



REPORT TO

## CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

### REVISED RENEWAL PLAN 2016-2018 (ALL WARDS)

*"I can do all this through Him who gives me strength."  
Philippians 4:13 (NIV)*

Created, Draft	First Tabling	Review
January 26, 2017	February 15, 2017	

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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**

Following approval of the 2016-2018 School Renewal plan in June 2016, the Ministry announced an additional \$1.1 billion in School Condition Improvement Grant (SCI), and School Renewal Allocation (SRA) renewal funding to school boards for the 2015-16 and 2016-17 school years. For the Board, this represents total additional allocation \$18.5M for the 2015-6 school year and \$21.3M for the 2016-17 school year.

This report recommends approval of the revised 2016-2018 School Renewal program, as detailed in Appendix B, C1 and C2, funded through the Pupil Accommodation Grant (PAG), School Condition Improvement Grant (SCI), and School Renewal Allocation (SRA) funding for a total estimated budget of \$106.9 M.

The purpose of this report is to recommend additional Renewal projects arising from the increased funding through a revised two-year program. The recommended work will address facility upgrades, high priority building renewal needs, including work related to local program and accommodation needs, energy upgrades and mandatory technical upgrades required by provincial or municipal jurisdictions.

The two-year school renewal program is intended to address critical facility upgrades and undertake renovations related to school program and accommodation needs.

**The cumulative staff time dedicated to developing this report was 52 hours**

## **B. PURPOSE**

1. It is of benefit to the Board to maintain and repair its buildings, to insure the value of the capital asset and provide a safe and healthy teaching environment for students and staff. Energy-savings and improved operation are generated through the replacement of older components and systems such as LED lighting, as well as through the energy.
2. By 2018, it is anticipated the Board will have a cumulative deferred maintenance backlog of approximately \$865 M upon completion of the 2016-2018 school renewal program, which has an anticipated expenditure of \$106.9 M. The deferred maintenance backlog will continue to increase as building components reach the end of their life cycle. The focus of the two-year school renewal program is to replace critical building components or systems that

have reached the end of their life cycle, are in poor condition or no longer function, and that have a significant impact on the operation or viability of the facility. The most pressing forced-technical repairs and program needs such as special education facilities, accessibility and related mechanical/electrical upgrades are included in the budget by redirecting funds from other “less than critical” renewal areas.

3. The revised 2016-2018 School Renewal Program requires Board approval as it identifies a strategic plan for investment in Board facilities

## **C. BACKGROUND**

1. Funds to address the various school building facility needs in Ontario are normally provided through the Pupil Accommodation Grant (PAG) annually. This grant is separated into three areas of facility need, namely:
  - a) School Operations Grant for caretaking, maintenance and utility needs;
  - b) School Renewal Grant for repair and renewal needs;
  - c) Capital funding grants for new building and addition needs.
2. On April 1, 2016, the Ministry announced that they would provide School Condition Improvement (SCI) funding for the 2016-17 period, totalling \$500 Million province wide. This was a continuation of the program launched a year earlier. The TCDSB was allocated \$18,224,950 in each of the 2015-16 and 2016-17 school years to address School Renewal needs identified through the Ministry Condition Assessment Program. Highlights of the funding program at were outlined as follows:
  - a) SCI funding allocation primarily used to address renewal needs identified through the 5-year Condition Assessment Program. A new five-year condition assessment cycle began in 2016.
  - b) Eighty percent (80%) of the SCI allocation is restricted to be and must target renewal work on key building components (e.g. structural, roofs, windows) and systems (boilers and HVAC and plumbing).
  - c) The remaining twenty percent (20%) of the SCI allocation is unrestricted and can be used to address items such as interior finishes, site work, playgrounds, etc.
  - d) Boards must report SCI expenditures in TCPS/VFA facility software within a certain timeframe.

- e) Cash flow payments for SCI will be made twice a year, based on the lesser of the amount reported in TCPS/VFA facility and in EFIS.
  - f) VFA will be working with all boards over the next year to migrate from TCPS to the VFA facility asset management software.
  - g) Boards are required to update the remaining service life of their assets.
3. On June 6, 2016, the Board approved the 2016-2018 School Renewal plan totalling \$67.3M, which was based on the PAG funding as well as the original SCI allocation. The original budget breakdown is shown in **Appendix A**
  4. On July 12, 2016, through 2016:B13 memorandum, the Ministry of Education announced they would provide an additional \$995M in SCI funding and an additional \$80M School Renewal Allocation (SRA) funding would be provided to help school boards address non capitalized repairs and maintenance in schools that are more aesthetic in nature. The increased SCI and SRA funding to be received by the TCDSB is outlined as follows:

School Year	Funding Source	Original Allocation	Revised Allocation	Funding Increase
2015-16	SCI	\$ 18,224,950	\$ 34,907,253	\$ 16,682,303
2015-16	SRA	\$ -	\$ 1,756,567	\$ 1,756,567
2016-17	SCI	\$ 18,224,950	\$ 37,725,647	\$ 19,500,697
2016-17	SRA	\$ -	\$ 1,768,925	\$ 1,768,925

5. The “80/20” rule, as outlined in background item 2, on how the SCI funds can be spent was amended to “70/30” and is very prescriptive. The following table outlines the component categories:

Expenditure Category by Component	Restricted (70%)	Unrestricted (30%)
A-Substructure (e.g. foundations, basement walls)	Yes	Yes
B-Shell/Superstructure (e.g. roofs, exterior walls, windows)	Yes	Yes
C-Interiors (e.g. stairs, floor finished, ceilings)	No	Yes
D-Services (e.g. plumbing, HVAC. Fire protection and electrical)	Yes	Yes
E-Equipment and furnishings (fixed items only)	No	Yes
F-Special Construction & Demolition	No	Yes
G-Building Sitework (e.g. parking lots, pavement)	No	Yes

*Note: Table referenced from Ministry of Education 2016:SB24*

6. The rules around School Renewal Allocation (SRA) funding are as follows:
  - 40% of the SRA funds are to be used towards operations/maintenance type expenditures such as painting, floor repairs, etc. This equates to \$702,627 in 2015-16 and \$707,570 in 2016-17.
  - 60% of the SRA funds projects that are capital in nature such as roof repairs, accessibility enhancements, portable repairs, etc. This equates to \$1,053,940 in 2015-16 and \$1,061,355 in 2016-17.
  - The work will be determined by local needs across 8 areas.
7. Unspent SCI and SRA funding will be carried forward to the next school year.
8. The Board's deferred maintenance currently sit at \$625M and based on the current funding noted in Appendix B, the deferred maintenance is expected to increase to approximately \$865M by the end of 2018. The Ministry began a new five-year assessment cycle in late summer/early fall of 2016 and has assessed 40 schools with the purpose of identifying and prioritizing renewal work, as well as assessing the school's facility condition index (FCI).
9. Metrics such as the FCI, the Board's long term accommodation plan and the capital priorities program have been taken into consideration with regards to

the development of the revised 2016-2018 school renewal program and the prioritization of categories of work and projects within those categories.

10. For the revised Renewal plan there are five expenditure areas within the renewal program as detailed in the budget breakdown, Appendix B;
  - system-wide initiatives, including refurbishment and relocation of portables. Rows shown with shading have been allocated additional budget to reflect the increased SCI and SRA funding;
  - building envelope;
  - mechanical & electrical and energy-related upgrades;
  - interior renovations (which includes program or accommodation related upgrades);
  - site work.
11. System-wide Initiatives: This category addresses broader programs of work, such as the installation of emergency eye wash stations in all slop sink rooms as mandated by Ministry of Labour and Health & Safety, as well as water bottle filling stations. The renewal program will also continue to support other initiatives including school yard greening, security cameras, access control (IP protocol), environmental and energy upgrades.
12. The revised 2016-2018 school renewal program outlined in Appendices C1 and C2 recommends additional work based on the increased funding. Projects shown in shaded rows are recommended for approval while unshaded projects were previously approved by the Board in the June 6, 2016 renewal program. Included in Appendix C1 and C2 are projects that will improve the energy efficiency of the school once completed and may be eligible for incentives through various programs such as Toronto Hydro's "Save On Energy".
  - a) Building Envelope: This includes 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 to this category. For major brick repair projects staff will explore the feasibility and option of installing panels to improve the insulation value of the walls.
  - b) Mechanical & Electrical: This category has the largest proportion of the renewal program budget as this work encompasses complex and often inter-related systems such as HVAC (boilers, chillers, air handlers), plumbing, lighting, power, controls, life safety (fire alarm, emergency and exit lighting) and security systems. To reduce the Board's energy footprint, staff have budgeted for the installation of Building Automation Systems to

control, monitor and trend HVAC equipment and room temperatures. To date, over 100 schools have BAS systems, which can be monitored online remotely, allowing for improved energy efficiency through scheduling, temperature and zone control. Additionally, BAS systems allow for quicker detection and solution of temperature and system problems in our schools. Staff have recommended LED lighting/occupancy control projects to significantly reduce our energy footprint.

- c) Interior Renovations: The increased funding has allowed staff to address much needed interior renovation projects related to programming and aesthetic projects such as painting and flooring.
- d) Site work projects cover both Landscape and/or Paving & Concrete. An allowance for possible artificial turf upgrades is carried under System-wide Initiatives, pending a further report to Board.

**D. EVIDENCE/RESEARCH/ANALYSIS**

- 1. The Renewal plan is based on information provided in VFA (through the Ministry of Education’s School Condition Assessment program), School Community requests, and various stakeholders such as Health & Safety, Area SQS staff and so on.
- 2. Critical and urgent repair of schools throughout the province currently totals \$1.7B. Maintenance of publicly funded schools in the last 5 years was underfunded by \$5.8 Billion. The TCDSB’s deferred maintenance backlog is currently \$625M and is expected to increase to \$865M by the end of 2018.
- 3. Staff continue to engage with school staff, CSPC groups and school communities to address facility issues and concerns.

**E. VISION**

VISION	PRINCIPLES	GOALS
To provide stewardship of Board resources and ensure fiscal responsibility.	Undertake critical building upgrades identified through the school inspections and the Ministry’s Asset Management Database; Align investment in the Board’s capital assets with multi-year strategic plan and Long Term; Accommodation Plan, as well as the Capital Priorities program.	To maintain the value of the Board’s capital assets and provide a safe and healthy learning environment for students and staff.

## **F. METRICS AND ACCOUNTABILITY**

1. The goal is to complete the projects listed in Appendix C1 and C2, within the time frame and budget defined as the revised 2016-2018 School Renewal Program.
2. Given the additional volume of work outlined in the program, it is recommended that the current number of renewal staff be reviewed for possible increase in contract personnel with specific technical experience. This would eliminate the need for external project managers. Currently, the workload of a typical renewal supervisor ranges from 20 to 40 projects at any time and their salaries are charged directly to projects.
3. Staff will look into creating opportunities for a portion of the interior renovation work to be undertaken and supervised by Maintenance trades and SQS staff in order to ensure the renewal plan is completed within the timeframe.
4. Work undertaken in the revised 2016-2018 School Renewal Program must follow the Board's Purchasing Policy, under the 2011 Broader Public Sector (BPS) Procurement Directive, in terms of acquiring goods and services, including receiving competitive bids for engineering and design services as well as construction contracts. The Procurement process is to be open, transparent and competitive.
5. Work is issued to pre-qualified vendors in an open and competitive bidding environment, as detailed in the Board's Purchasing Policy. Regular reports providing budget and status updates are provided to the Director and Associate Directors.
6. The Ministry's facility database must be updated upon completion of projects 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.
7. Consultant and contractor evaluation forms will be completed by staff at the end of each project and reviewed by Purchasing/Materials Evaluation and Approval Committee (PMEAC) to determine future eligibility on the Board's list of approved vendors. Principals will also have the opportunity to complete the evaluation forms as well.
8. A reconciliation report will come to the Board in the new year which may address additional funding, new or revised projects. Projects may be revised

in scope or removed from the Renewal plan subject to the Board's Long Term Accommodation Plan.

## **G. IMPLEMENTATION, STRATEGIC COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN**

1. Upon approval of the revised 2016-2018 School Renewal program, as detailed in Appendix C1 and C2, schools, day cares and permit groups will be informed of the work planned for their building by email, providing a link to the Board's Web site and the Facilities page.
2. The Renewal list will be sent to Principals, Superintendents and Trustees and updated bi-annually.
3. Request for Quotation (RFQ) for architectural, landscape or engineering services will be issued to pre-qualified vendors, as per the Board's Purchasing Policy. The consultant, along with a renewal project supervisor will meet with each school principal to review the scope and timelines for the project.
4. School community consultation will occur for applicable projects. Project status will be available through the Board's Web site.
5. 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.

## **H. STAFF RECOMMENDATION**

That the Revised 2016-2018 School Renewal Program, for a total budget of \$106.9M as detailed in Appendix B, C1 and C2 be approved.