems;
- Staff have recommended a mix of projects that will improve indoor air quality, such as replacing air handling systems, building automation upgrades and recommissioning, as well as new heating plant upgrades;
- To reduce the Board's energy footprint, a number of projects are recommended in the Renewal plan that align with the Energy Conservation Demand Management Plan (ECDM);
- A considerable amount of lighting, fire alarm and Public Address system projects have been proposed.



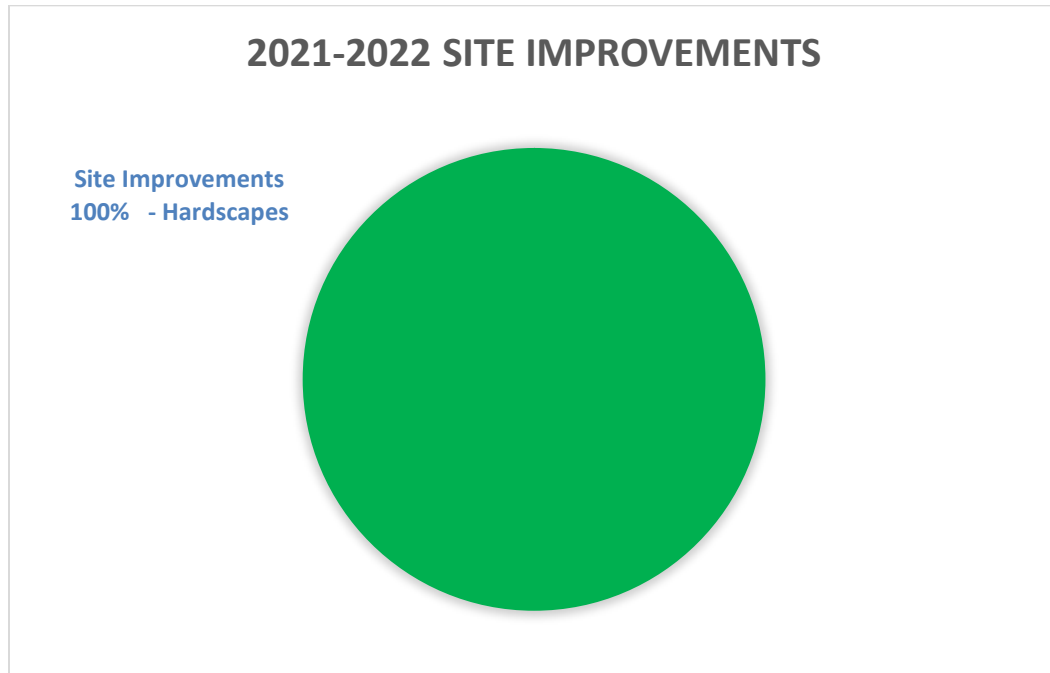
5. *Interior Renovations:*

- This category addresses general interior renovations, such as the replacement of floors, ceiling tiles, interior doors, millwork and repair of walls and new stairs. 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;
- Renovation General projects primarily deal with larger scope projects that include wall repair, flooring, ceiling replacement;
- Program related projects address DDME/accessibility renovations, classroom renovations to accommodate better learning environments, locker replacements, etc.;
- For 2021-2022, the school renewal plan carries a budget for stairwell replacement at 14 schools;



6. ***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.



7. ***The three-year Renewal Forecast has been included for information purposes only.*** 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 2021-22 plan, but is less accurate and requires further vetting and prioritization as a rolling forecast each year. The three-year forecast shows the same trends in areas of investment as the 2021-22 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. ***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.
2. ***Implementation of the SAP Investment Module/Project System (IM/PS) is complete.*** The Board approved a \$1M investment in the 2020-2021 Renewal Plan towards the implementation of the IM/PS SAP modules, which are tied directly to the existing SAP financial module. A great deal of Finance, Capital, Renewal and IT staff time has been invested into implementing this module. The system once fully implemented will allow for enhanced financial monitoring and improved efficiency in reporting project transactions and financial 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 2021-22 Renewal Plan, school principals, childcare 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 the Board policy, will be mailed to neighbours adjacent to our schools where major exterior projects are undertaken, including portable classroom installations.

4. ***Playground Consultation for the Outdoor Environments Improvement Program***

To apply for the Outdoor Environments Improvement Program funds, school communities will apply through their school Principal (as per the Standard Operating Procedure (SOP), Appendix A of B.G.01) with support from the school's Area Service Quality Supervisor and the Sustainable Outdoor Environment Team. Applications are then scored by staff based on various factors including, existing school yard condition, existing elements within the school yard, school community preparedness and socio-economic factors. The various Selection Committees then review the applications and score them for their respective ward, determining the allocation of available funds between the ward's applicants. Applicants in each ward are then informed of the funding allocations. The Sustainable Outdoor Environment Team is then assigned projects based on allocations, meeting and consulting with each school's Outdoor Committee, implementing each project as outlined in the SOP, with varying requirements based on the projects level of complexity, available funding, and whether it is combined with a larger project.

G. STAFF RECOMMENDATION

1. That the 2021-2022 Renewal Plan, with the budget amount of \$61,087,970.00, and as detailed on Appendices A and B, be approved.