



**COMMITTEE OF THE WHOLE (PUBLIC)**  
**Report No. 20-009**

**21 January 2020**

**Facilities Renewal Program and School Condition Improvement 2019-2020 Project Plan**

Key Contact: Michael Carson, Chief Financial Officer, 613-596-8211 ext. 8881

**PURPOSE:**

1. To obtain Board approval of the Facilities Renewal Program (FRP) to be implemented under the School Renewal Allocation (SRA), Temporary Accommodations (portable moves) and School Condition Improvement (SCI) funding for the 2019-2020 budget year.

**CONTEXT:**

2. The OCDSB has a large portfolio of buildings and properties in excess of 12 million square feet. More than 80% of the spaces are in excess of 20 years old. Like all public sector organizations the OCDSB has estimated an estimated backlog of deferred renewal in excess of \$600 million dollars.

The annual plan is designed to address the facility needs of the District, with a focus on ensuring staff can provide safe and healthy learning and working spaces for students and staff.

The Board has approved, as part of the total OCDSB operating budget, the School Renewal Allocation (SRA) 2019-2020 budget in the amount of \$15,315,128 which is equal to the estimated SRA grant. The 2018-2019 SRA carry forward from the previous fiscal year is \$54,741. The Temporary Accommodations Allocation (portable moves) for 2019-2020 is \$3,000,000. The Facilities Renewal Program Budget for 2019-2020 is \$18,369,869.

The 2019-2020 allocation of capital renewal funding for School Condition Improvement (SCI) is \$51,032,412. The 2018-2019 SCI carry forward from the previous fiscal year is \$25,982,257. The total School Condition Improvement budget for 2019-2020 is \$77,014,669.

The total combined Facilities Renewal Program and School Condition Improvement budget for the 2019-2020 year is \$95,384,538.

The recommended 2019-2020 plan includes a variety of renewal projects including:

- Site – paving and sidewalks, septic and water systems, parking areas, play areas, playgrounds, fencing;
- Building envelope – roofs, doors and windows, foundation repairs, masonry repairs, structural repairs;
- Building interior – flooring, ceilings, interior doors and hardware, millwork;
- Mechanical – heating, ventilation, air-conditioning, chillers, plumbing, controls;
- Electrical – hydro service upgrades, power distribution, generator replacements, lighting, communication cabling, network and telephone upgrades, public address and fire alarm systems;
- Portables – relocations, upgrades and repairs;
- Various functional alterations, program upgrades, renovations, and regulatory requirements;
- Environmental – asbestos abatement, oil storage tank removal and soils contamination remediation;
- Energy conservation and efficiency upgrades, multi-year energy plan projects; and
- Accessibility – 20 year accessibility plan and various barrier-free projects, elevator replacements, *Accessibility for Ontarians with Disabilities Act* (AODA) compliance for major renovations; a continued rollout of universal washrooms and change rooms are being undertaken based on identified needs.

## KEY CONSIDERATIONS:

3. This year, the Facilities Renewal Program (FRP) and School Condition Improvement (SCI) involve many projects of varying complexity and size. The priorities for the planned projects are based upon a multitude of factors which are considered prior to the final determination of the FRP and SCI work plans. These factors include: long-range building envelope reports; mechanical and electrical forecasts based upon Facilities staff experience and knowledge of the buildings; consultant reports; VFA building audits; preventative maintenance reports; school condition reports; program requirements; and accessibility needs.

4. SCI Funding Methodology

SCI funding is provided to address school renewal needs and must be used for expenditures that meet the requirement to be capitalized.

School boards are now restricted to using 70% of their SCI funding to address major building components (for example, foundations, roofs, windows) and systems (for example, HVAC and plumbing). School boards are allowed to use the remaining 30% of their SCI funding to address any locally-identified renewal needs that are listed in the provincial building database. Please see Table 1 below for the categories of restricted (70%) and unrestricted (30%) uses of SCI funding

**Table 1: Summary of Restricted and Unrestricted Expenditures:**

<b>Categories</b>	<b>Restricted (70%)</b>	<b>Unrestricted (30%)</b>
A. Substructure (e.g. foundations, basement walls)	Yes	Yes
B. Shell/Superstructure (e.g. roofs, exterior walls and windows)	Yes	Yes
C. Interiors (e.g. stairs, floor finishes, ceilings)	No	Yes
D. Services (e.g. plumbing, HVAC, fire protection and electrical)	Yes	Yes
E. Equipment & Furnishings	No	Yes
F. Special Construction & Demolition	No	Yes
G. Building Site Work (parking lots, site lighting)	No	Yes

5. Backlog

The current backlog of renewal projects continues to be in excess of \$528 million for the District's permanent learning facilities. Administration sites are not included in this total. Accessibility and program backlog is currently estimated at an additional \$107 million (total backlog of \$635 million). The planned projects are designed to maximize the value at each school and improve the condition of the facility for the students. The list of planned projects is subject to change due to unforeseen building component failures and program change pressures that may arise late in the school year.

6. Deferred Projects from 2018-2019

Due to various reasons, including tender pricing, trades availability and site conflicts, some projects from the 2018-2019 planned projects were deferred to the 2019-2020 project year. These projects have been identified within the project list and their budgets are included in the carry forward amount within the overall budget.

7. Temporary Accommodation

The temporary accommodations (portables) are still an integral part of the accommodation plan and are funded by the Ministry to meet our accommodation pressures as a result of enrolment growth. With the need to do major renewal work and/or accommodation retrofits, portables may be used at some sites in order to create swing space for renovations.

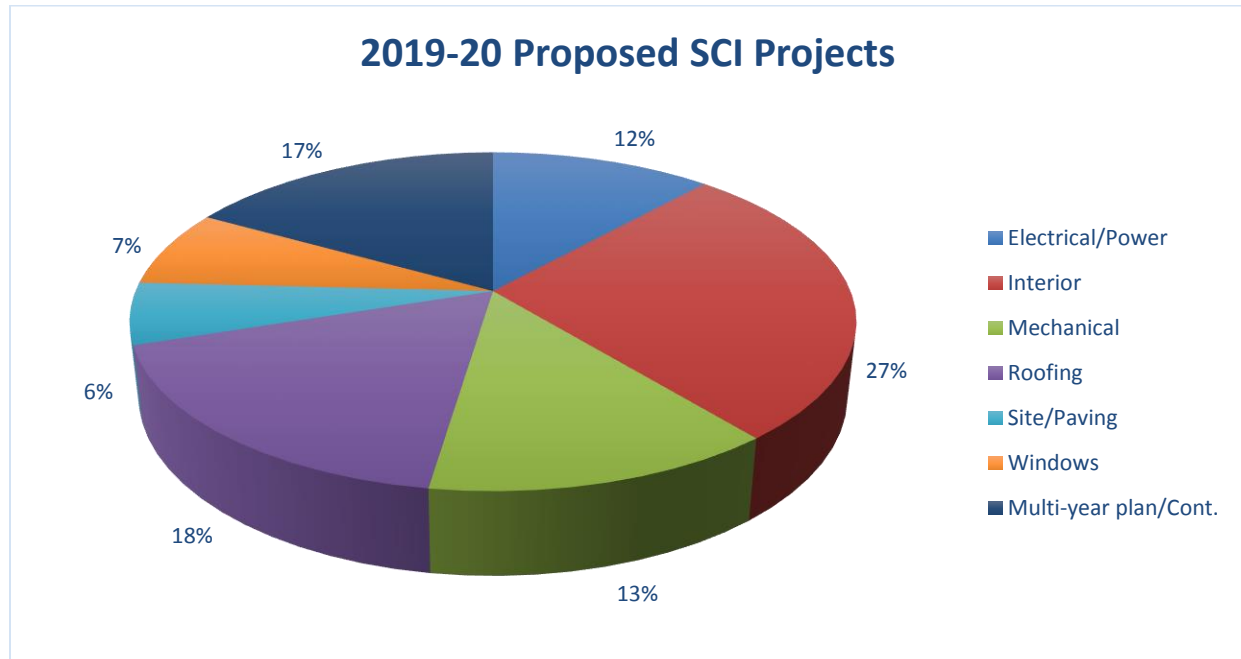
8. Unforeseen Annual Needs

Certain general project portfolios have budgets established under the various sites location designation. Unspecified projects have historically arisen, and provisions have been made to address these annual needs through the various sites budget lines. Project lists will be refined throughout the year based on supporting District programs and prioritized renewal needs as a result of building deterioration and failures, e.g., roof leaks, portable condition reviews and facility condition indexes.

9. Consolidation of Projects

In order to benefit from economies of scale, multi-discipline renewal projects may be combined at a school to improve the amount of work completed in a shorter period of time and draw on multiple trades and contractors to create a larger program upgrade. These projects will be developed through the design review and will be tendered as single contracts when feasible. This will improve project delivery and ensure effective communications with all stakeholders during construction.

10. **2019-2020 Facilities Work Plan:**



The 2019-2020 Facilities Work Plan continues to target building infrastructure renewal projects. Historical metrics indicate the realistic construction work that can be undertaken annually by the District is between \$40M-\$50M. The entire FRP/SCI budget allocation has been assigned to multiple site specific projects and with support of multi-year programs continued from the 2018-2019 budget year.

2019-20 Proposed SCI Projects		
Electrical/Power	\$9,010,000	12%
Interior	\$21,087,000	27%
Mechanical	\$10,235,000	13%
Roofing	\$13,530,000	18%
Site/Paving	\$4,540,000	6%
Windows	\$5,650,000	7%
Multi-year plan/Cont.	\$12,962,669	17%
<b>Total</b>	<b>\$77,014,669</b>	<b>100%</b>

## Special Initiatives:

### 11. Running Track Refurbishment

This year's work plan identifies eight site-based projects to rejuvenate high school running tracks.

### 12. Solar Photovoltaic Systems

In conjunction with the District's multi-year energy plan and 2019-2023 Strategic Plan goal of creating a culture of responsibility, the work plan identifies four sites which will receive solar photovoltaic net-metering systems. These systems will allow the building to use electricity generated from the building-mounted panels which reduces consumption from the electrical grid and also reduces our carbon footprint.

### 13. Learning Commons

In the upcoming year, work is planned at the AY Jackson Secondary School (SS) library in conjunction with the science lab upgrade. An overall budget to support learning commons conversions was allocated in the 2018-2019 project plan with the unspent portion carried forward annually to support future projects. Secondary school libraries continue to be reviewed and prioritized for retrofit in the coming years through a consultation process.

### 14. Science Labs

The 2019-2020 work plan includes upgrades at AY Jackson SS, Colonel By SS and Canterbury High School (HS). It should be noted that the science lab upgrade program at these sites will be a multi-year project due to the invasive nature of science lab work. It is not possible to complete science lab upgrades during the summer months, as a result, they are phased over multiple years as was done recently at Gloucester and Bell High Schools. Projects at these three sites will be designed over the winter months with construction beginning in July 2020.

### 15. Multi-Year/Multi-Site Investments (continued from 2018-2019)

The 2018-2019 project plan identified multiple programs which require attention over a multi-year approach. A phased rollout of the program will continue over the next two years as technical analysis and investigation continues. An outline of the multi-year/site program is as follows:

#### a. Auditorium Investments

Part of the multi-year plan includes upgrades to some of the core lighting and electrical infrastructure within secondary school auditoriums. In addition to this work, architectural upgrades (seating etc.) will also be reviewed;

#### b. Steam to Hot Water Boiler Upgrades

There are currently six schools within the District that have operating steam plants. Steam system replacement projects tend to be extremely invasive projects. The investigation and planning portion to the program will continue through the 2019-2020 school year with implementation of the physical work starting in the summer of 2021.

c. Acoustic Treatments – Kindergarten and Music Rooms

Schools continue to be prioritized based on needs associated with health and safety concerns and recommendations through Program and Learning K-12 and Learning Support Services departments . The implementation of acoustic treatments will begin in the summer of 2020.

## RESOURCE IMPLICATIONS:

16. Funding

The combined approved FRP budgets (funded through the SRA) and SCI budgets in the Ministry's 2019-2020 estimates areas follows:

FRP

School Renewal Allocation	\$ 15,315,128
Temporary Accommodations (Portables) Allocation	\$ 3,000,000
FRP Reserves 2018-2019 - Carry forward	\$ 54,741
<b>TOTAL FRP Funding 2019-2020</b>	<b>\$ 18,369,869</b>

SCI

SCI 2019-2020 Funding	\$ 51,032,412
SCI Reserves 2018-2019 – Carry forward	\$ 25,982,257
<b>TOTAL SCI Funding 2019-2020</b>	<b>\$ 77,014,669</b>

**TOTAL FRP/SCI Funding 2019-2020** **\$ 95,384,538**

17. Expenditure

The FRP and SCI projects are planned for the 2019-2020 fiscal year. A summary of the FRP/SCI 2019-2020 budget by division of work is outlined in Appendix A. The detailed project list, by school or project initiative, is outlined in Appendix B. In order to meet the Broader Public Sector (BPS) procurement guidelines, projects need to be approved prior to raising commitments. A list of projects, as well as a contingency plan, has been compiled in order to effectively roll out next fiscal year's funding. The following is the estimate of project expenditures:

FRP Projects

FRP Project Plan	\$ 15,369,869
Temporary Accommodations (Portables) Projects	\$ 3,000,000
<b>TOTAL FRP Planned Projects 2019-2020</b>	<b>\$ 18,369,869</b>

SCI Projects

SCI Project Plan	\$ 51,032,412
SCI Reserves 2018-2019 - Carry forward	\$ 25,982,257
<b>TOTAL SCI Planned Projects 2019-2020</b>	<b>\$ 77,014,669</b>

**TOTAL FRP/SCI Planned Projects 2019-2020** **\$ 95,384,538**

18. As the 2019-2020 planned projects are tendered, based on bid results, projects will be added or removed in order to expend the full budget allocations. It is expected that SCI funding will be used for eligible facility renewal needs. Uncommitted FRP and SCI funds during the year will be used to augment the projects to ensure full use of the funding available.

Original project estimates are based on initial information available and are considered Class 'D' estimates (+/- 25%). As projects evolve during the design development, the project scope may increase or decrease depending on further investigation of existing site conditions and site specific needs. Project budgets will be increased or decreased as required to reflect the scope adjustments for the projects.

As part of the Ministry of Education's reporting requirements, project updates are entered into the VFA database to track the work completed, monitor renewal backlog and generate new funding in subsequent years.

## **COMMUNICATION/CONSULTATION ISSUES:**

19. Due to the number of FRP and SCI projects, Facilities staff continues to work with school communities, childcare operators, Program and Learning K-12, Learning Support Services, Continuing Education and Community Use of Schools departments to prepare work plans that will allow construction to proceed safely during the school year, while minimizing the disruption to students and staff.

## **STRATEGIC LINKS:**

20. In keeping with the goal of creating a culture of social responsibility, as outlined in the 2019-2023 Strategic Plan, The District continues to support the physical environments that facilitate learning, and offer comfort and safety. It is the District's desire to provide inspirational places to learn and work which attract, retain, nurture, value and engage students and staff. Investments into building renewal and upgrades of schools will help improve the quality of teaching spaces and help to promote the success of our students and staff.

## **RECOMMENDATION:**

- A. THAT the Facilities Renewal Program and School Condition Improvement Project budget in the amount of \$95,384,538 be approved as detailed in Appendix B of Report 19-110;
- B. THAT staff be authorized to proceed with individual project tenders within the Facilities Renewal Program and School Condition Improvement Project plans;

- C. THAT as projects are tendered, based on bid results, or as priorities change, additional projects may be added or removed to suit the availability of the overall budget and these additional projects will be able to proceed without further approval as long as the total overall FRP/SCI budgets are not exceeded; and
- D. THAT the Chair of the Board and Director of Education are authorized to award contracts above \$500,000 that are within this overall available uncommitted approved budget.

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Michael Carson  
Chief Financial Officer

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Camille Williams-Taylor  
Director of Education and  
Secretary of the Board

## **APPENDICES**

- Appendix A 2019-2020 Facilities Renewal Program and School Condition Improvement Summary
- Appendix B 2019-2020 Facilities Renewal Program and School Condition Improvement Project List