

AGENDA: 2:00 p.m.

1. Call to Order
2. Approval of the Agenda
3. Correspondence from the Westdale Turf Field Sub-Committee
4. 2016-17 School Consolidation Capital Project Funding Submission
5. Key Parameters and Assumptions to Guide 2017/2018 Budget Development
6. 2017/2018 Board Budget Priorities for Consultation Purposes
7. Interim Financial Report – November 30, 2016
8. Hill Park Feasibility Study
9. Elementary Program Strategy Benchmarks
10. Adjournment

Thank you for providing the Westdale Turf Field Sub-Committee a delegation in September.

Thank you also for tasking the HWDSB Staff to explore partnership opportunities with McMaster and other organizations. We would like to provide some 'New' information and some context to the Executive Report to Finance and Facilities Committee report dated December 14, 2016.

We are confident that there is still a financial case to construct an Artificial Turf Field at Westdale Secondary School if the project is delayed until October 31, 2017.

The following is a summary of the "new" information followed by further notes and details

1. "No Bona Fide Capital Partnerships"- Ward 1 residents are already bona fide capital partners (\$250,000) and have applied for an additional \$500,000 PB funds which would be available in October 2017.
2. Project Cost (Short Term Capital) – \$750,000 needed. Seeking a delay until October 2017 to bridge the gap.
3. Project Cost (Long Term Capital) – The projected replacement cost as provided by the board staff is high compared to current market costs (+\$350,000).
4. Maintenance Costs – maintenance of sod is \$10,000/yr more than turf (HWDSB 2014 report) – the savings may be applied to the 10 year replacement cost.
5. Revenue Potential – in order to properly maintain sod there are significantly reduced hours of use - turf provides more rental hours, attracts higher rental fees and can be used during inclement weather.
6. Rental – our committee is confident that there is demand for additional turf fields in the area (as already shown by McMaster).
7. Naming – there is an opportunity to tie into the city's desire to name and honour local achievers – Westdale alumni Russ Jackson has recently been mentioned in the media. Councillors are actively seeking a location to bear his name – we would like that to be our field.

1. No Bona Fide Capital Partnerships

The Memo to the Finance and Facilities Committee, dated December 14, 2016 stated that:

Staff has not received any bona fide capital partnership proposals to address the additional funding required to move from a natural turf field to an artificial turf field

The Ward 1 community is prepared to make a contribution of \$250,000.00 to the WestdaleTurf Field project, and we understand that the "smaller field" would remain status quo.

The HWDSB Board of Trustees should also be aware that in December the Westdale Turf Field Sub-Committee submitted an application to the Ward 1 Priority Budgeting Committee for an ADDITIONAL \$250,000.00 which would be decided by October 31, 2017.

The Westdale Turf Field Sub-Committee is confident that Ward 1 would contribute \$500,000.00 to the project by October 31, 2017.

The HWDSB staff was aware of the Westdale Turf Field application, but did not include this information in the report.

2. Project Cost (Short Term Capital)

The said Memo states that the Westdale Project would require an "additional capital contribution of \$750,000.00".

The Budget for the Churchill Artificial Turf Field is \$1.75 million with a 10% contingency WITHOUT consulting fees.

The HWDSB Board of Trustees approved a budget of \$1.25 million for the Westdale Turf Field Natural Turf Project WITHOUT consulting fees.

The RFP sent out by the HWDSB Staff confirmed the \$1.25 million dollar budget without consulting fees.

The additional capital contribution is \$500,000.00 as opposed to \$750,000.00 stated in the report WITHOUT consulting fees.

If the Westdale Turf Field Sub-Committee is successful in securing Ward 1 Priority Budget funding, By October 31, 2017, the Ward 1 community would

bridge the gap in funding between a Natural Turf Field and an Artificial Turf Field.

3. Project Cost (Long Term Capital)

The Westdale Turf Field Sub-Committee recognizes that the Project Cost (Long Term-Capital) is greater for an Artificial Turf Field.

The HWDSB 2014 report indicates the cost to replace the Turf Field in 10 years was \$900,000.00.

Our research indicates that the cost to renew the Artificial Turf Field is \$550,000.00 after 10 years. This cost could be confirmed by your consultant.

The differential in Long Term capital is \$37,000.00 between Natural Turf and Artificial Turf.

4. Maintenance Costs

The HWDSB 2014 report indicates that the maintenance costs are \$35,000.00 for a Natural Turf Field and \$25,000.00 for an Artificial Turf Field per annum.

Based on the report it is \$10,000.00 less to maintain an Artificial Turf Field which reduces the Long Term Capital costs from \$37,000.00 to \$27,000.00 per year.

5. Revenue Potential

The Category 3 Natural Turf Field can only sustain 24 hours of use per week, which will NOT be able to cover the Westdale Curricular and Extra-Curricular needs from September to July. The hours of use has been shared with the teachers at Westdale.

Based on this information, the Westdale Field will only be able to be rented in July and August for a maximum of 24 hours per week.

The maximum revenue potential (100% utilization) is \$11,520.00 based on eight weeks of rental at \$60.00 per hour. In a 75% utilization this translates to \$8,640.00 and in a 50% utilization \$5,760.00.

The 2014 staff report to the HWDSB Board of Trustees indicates that the revenue potential for \$50,400.00 based on 100% utilization.

The HWDSB report dated October 29, 2014 indicates that the revenue potential (100% utilization) for Artificial Turf Field is \$128,000.00.

6. Rental

The Westdale Turf Field Sub-Committee is confident that we can bring \$27,000.00 in rental contracts to the HWDSB by October 31, 2017 to support the difference in Long Term Capital between a Natural Turf Field and an Artificial Turf Field.

The said Rental Contracts would be vetted through the HWDSB Staff to ensure that they are supportive of the HWDSB Community Use of Schools Policies and Procedures.

The HWDSB would retain the revenue from the provided rental contracts and all other HWDSB Westdale Turf Field Rentals.

The rental potential for an Artificial Turf field is much greater than the rental potential of a Category 3 Natural Turf Field.

7. Russ Jackson Field

The Westdale Turf Field Sub-Committee is recommending that the HWDSB Board of Trustees name the field “Russ Jackson Field”

Russ grew up in West Hamilton and attended Westdale Secondary School.

He went on to star in the Canadian Football League and has been enshrined in the Canadian Football Hall of Fame, McMaster Athletics Hall of Fame and named to the Order of Canada.

Russ later went on to serve as a Secondary School Educator as a Teacher, Vice-Principal and Principal.



EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: January 18, 2017

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations & Treasurer
David Anderson, Senior Facilities Officer

RE: 2016-17 School Consolidation Capital Project Funding Submission

Action X **Monitoring** ☐

Recommended Action:

That the Board approve the 2016-17 School Consolidation Capital Projects (Appendix–A) for submission to the Ministry of Education (MOE).

Rationale/Benefits:

Hamilton-Wentworth District School Board has received over \$125 million in funding from the 2012, 2013, 2014, and 2015 funding submissions. Successful capital project submissions have included funding for two new secondary schools, five new elementary schools and several significant additions and/or renovations at one secondary and seven elementary schools. See table below for breakdown of recent successful capital funding submissions.

Submission	Date Received	Funding Received	Projects
2012 Capital Priorities	February 2013	\$40 Million	New North School, Saltfleet Addition, Cootes Paradise addition/ renovations
2013 Capital Priorities	May 2014	\$41.33 Million	Tiffany Hills, Nora Frances Henderson Secondary School
2014 School Consolidation Capital Projects	March 2015	\$19 Million	Classroom Renovations at Franklin Rd, Queensdale and GL Armstrong, and classroom additions at Pauline Johnson and Ridgemoount as part of the Central Mountain accommodation review. West Flamborough accommodation review – new school at Beverly Community Centre and funding toward new school on Greensville school site
2016 Capital Priorities Projects	Nov 2016	\$27 Million	East Hamilton II and Lower Stoney Creek reviews, and Summit Park submissions. New Eastdale school and childcare, new Summit Park school, and renovations at Sir Wilfrid Laurier.

Background:

The 2016 -17 School Consolidation Capital as identified in Appendix-A meets Ministry of Education criteria, as outlined in Memorandum 2016:BI9 (Appendix-B). The Ministry will consider funding projects that allow a school board to reduce their excess capacity. Eligible projects for funding consideration include the following:

- Consolidating two (or more) schools into one new facility.
- Building an addition and/or undertaking a major renovation to an existing school to accommodate enrolment from other schools that a school board has made a decision to close.
- Right-sizing existing schools by renovating existing excess space for other uses including child care and child and family program rooms and community hubs.

Business cases should address the following:

- Improvement of facility utilization through the reduction of unused space.
- Impact on reducing a school board's operating and renewal costs.
- Enrolment projections for schools in the area of the project.
- Existing renewal needs of schools that are part of the business case.
- Other benefits, such as improved programming, accessibility, and/or energy efficiency.
- Results of the accommodation review process (where applicable).

The ministry will assess all proposed projects using project-specific quantitative and qualitative measures depending upon the category of project.

In May 2015, the ministry announced \$120 million in new child care funding over three years towards the construction of child care spaces in new schools and schools approved for major expansions and renovations. Proposals submitted for Child Care funding are to be included in the Capital Priorities and School Capital Consolidation submissions. On May 6, 2016, the ministry announced additional capital funding for new child care space in schools, by supplementing the existing child care funding program to support further new builds, expansion, replacement and retrofits of child care spaces.

HWDSB staff are currently working to identify the need for childcare space in the three proposed project locations. Appendix-A indicates "to be announced" (TBA) under the childcare section which indicates that HWDSB will apply for childcare space if any locations are deemed appropriate.

Summary Points

- School boards are to submit SCC projects that need to be completed by the 2020-21 school year.
- School boards will be able to submit their business cases and Joint Submission forms through the School Facilities Inventory System (SFIS) beginning on December 6, 2016.
- The deadline for SCC submissions, including the Joint Submission forms, is **January 27, 2017**.
- SCC submissions related to accommodation reviews must have a final trustee decision by March 24, 2017 to be considered for SCC funding approval.
- Business cases will be required only for a school board's top eight SCC projects.
- School boards may also request funding for the construction of child care and child and family programs and community hubs as part of a school board's SCC submission.

It is anticipated that funding for the 2016-17 School Consolidation Capital submission will be announced prior to Spring 2017.

Priority	Project	Project Type	Accommodation Review Completed	Enrolment Pressure	School Consolidation	Facility Condition	Childcare	Joint Use	Community Hub	Rationale
1	Memorial (SC)	New School	June 6, 2016	✓	✓	✓	TBA			Proposing a JK-8 elementary school on the Memorial (SC) site as part of the Lower Stoney Creek accommodation review. Memorial (SC) site is the most viable to build a new school while maintaining use of the existing facility and is the proposed site for a new French Immersion program that will serve the Lower Stoney Creek area. New Memorial (SC) school is replacing current Memorial (SC) school and 67% of Mountain View's students are proposed to attend new Memorial. Mountain View's utilization is currently 143% and the new school would alleviate enrolment pressure. Memorial (SC) and Mountain View both have an FCI of 50% or greater and a combined \$11.6 million in high and urgent renewal needs.
2	Glendale Campus	New School	June 6, 2016		✓	✓	TBA			Proposing a JK-8 elementary school on the Glendale Campus as per the Board of Trustees decision regarding the East Hamilton City 2 accommodation review.. The new school would replace Glen Brae, Glen Echo, and Sir Isaac Brock and consolidate students from all three schools and 20% of students from Sir Wilfrid Laurier. The three closing schools collectively have \$9.7 million in high and urgent renewal needs and \$1.75 million in benchmark and accessibility needs. Closing the 3 facilities would remove approximately 225 pupil places in East Hamilton City 2 planning area.
3	Collegiate Avenue	New School	June 6, 2016		✓	✓	TBA			Proposing a JK-8 elementary school on the Collegiate site as part of the Lower Stoney Creek accommodation review. New Collegiate School is proposed to accommodate 30% of current students from Collegiate and 100% of students from both Green Acres and RL Hyslop schools. All three schools have an FCI of 50% or greater and collectively have \$9.3 million in high and urgent renewal needs. All three schools combined have approximately \$4.3 million in benchmark and accessibility needs.

MOE Business Case Considerations

1) Enrolment Pressure: Projects will accommodate pupils where enrolment is currently or is projected to persistently exceed capacity at a school or within a group of schools, and students are currently housed in non-permanent space (e.g., portables).

2) School Consolidations: Projects that support the reduction of excess capacity in order to decrease operating and renewal costs and address renewal need backlogs. These projects may also provide other benefits such as improved program offerings, accessibility or energy efficiency. Projects linked to an accommodation review must have a final trustee decisions on the outcome of the pupil accommodation review by August 5, 2016.

3) Facility Condition: Projects will replace schools that have higher renewal needs than the cost of constructing an appropriately sized new facility.

4) French-language Accommodation: Projects will provide access to French-language facilities where demographics warrant. Such projects will only be considered eligible if the school board can demonstrate that there is a sufficient French-language population not being served by an existing French-language school facility.

Childcare- The MOE is willing to fund capital costs associated with the construction of child care spaces in new school and school approved for major expansions and renovations.

Joint Use- The MOE encourages boards to consider collaborative capital project submission involving two or more school boards. The MOE will review all joint use projects for funding consideration before evaluating any other submissions.

Community Hub- the ministry encourages school boards to consider collaborative capital project arrangements between school boards and community partners. The community partner must provide capital funding for the project, and the project must not result in additional operating costs for the school board.

Project Evaluation

The ministry will assess all proposed projects using project-specific quantitative and qualitative measures depending upon the category of project.

For Accommodation Pressures and French-Language Accommodation projects:

- Assessments will be based on school-level capacity ratings, historical enrolment trends, enrolment forecasts, and geographic distribution of students; and
- Primary consideration will be given to projects in areas where accommodation needs are currently high and secondary consideration to projects in areas where accommodation needs are expected to be high in the next five to ten years.

For Facility Condition and School Consolidation projects:

- Assessments will be based on the projected operating and renewal savings and the removal of renewal backlog needs relative to the project cost; and
- Priorities will be given to projects with the highest expected Internal Rate of Return. This will be calculated using the expected cost of the project compared to the expected savings resulting from the project.

In addition to project specific assessments, the following school board performance measures will also be considered for all Capital Priorities project categories:

- School board’s ability to build to ministry benchmark costs as evidenced by past projects;
- School board’s ability to deliver projects within target timeframes as evidenced by past projects;
- School board’s history of meeting the ministry’s capital accountability measures (Appendix F);
- Enrolment and utilization trends for projects of the school board which have previously been funded; and
- Number of projects the school board currently has underway and the status of these projects in relation to approved funding and opening dates.

The ministry will expect that school boards will explore various options before submitting their business cases for a specific option. School boards must be able to identify the cost differentiation and considerations of various

Status Quo	Year Built	Rank	FCI	Rank	High and Urgent Renewal	Rank	Accessibility Costs	Rank	Benchmark Costs	Rank	Total
R.L. Hyslop	1966	4	53%	6	\$3,503,590	7	\$945,000	10	\$1,282,500	9	7.20
Mountain View	1949	10	61%	8	\$8,584,324	9	\$345,937	6	\$75,938	1	6.80
Memorial (SC)	1955	8	50%	4	\$3,010,483	6	\$303,750	5	\$1,991,250	10	6.60
Elizabeth Bagshaw	1969	2	111%	10	\$10,376,281	10	\$362,813	7	\$75,938	2	6.20
Glen Echo	1965	6	71%	9	\$5,742,113	8	\$248,906	4	\$101,250	3	6.00
Collegiate	1954	9	59%	7	\$2,838,200	3	\$189,844	2	\$1,231,875	8	5.80
Eastdale	1965	5	52%	5	\$2,512,777	2	\$546,750	8	\$666,563	7	5.40
Glen Brae	1967	3	42%	2	\$2,993,306	5	\$664,031	9	\$270,000	4	4.60
Green Acres	1956	7	44%	3	\$2,985,876	4	\$227,813	3	\$438,750	6	4.60
Sir Isaac Brock	1969	1	24%	1	\$954,625	1	\$187,312	1	\$278,438	5	1.80

Colour	School	Avg
	Memorial (SC)	7.20
	New Collegiate	5.87
	New Eastdale	4.60
	Glendale	4.13

	Collegiate	Eastdale	Elizabeth Bagshaw	Glen Brae	Glen Echo	Green Acres	Memorial (SC)	Mountain View	R.L. Hyslop	Sir Isaac Brock	Sir Wilfrid Laurier
New Eastdale	70%	100%	0%	0%	0%	0%	0%	37%	0%	0%	0%
New Collegiate	30%	0%	0%	0%	0%	100%	0%	0%	100%	0%	0%
New Memorial	0%	0%	0%	0%	0%	0%	100%	63%	0%	0%	0%
New Glendale	0%	0%	1%	100%	100%	0%	0%	0%	0%	100%	20%
Sir Wilfrid Laurier	0%	0%	99%	0%	0%	0%	0%	0%	0%	0%	80%

Ministry of Education

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2016: B19

MEMORANDUM TO: Directors of Education
Consolidated Municipal Service Managers (CMSMs)
District School Services Administration Boards (DSSABs)

FROM: Gabriel F. Sékaly
Assistant Deputy Minister
Financial Policy and Business Division

Shannon Fuller
Acting Assistant Deputy Minister
Early Years Division

DATE: December 01, 2016

SUBJECT: Request for School Consolidation Capital Funding
Submissions

We are writing to announce details of the 2017 round of the Ministry's \$750 million School Consolidation Capital (SCC) program. This funding was announced in the 2014-15 Grants for Student Needs (GSN) release as part of the School Board Efficiencies and Modernization (SBEM) initiative. In addition, the Ministry has child care capital funding to fund replacement of child care and child and family program rooms where supported by the Consolidated Municipal Service Manager (CMSM)/District Social Services Administration Board (DSSAB) that would be lost due to a school consolidation or address demand in a new school being built as part of a school consolidation project.

The Ministry recognizes that for school boards to effectively and efficiently manage their excess capacity, they will need to, in some cases, adjust their capital footprint. Through the SCC program, capital funding will be available to school boards to support projects that address a school board's excess capacity. This funding will be allocated on a business case basis for new schools, retrofits and additions that support consolidations.

School boards are requested to provide the Ministry with their consolidation projects that need to be completed by the 2020-21 school year. The Ministry will be reviewing the SCC submissions for funding consideration, as well as to understand the need for ongoing capital investments in the education sector.

In recognition of the increase in construction costs, the Ministry has increased its funding benchmarks by two percent. Projects approved through this round of SCC will be funded according to this increase. This increase does not apply to any previously approved projects.

Highlights/Summary Points

- School boards are to submit SCC projects that need to be completed by the 2020-21 school year.
- School boards will be able to submit their business cases and Joint Submission forms through the School Facilities Inventory System (SFIS) beginning on December 6, 2016.
- The deadline for SCC submissions, including the Joint Submission forms, is January 27, 2017.
- SCC submissions related to accommodation reviews must have a final trustee decision by March 24, 2017 to be considered for SCC funding approval.
- Business cases will be required only for a school board's top eight SCC projects.
- School boards may also request funding for the construction of child care and child and family programs and community hubs as part of a school board's SCC submission.

Submission of SCC Projects

Beginning December 6, 2016, school boards will be able to submit business cases and Joint Submission forms for their requests for SCC funding through SFIS. Only a school board's eight highest priority projects expected to open no later than 2020-21 will be considered for SCC funding and will need to be supported with a completed business case. School boards are required to submit their SCC business cases and Joint Submission forms by January 27, 2017. The Ministry will not accept business cases or Joint Submission forms after this date.

School boards can save their work in progress within the SFIS module, however, once school boards submit their business cases, their submissions will be locked from further editing. Thereafter, school boards will only be able to modify their business cases by requesting that their Capital Analyst unlock the submission.

The Ministry is aiming to make announcements regarding their SCC funding decisions in early Spring 2017. It is anticipated that an announcement of the next round of Capital Priorities to follow shortly thereafter.

Business Case Considerations

The Ministry will consider funding projects that allow a school board to reduce their excess capacity. Eligible projects for funding consideration include the following:

- Consolidating two (or more) schools into one new facility.
- Building an addition and/or undertaking a major renovation to an existing school to accommodate enrolment from other schools that a school board has made a decision to close.
- Right-sizing existing schools by renovating existing excess space for other uses including child care and child and family program rooms and community hubs.

School boards must address why any capital investment is required from the Ministry in order to remove excess capacity from its inventory. The SCC business cases will be reviewed by the Ministry with the focus being on the cost effectiveness of the proposed solutions.

School boards are encouraged to submit alternative solutions for Ministry funding consideration. These alternatives may be submitted as supplemental documents through SFIS.

The Ministry expects that the business case and supplemental documents will demonstrate why the proposed project is the best accommodation solution. This should include a rationale of why less costly alternatives are not being recommended by the board, including the use of existing school facilities that require little or no capital investments or joint use facilities between school boards.

As part of its evaluation, the Ministry utilizes calculations to determine the financial value of the project. These calculations are based upon the proposed cost of the project weighed against the expected reduction in costs, both in the form of ongoing operational, ongoing renewal savings and the elimination of any existing renewal backlog.

The business cases should address the following:

- Improvement of facility utilization through the reduction of unused space.
- Impact on reducing a school board's operating and renewal costs.
- Enrolment projections for schools in the area of the project.
- Existing renewal needs of schools that are part of the business case.
- Other benefits, such as improved programming, accessibility, and/or energy efficiency.
- Results of the accommodation review process (where applicable).

We expect that school boards will be submitting projects for SCC funding that are linked to accommodation reviews decisions. Please note, projects related to accommodation reviews must have a final trustee decision by March 24, 2017 to be considered for SCC funding approval.

Submission of Child Care and Child and Family Program Projects in Schools

As with the last round of child care and child and family program submissions through the Capital Priorities program, school boards and Consolidated Municipal Service Managers/District Social Services Administration Boards (CMSMs/DSSABs) have an opportunity to include child care and child and family programs as part of their SCC request.

The Ministry will consider funding capital projects in schools where there is a need to replace child care and child and family program rooms that would be lost due to a school consolidation or address demand in a new school being built as part of a school consolidation project for children aged 0 to 3.8 years of age. School boards will need to have the support of the corresponding CMSM/DSSAB regarding the eligibility and viability requirements to build or renovate child care rooms in the identified school. Note that stand-alone child care and child and family program projects are not eligible as part of the SCC program.

Eligibility

The Ministry will consider funding the creation of child care and child and family program rooms in schools, under the following conditions:

- 1) The target school is any of the following:
 - a. An existing school that will be accommodating students from a closing school that currently contains child care spaces and/or child and family program rooms.
 - b. A new school that is to be constructed and receives Ministry funding approval.
 - c. An existing school that is to undergo a major addition/renovation that receives Ministry funding approval.
 - d. An existing building that has been purchased for the purposes of student accommodation and receives Ministry funding approval.
- 2) The school board has the support of the corresponding CMSM/DSSAB regarding the eligibility and viability requirements to build child and family program rooms and/or child care rooms and create child care spaces for ages 0 to 3.8 years in the identified school.
- 3) The child care spaces and/or child and family program rooms will not result in an operating and/or financial pressure for the CMSM/DSSAB.

In November 2016, the Ontario government announced an investment of approximately 3,400 new licensed child care spaces across the province as a first step towards creating 100,000 additional spaces over the next five years. Capital child care projects funded under this round of SCC which result in new spaces would also be counted towards this commitment. When considering long-term viability, CMSMs/DSSABs and school board planners must consider their needs for at least the next five years and use population projections as well as other local data to inform submission decisions.

Joint Submission Form

As part of your SCC submission, the Ministry will require a Joint Submission form (available for download through SFIS) signed by both the CMSM/DSSAB Manager of Children's Services and the school board Director of Education. The Joint Submission form includes project details and confirms that the child care and/or child and family program meets all eligibility and viability requirements.

See Appendix A for details on submission requirements for child care projects, and Appendix B for details on submission requirements for child and family program projects.

To be considered for funding, the Joint Submission form must be submitted as part of the school board's SCC business case. A copy must also be provided to your school board's Capital Analyst (see Appendix C) and Ministry Early Years Regional Staff (Education Officer and Child Care Advisor) (see Appendix D). The Ministry may request supporting documentation following a review of the Joint Submission form.

School boards are required to submit their completed Joint Submission forms by January 27, 2017. The Ministry will not accept Joint Submission forms after this date.

Joint Use Capital Projects in Schools

As with previous capital funding programs, the Ministry encourages school boards to consider collaborative capital project arrangements between school boards. The Ministry will review all joint use projects for funding consideration before evaluating any other SCC submissions. Joint use projects are more likely to receive capital funding and also have the opportunity to generate an increased amount of capital funding than individual projects. Please see [2013:B18](#) and [2016:B17](#) Memorandums for further details.

Community Hub Projects in Schools

As you are likely aware, in August 2015, the Premier's Community Hubs Framework Advisory Group released a report titled [Community Hubs in Ontario: A Strategic Framework and Action Plan](#). This action plan brought renewed focus to the discussion of strategies to support the formation of community hubs across the province.

The Ministry recognizes the value of joint community based planning across local agencies. To that end, the Ministry encourages school boards to seek out community organizations for possible partnership opportunities in their SCC submissions.

Note that child care and/or child and family program requests should be addressed through the completion of a Joint Submission form.

Proceeds of Disposition

School boards will not be required to allocate their Proceeds of Disposition (POD) towards new SCC projects. School boards are reminded, however, that projects that they wish to undertake on their own using POD will first need to be submitted to the Ministry through the Capital Priorities or SCC programs. Additionally, school boards have the option to identify POD as a funding source for a SCC project that addresses outstanding renewal needs. Please see [2015:B13](#) Memorandum for further details.

Capital Analysis and Planning Template

The Capital Analysis and Planning Template (CAPT) is an essential tool for understanding school boards' capital financial position. An approved CAPT is necessary before the Ministry is able to sufficiently assess the existing capital activity of a school board. As a result, school boards will not be considered for SCC funding approval if the Ministry does not have an approved CAPT consistent with the school board's 2015-16 Financial Statements.

Ministry Contact

SCC Program

If you have any SCC program questions, or require additional information, please contact the Capital Analyst assigned to your school board (Appendix C) or:

Paul Bloye, Manager, Capital Policy and Programs Branch at 416-325-8589 or at Paul.Bloye@Ontario.ca

or

Mathew Thomas, Manager, Capital Policy and Programs Branch at 416-326-9920 or at Mathew.P.Thomas@ontario.ca.

Child Care and Child and Family Program

If you have any child care and child and family program questions, or require additional information, please contact the Early Years Education Officer or Child Care Advisor assigned to your school board (Appendix D) or:

Jeff O'Grady, Acting Manager, Early Years Implementation Branch at 416-212-4004 or at Jeff.OGrady@ontario.ca.

We look forward to working with you to identify your future SCC projects.

Original signed by:

Gabriel F. Sékaly
Assistant Deputy Minister
Financial Policy and Business Division

Shannon Fuller
Acting Assistant Deputy Minister
Early Years Division

Appendices:

Appendix A: Child Care Projects

Appendix B: Child and Family Program Projects

Appendix C: List of Ministry Capital Analysts

Appendix D: List of Ministry Early Years Education Officers and Child Care Advisors

c.c. Senior Business Officials
Superintendents and Managers of Facilities
Managers of Planning
Early Years Leads
CAOs of Consolidated Municipal Service Managers
CAOs of District Social Services Administration Boards
Steven Reid, Director, Field Services Branch, Ministry of Education

Appendix A: Child Care Projects

Child Care Eligibility

The Ministry will consider funding capital projects in schools where there is a need to replace child care rooms that would be lost due to a school consolidation or address demand in a new school being built as part of a school consolidation project for children aged 0 to 3.8 years of age. School boards will need to have the support of the corresponding Consolidated Municipal Service Manager/District Social Services Administration Board (CMSM/DSSAB) regarding the eligibility and viability requirements to build or renovate child care rooms in the identified school.

When considering long-term viability, CMSMs/DSSABs and school board planners must consider at least the next five years and use population projections, as well as other local data to inform submission decisions.

Joint Planning and Local Prioritization of Child Care Projects

The Ministry expects school boards and CMSMs/DSSABs to work together to identify the need for dedicated child care space to support children ages 0 to 3.8 years in schools. CMSMs/DSSABs will need to consider projects relative to demand, long-term viability, and their local child care plan.

The school board and CMSM/DSSAB are to separately provide a priority ranking for each child care and/or child and family program request being submitted for consideration. The school board provides its ranking for the project against its other projects, and the CMSM/DSSAB prioritizes all projects they are being asked to sign-off on by all school boards (i.e., if the English public school board, the English Catholic school board, and the French Catholic school board all request municipal approval on their Joint Submission form, the CMSM/DSSAB must prioritize them all together rather than per individual school board). This will help ensure that the approved child care and/or child and family program projects align with approved capital projects.

This will require active communication between CMSMs/DSSABs and coterminous school boards to prioritize child care and/or child and family program projects being submitted by all school boards in the service areas of the CMSM/DSSAB.

Ministry Prioritization of Eligible Child Care Projects

As originally communicated in the [2015:B11](#) Memorandum, the Ministry will continue to use the following factors to prioritize projects under this policy should the number of eligible submissions surpass available funding:

- Child care replacement due to school consolidation/accommodation review;
- Age groupings (infant rooms are a priority);
- Accommodation pressures/service gaps; and
- Cost effectiveness and viability.

Child Care Operational and Accountability Requirements

Approved new construction of child care rooms must meet the following operational and accountability requirements:

- The child care spaces/rooms will not result in an operating and/or financial pressure for the CMSM/DSSAB.
- The physical space will be owned by the school board and leased to the child care operator or CMSM/DSSAB. School boards are not to charge operators beyond a cost-recovery level.
- School boards will recover their accommodation costs (e.g., rent, heating, lighting, cleaning, maintenance and repair costs) directly from child care operators and/or CMSMs/DSSABs as per the school board's usual leasing process. School boards are not permitted to absorb additional school board facility costs (e.g., custodial, heat, and lighting) and renewal costs (e.g., windows) through Ministry funding, such as the School Facility Operations or Renewal Grant.
- School boards are required to follow the capital construction approval process for the new construction and/or renovations of child care rooms. As per the Ministry's Capital Accountability Requirements, school boards will be required to submit a space template before designing the project, where applicable. School boards will require an Approval to Proceed (ATP) before the project can be tendered.
- Child care space will not count as loaded space for the purposes of the facility space template. The facility space template should provide details of the child care space under the section "Community Use Rooms".
- School boards will be held accountable for implementing appropriate measures to ensure that the cost and scope of approved child care projects are within the approved project funding and do not exceed the Ministry's benchmarks.
- Rooms must be built in accordance with the [Child Care and Early Years Act, 2014](#) (CCEYA).
- It is expected that all new child care rooms funded under this policy will be built to accommodate a maximum group size for each age grouping for children 0 to 3.8 years (e.g., 10 infant spaces, 15 toddler spaces, and 24 preschool spaces), and that child care rooms will be for exclusive use during the core school day. Although unobstructed space requirements are per child, infant, and toddler group sizes require additional space for separate sleep areas, change area, etc. These should be considered when developing floor plans. Considerations should also include the long-term use of the room, including the ability to convert to other child care age groups or for classroom use.
 - Please note, a new optional approach to age groupings, ratios and staff qualifications will be implemented starting September 1, 2017 as part of the recent regulatory announcements under the CCEYA. Under the new approach, licensees will have the option of operating under the current requirements for

age groupings, ratios, and qualifications (Schedule 1) or applying to adopt the new option (Schedule 2). Licensees and new applicants will have the opportunity to apply for a license under Schedule 2, which would be approved based on set criteria.

- Schedule 2 will come into effect on September 1, 2017 as an option. Licensees will be informed of when they can begin to submit requests for revisions by Fall 2016.
- Programs created will support continuity of services for children and families in order to accommodate children as they age out of programs. For example, if a toddler room is included in the project proposal a preschool room must also be available.
- For the purpose of this policy, an eligible child care operator:
 - Is a not-for-profit operator or municipal operator; or
 - Is a for-profit operator already located in a school as a result of an agreement and has a purchase of service agreement, both of which were in place as of the date the memorandum was issued; and
 - Has not changed ownership or has not terminated the agreement since the date the memorandum was issued.
- Capital funding for child care cannot be used to address other school board capital needs. Funding will not be provided for school-age child care spaces as the Ministry will not fund exclusive space for before and after school child care programs.

Child Care Capital Funding Calculation and Eligible Expenses

New construction of child care rooms will be funded using the current elementary school construction benchmarks (for both elementary and secondary schools under this policy), including the site-specific geographic adjustment factor (GAF). For this policy, the loading factor used to calculate the capital funding will be 26 pupil places per room regardless of age groupings (e.g., infant, toddler, and preschool rooms will all be funded based on 26 pupil places per room). This approach allows school boards to build child care rooms at maximum group size and allow flexibility to address potential changes under the CCEYA. This funding formula will apply to all new construction of child care, including the replacement of existing child care due to school consolidation or accommodation review.

$$\begin{array}{ccccccc}
 \text{Capital Funding for} & & & & & & \\
 \text{New Construction of} & = & 26 & \times & \text{Elementary} & \times & \text{Average} \\
 \text{Child Care Rooms} & & \text{Pupil} & & \text{Construction} & & \text{Elementary} \\
 & & \text{Places} & & \text{Cost} & & \text{Area} \\
 & & & & \text{Benchmark} & & \text{Benchmark} \\
 & & & & & & \times \text{Site} \\
 & & & & & & \text{Specific} \\
 & & & & & & \text{GAF}
 \end{array}$$

Note: The capital funding for retrofit projects for child care will be a maximum of 50 percent of the capital funding for new construction projects. School boards are expected to first utilize their uncommitted Schools-First Child Care Capital Retrofit Policy (SFCCRP) funding towards child care retrofit projects that have been submitted.

Eligible expenses include:

- First-time equipping; and
- Expenses incurred to meet CCEYA and Building Code standards, which qualify under the [Tangible Capital Assets Guide](#) (TCA), revised April 2015.

Application Process – Joint Submission

The Joint Submission form includes project details, separate project rankings by both the school board and the CMSM/DSSAB, and confirms that the child care program meets all eligibility and viability requirements.

In order to be considered for funding for the construction of new or renovated child care rooms, school boards must work with their municipal partners to submit a jointly-signed Joint Submission form requesting the construction of child care space. School boards must submit a Joint Submission form signed by both the CMSM/DSSAB Manager of Child Care and Early Years System and the school board Director of Education.

The Joint Submission form must be submitted as part of the school board's business case. The Joint Submission form is to be submitted directly to the school board's Capital Analyst (Appendix C) and Ministry Early Years Regional Staff (Education Officer and Child Care Advisor) (Appendix D).

Joint Submission forms must be received by the Ministry by January 27, 2017.

The Ministry may request supporting documentation following a review of the Joint Submission.

Appendix B: Child and Family Program Projects

Child and Family Program Eligibility

The Ministry will consider funding capital projects in schools where there is a need to replace child and family program rooms that would be lost due to a school consolidation or address demand in a new school being built as part of a school consolidation project. Child and family program projects must result in new child and family program space (i.e., not a retrofit to an existing child and family program space). School boards will need to have the support of the corresponding Consolidated Municipal Service Manager/District Social Services Administration Board (CMSM/DSSAB) regarding the eligibility and viability requirements to build or renovate child and family programs in identified schools.

When considering long-term viability, CMSMs/DSSABs and school board planners must consider at least the next five years and use population projections, as well as other local data to inform submission decisions.

Child and family programs refer to the following Ministry supported programs: Ontario Early Years Centres (OEYCs), Parenting and Family Literacy Centres (PFLCs), Child Care Resource Centres (CCRCs), and Better Beginnings, Better Futures (BBBFs). As part of Ontario's early years modernization plan, these four programs will be integrated and transformed to establish Ontario Early Years Child and Family Centres (child and family programs). While the expectation is that the key features of child and family programs are implemented by 2018, it is understood that system integration will take time and adjustments may need to be made in the future. CMSMs/DSSABs will be responsible for the local management of child and family programs as part of their existing service system management responsibilities for child care and other human services.

Joint Planning and Local Prioritization of Child and Family Program Projects

The Ministry expects school boards and CMSMs/DSSABs to work together to identify the need for child and family programs. CMSMs/DSSABs will need to consider projects relative to demand, long-term viability, and their local needs assessment for child and family programs.

The school board and CMSM/DSSAB are to separately provide a priority ranking for each child care and/or child and family program request being submitted for consideration. The school board provides its ranking for the project against its other projects, and the CMSM/DSSAB prioritizes all projects they are being asked to sign-off on by all school boards (i.e., if the English public school board, the English Catholic school board, and the French Catholic school board all request municipal approval on their Joint Submission form, the CMSM/DSSAB must prioritize them all together rather than per individual school board). This will help ensure that the approved child care and/or child and family program projects align with approved capital projects.

This will require active communication between CMSMs/DSSABs and coterminous school boards to prioritize child care and/or child and family program projects being submitted by all school boards in the service areas of the CMSM/DSSAB.

Ministry Prioritization of Eligible Child and Family Program Projects

The Ministry will use the following factors to prioritize projects under this policy should the number of eligible submission surpass available funding:

- Projects are “ready-to-go” and the community has already made plans to relocate, replace or build new child and family program space in a school.
- Child and family programs are in locations that are well-positioned to meet local needs and fill identified service gaps, and will align with future child and family programs planning completed by CMSMs/DSSABs.
- Projects in communities where municipal partners already have familiarity and/or responsibility for child and family programs, and where strong partnerships between the school board and municipality already exist.

Child and Family Program Operational and Accountability Requirements

Approved new construction of child and family program rooms must meet the following operational and accountability requirements:

- The child and family program space/rooms will not result in an operating pressure for the CMSM/DSSAB.
- The physical space will be owned by the school board and leased to the child and family program operator or CMSM/DSSAB. School boards are not to charge operators beyond a cost-recovery level.
- School boards will recover their accommodation costs (e.g., rent, heating, lighting, cleaning, maintenance and repair costs) directly from child and family program operators and/or CMSMs/DSSABs as per the school board’s usual leasing process. School boards are not permitted to absorb additional school board facility costs (e.g., custodial, heat, and lighting) and renewal costs (e.g., windows) through Ministry funding, such as the School Facility Operations or Renewal Grant.
- School boards are required to follow the capital construction approval process for the new construction and/or renovations of child and family program rooms. As per the Ministry’s Capital Accountability Requirements, school boards will be required to submit a space template before designing the project, where applicable, school boards will require an Approval to Proceed (ATP) before the project can be tendered.
- Child and family program space will not count as loaded space for the purposes of the facility space template. The facility space template should provide details of the child and family program space under the section “Community Use Rooms”.
- School boards will be held accountable for implementing appropriate measures to ensure that the cost and scope of approved child and family program projects are within the approved project funding and do not exceed the Ministry’s benchmarks.
- Child and family programs are all Ministry funded child and family programs (OEYCs, PFLCs, CCRCs, and BBBFs).

- It is expected that child and family program spaces built or renovated under this policy:
 - Are built to the specifications of a kindergarten classroom or a regular classroom;
 - Have separate and sufficient washroom space for parents and children using the centre;
 - Have a separate sink or portable sink for parents/caregivers and children using the centre; and
 - Have appropriate covered space for stroller parking on school property or within the school.
- For the purpose of this policy, an eligible child and family program operator:
 - Is a not-for-profit operator or municipal operator; and
 - Receives support from the Ministry to operate an OEYC, PFLC, CCRC, or BBBF program.
- Capital funding for child and family programs cannot be used to address other school board capital needs.

Child and Family Program Capital Funding Calculation and Eligible Expenses

The construction of child and family program rooms will be funded using the current elementary school construction benchmarks (for both elementary and secondary schools under this policy), including the site-specific geographic adjustment factor (GAF). For this policy, the leading factor used to calculate the capital funding will be 26 pupil places per room. This approach allows school boards to build child and family program rooms that can be converted for classroom use in the future, if necessary. This funding formula will apply to all new construction of child and family programs, including the replacement of existing child and family programs due to school consolidation or accommodation review.

$$\begin{array}{ccccccc}
 \textit{Capital Funding for} & & & & \textit{Elementary} & & \textit{Average} \\
 \textit{New Construction of} & = & \textit{26 Pupil} & \times & \textit{Construction} & \times & \textit{Elementary} \\
 \textit{Child and Family} & & \textit{Places} & & \textit{Cost} & & \textit{Area} \\
 \textit{Program Rooms} & & & & \textit{Benchmark} & & \textit{Benchmark} \\
 & & & & & & \times \textit{Site} \\
 & & & & & & \textit{Specific} \\
 & & & & & & \textit{GAF}
 \end{array}$$

Note: The capital funding for retrofit projects for child and family programs will be a maximum of 50 percent of the capital funding for new construction projects.

Eligible expenses include:

- First-time equipping; and
- Expenses incurred to meet Building Code standards, which qualify under the [Tangible Capital Assets Guide](#) (TCA), revised April 2015.

Application Process – Joint Submission

The Joint Submission form includes project details, separate project rankings by both the school board and the CMSM/DSSAB, and confirms that the child and family program meets all eligibility and viability requirements.

In order to be considered for funding for the construction of new or renovated child and family program space, school boards must work with their municipal partners to submit a jointly-signed Joint Submission form requesting the construction of child and family program space. School boards must submit a Joint Submission form signed by both the CMSM/DSSAB Manager of Child Care and Early Years System and the school board Director of Education.

The Joint Submission form must be submitted as part of the school board's business case. The Joint Submission form is to be submitted directly to the school board's Capital Analyst (Appendix C) and Ministry Early Years Regional Staff (Education Officer and Child Care Advisor) (Appendix D).

Joint Submission forms must be received by the Ministry by January 27, 2017.

The Ministry may request supporting documentation following a review of the Joint Submission.

Appendix C: List of Ministry Capital Analysts

DSB	District School Board	Capital Analyst	Email	Phone
1	DSB Ontario North East	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
2	Algoma DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
3	Rainbow DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
4	Near North DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
5.1	Keewatin-Patricia DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
5.2	Rainy River DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
6.1	Lakehead DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
6.2	Superior Greenstone DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
7	Bluewater DSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
8	Avon Maitland DSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
9	Greater Essex County DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
10	Lambton Kent DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
11	Thames Valley DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
12	Toronto DSB	Lisa Bland	Lisa.Bland@ontario.ca	416-326-9921
13	Durham DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
14	Kawartha Pine Ridge DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
15	Trillium Lakelands DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
16	York Region DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
17	Simcoe County DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
18	Upper Grand DSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
19	Peel DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
20	Halton DSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
21	Hamilton-Wentworth DSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
22	DSB Niagara	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
23	Grand Erie DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
24	Waterloo Region DSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
25	Ottawa-Carleton DSB	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
26	Upper Canada DSB	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
27	Limestone DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
28	Renfrew County DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
29	Hastings and Prince Edward DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
30.1	Northeastern CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
30.2	Nipissing-Parry Sound CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
31	Huron Superior CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
32	Sudbury CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
33.1	Northwest CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
33.2	Kenora CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
34.1	Thunder Bay CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
34.2	Superior North CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
35	Bruce-Grey CDSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
36	Huron Perth CDSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796

DSB	District School Board	Capital Analyst	Email	Phone
37	Windsor-Essex CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
38	London DCSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
39	St. Clair CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
40	Toronto CDSB	Lisa Bland	Lisa.Bland@ontario.ca	416-326-9921
41	Peterborough VNCCDSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
42	York CDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
43	Dufferin Peel CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
44	Simcoe Muskoka CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
45	Durham CDSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
46	Halton CDSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
47	Hamilton-Wentworth CDSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
48	Wellington CDSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
49	Waterloo CDSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
50	Niagara CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
51	Brant Haldimand Norfolk CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
52	CDSB of Eastern Ontario	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
53	Ottawa CSB	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
54	Renfrew County CDSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
55	Algonquin and Lakeshore CDSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
56	CSP du Nord-Est	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
57	CSP du Grand Nord de l'Ontario	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
58	CS Viamonde	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
59	CÉP de l'Est de l'Ontario	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
60.1	CSCD des Grandes Rivières	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
60.2	CSC Franco-Nord	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
61	CSC du Nouvel-Ontario	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
62	CSDC des Aurores boréales	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
63	CSC Providence	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
64	CSDC Centre Sud	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
65	CSDC de l'Est ontarien	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
66	CÉC du Centre-Est	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018

Appendix D: List of Ministry Early Years Education Officers and Child Care Advisors

REGION	EO/CCA	CMSM/DSSAB	SCHOOL BOARD
TORONTO	<u>Education Officer:</u> Dolores Cascone Tel: 416-314-6300 Toll Free: 1-800-268-5755 Dolores.Cascone@ontario.ca TBD (French Language Boards) <u>Child Care Advisor:</u> Isilda Kucherenko Tel: 416-325-3244 Isilda.Kucherenko@ontario.ca	City of Toronto	CS Viamonde CSD catholique Centre-Sud Toronto Catholic DSB Toronto DSB
		County of Dufferin	CS Viamonde CSD catholique Centre-Sud Dufferin–Peel Catholic DSB Upper Grand DSB
		Regional Municipality of Halton	CS Viamonde CSD catholique Centre-Sud Halton Catholic DSB Halton DSB
		Regional Municipality of Peel	CS Viamonde CSD catholique Centre-Sud Dufferin-Peel Catholic DSB Peel DSB
		County of Wellington	CS Viamonde CSD catholique Centre-Sud Upper Grand DSB Wellington Catholic DSB
LONDON	<u>Education Officer:</u> Sue Chanko Tel: 519-870-2187 Sue.Chanko@ontario.ca TBD (French Language Boards) <u>Child Care Advisor:</u> Karen Calligan Tel: 226-919-5832 Karen.Calligan@ontario.ca	Regional Municipality of Waterloo	CS Viamonde CSD catholique Centre-Sud Waterloo Catholic DSB Waterloo Region DSB
		City of Brantford	Brant Haldimand Norfolk Catholic DSB CS Viamonde CSD catholique Centre-Sud Grand Erie DSB
		County of Norfolk	Brant Halidmand Norfolk Catholic DSB CS Viamonde CSD catholique Centre-Sud Grand Erie DSB
		City of Hamilton	CS Viamonde CSD catholique du Centre-Sud Hamilton-Wentworth DSB Hamilton-Wentworth Catholic DSB
		Regional Municipality of Niagara	CS Viamonde CSD catholique Centre-Sud DSB of Niagara Niagara Catholic DSB
		County of Huron	Avon Maitland DSB CS Viamonde CSD des écoles catholiques du Sud-Ouest Huron-Perth Catholic DSB
		County of Lambton	CS Viamonde CSD des écoles catholiques du Sud-Ouest Lambton Kent DSB St. Clair Catholic DSB

		City of London	CS Viamonde CSD des écoles catholiques du Sud-Ouest London District Catholic SB Thames Valley DSB
		County of Oxford	CS Viamonde CSD des écoles catholiques du Sud-Ouest London District Catholic SB Thames Valley DSB
		City of St. Thomas	CS Viamonde CSD des écoles catholiques du Sud-Ouest London District Catholic SB Thames Valley DSB
		City of Stratford	Avon Maitland DSB CS Viamonde CSD des écoles catholiques du Sud-Ouest Huron-Perth Catholic DSB
		City of Windsor	CS Viamonde CSD des écoles catholiques du Sud-Ouest Greater Essex County DSB Windsor-Essex Catholic DSB
		Municipality of Chatham-Kent	CS Viamonde CSD des écoles catholiques du Sud-Ouest Lambton-Kent DSB St. Clair Catholic DSB
NORTH BAY / SUDBURY	<u>Education Officer:</u> Renée Brouillette Tel: 705-497-6893 Toll Free: 1-800-461-9570 Renee.Brouillette@ontario.ca <u>Child Care Advisor:</u> Lina Davidson Tel: 705-564-4282 Lina.Davidson@ontario.ca	Cochrane DSSAB	CSD catholique des Grandes Rivières CSD du Nord-Est de l'Ontario DSB Ontario North East Northeastern Catholic DSB
		Nipissing DSSAB	Algonquin and Lakeshore Catholic DSB Conseil des écoles publiques de l'Est de l'Ontario CSD catholique des Grandes Rivières CSD catholique du Centre-Est de l'Ontario CSD catholique Franco-Nord CSD du Nord-Est de l'Ontario DSB Ontario North East Near North DSB Nipissing-Parry Sound Catholic DSB Northeastern Catholic DSB Renfrew County DSB
		Parry Sound DSSAB	CSD catholique Centre-Sud CSD catholique du Nouvel-Ontario CSD catholique Franco-Nord CSD du Nord-Est de l'Ontario Near North DSB Nipissing-Parry Sound Catholic DSB Simcoe Muskoka Catholic DSB Sudbury Catholic DSB

		Timiskaming DSSAB	CSD catholique des Grandes Rivières CSD du Nord-Est de l'Ontario DSB Ontario North East Northeastern Catholic DSB
		City of Greater Sudbury	CSD catholique du Nouvel-Ontario CSD du Grand Nord de l'Ontario Rainbow DSB Sudbury Catholic DSB
		Algoma DSSAB	Algoma DSB CSD catholique des Grandes Rivières CSD catholique du Nouvel-Ontario CSD du Grand Nord de l'Ontario CSD du Nord-Est de l'Ontario DSB Ontario North East Huron-Superior Catholic DSB Northeastern Catholic DSB
		Manitoulin-Sudbury DSSAB	Algoma DSB CSD catholique des Grandes Rivières CSD catholique du Nouvel-Ontario CSD du Grand Nord de l'Ontario CSD du Nord-Est de l'Ontario DSB Ontario North East Huron-Superior Catholic DSB Northeastern Catholic DSB Rainbow DSB Sudbury Catholic DSB
		Sault Ste. Marie DSSAB	Algoma DSB CSD catholique du Nouvel-Ontario CSD du Grand Nord de l'Ontario Huron-Superior Catholic DSB
THUNDER BAY	<u>Education Officer:</u> Heather Exley Tel: 807-474-2993 Toll Free: 1-800-465-5020 Heather.Exley@ontario.ca <u>Child Care Advisor:</u> Kelly Massaro-Joblin Tel: 807-474-2982 Toll Free: 1-800-465-5020 Kelly.Massaro-Joblin@ontario.ca	Rainy River DSSAB	CSD catholique des Aurores boréales CSD du Grand Nord de l'Ontario Northwest Catholic DSB Rainy River DSB
		Kenora DSSAB	CSD catholique des Aurores boréales CSD du Grand Nord de l'Ontario Keewatin-Patricia DSB Kenora Catholic DSB Northwest Catholic DSB Rainy River DSB
		Thunder Bay DSSAB	CSD catholique des Aurores boréales CSD du Grand Nord de l'Ontario Keewatin-Patricia DSB Lakehead DSB Superior North Catholic DSB Superior-Greenstone DSB Thunder Bay Catholic DSB

OTTAWA	<u>Education Officer:</u> Jeff O'Grady Manager (A), Full-Day Kindergarten Early Years Implementation Branch Tel: 416-212-4004 Jeff.OGrady@ontario.ca <u>Child Care Advisor:</u> Rachelle Blanchette Tel: 613-536-7331 Rachelle.Blanchette@ontario.ca	County of Hastings	Algonquin and Lakeshore Catholic DSB Conseil des écoles publiques de l'Est de l'Ontario CS Viamonde CSD catholique Centre-Sud CSD catholique du Centre-Est de l'Ontario Hastings and Prince Edward DSB Kawartha Pine Ridge DSB Peterborough Victoria Northumberland and Clarington Catholic DSB
		City of Kingston	Algonquin and Lakeshore Catholic DSB Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de l'Ontario Limestone DSB
		County of Lanark	Catholic DSB of Eastern Ontario CSD catholique du Centre-Est de l'Ontario Conseil des écoles publiques de l'Est de l'Ontario Upper Canada DSB
		County of Leeds and Grenville	Catholic DSB of Eastern Ontario Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de l'Ontario Upper Canada DSB
		County of Prince Edward/Lennox and Addington	Algonquin and Lakeshore Catholic DSB Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de l'Ontario Hastings and Prince Edward DSB Limestone DSB
		City of Cornwall	Catholic DSB of Eastern Ontario CSD catholique de l'Est ontarien Conseil des écoles publiques de l'Est de l'Ontario Upper Canada DSB
		City of Ottawa	Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de l'Ontario Ottawa Catholic DSB Ottawa-Carleton DSB
		United Counties of Prescott and Russell	Catholic DSB of Eastern Ontario Conseil des écoles publiques de l'Est de l'Ontario CSD catholique de l'Est ontarien Upper Canada DSB
		County of Renfrew	Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de

			l'Ontario Renfrew County Catholic DSB Renfrew County DSB
BARRIE	<u>Education Officer:</u> Ana Marie Prokopich Tel: 705-725-6260 Toll Free: 1-888-999-9556 AnaMarie.Prokopich@ontario.ca TBD (French Language Boards) <u>Child Care Advisor:</u> Maria Saunders Tel: 705-725-7629 Maria.Saunders@ontario.ca	County of Bruce	Bluewater DSB Bruce-Grey Catholic DSB CS Viamonde CSD des écoles catholiques du Sud-Ouest
		County of Grey	Bluewater DSB Bruce-Grey Catholic DSB CS Viamonde CSD des écoles catholiques du Sud-Ouest
		Regional Municipality of Durham	CS Viamonde CSD catholique Centre-Sud Durham Catholic DSB Durham DSB Kawartha Pine Ridge DSB Peterborough Victoria Northumberland and Clarington Catholic DSB
		County of Northumberland	CS Viamonde CSD catholique Centre-Sud Kawartha Pine Ridge DSB Peterborough Victoria Northumberland and Clarington Catholic DSB
		City of Peterborough	CS Viamonde CSD catholique Centre-Sud Kawartha Pine Ridge DSB Peterborough Victoria Northumberland and Clarington Catholic DSB
		County of Simcoe	CS Viamonde CSD catholique Centre-Sud Simcoe County DSB Simcoe Muskoka Catholic DSB
		City of Kawartha Lakes	CS Viamonde CSD catholique Centre-Sud Peterborough Victoria Northumberland and Clarington Catholic DSB Trillium Lakelands DSB
		Regional Municipality of York	CS Viamonde CSD catholique Centre-Sud York Catholic DSB York Region DSB
		District Municipality of Muskoka	CSD catholique Centre-Sud Simcoe Muskoka Catholic DSB Trillium Lakelands DSB

EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: January 18, 2017

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations and Treasurer
Denise Dawson, Senior Manager of Business Services

RE: **Key Parameters and Assumptions to Guide 2017/2018 Budget Development**

Action x Monitoring

Recommended Action:

That the Key Parameters and Assumptions to guide the 2017/2018 Budget Development be approved.

Background:

In order to provide for the development of the 2017/2018 budget the following key steps and timelines have been identified:

- January Key Parameters/Assumptions to Guide Budget Development
- January Budget Priorities for Consultation Purposes
- February Budget Consultation re Board Budget Priorities
- March Finalize Budget Priorities as informed by consultation process
- April School Based Staffing Recommendations
- Feb-May Executive Council and Finance and Facilities Committee develop/review budget
- May/June Public Finance and Facilities Committee Meeting and budget refinements to reflect new information if necessary
- By June 30 Approval of Budget

Preliminary Budget Assumptions:

Enrolment Projection:

	2016/2017 Revised Budget ADE	2017/2018 Projected Budget ADE	Increase (Decrease) ADE	Increase (Decrease) %
Elementary	35,128.00	35,403.00	275.00	0.78%
Secondary	14,119.50	14,127.00	7.50	0.05%
Total	49,247.50	49,530.00	282.50	0.57%

The 2017/2018 preliminary enrolment projections are calculated based on historic enrolment trends and student retention rates on a school by school basis, and may be adjusted once the school principals provide validation and comment in early March 2017.

Revenues:

Grants for Student Needs (GSN) will be calculated to reflect a projected 0% increase in funding benchmarks for salaries and employee benefits unless otherwise contained in Central Collective Agreements and a 1% decrease in all other funding benchmarks; subject to Ministry confirmation.

Expenditures:

- Salaries, benefits and staffing to reflect provincial legislation, and collective agreements in place
- To provide for stability in the system and minimize in-year budget adjustments a contingency of \$2,500,000 will be set aside for unforeseen events that may arise

Allocation Parameters:

- Ensure the allocation of resources supports the HWDSB's strategic and operational plans .
- The Ministry's revenue allocation framework will provide a useful reference for the allocation of Board resources on all major expenditure categories.
- Compliance with balanced budget requirement and Ministry basic enveloping requirements: Special Education, Board Administration and Governance and Accommodation. In addition, care will need to be exercised to ensure that funding associated with specific Ministry initiatives is allocated for the purpose designated.
- Where staff reductions are necessary, statutory positions are to be given priority for inclusion in the budget. Statutory positions to be calculated as the number required for Ministry class size requirements or collective agreement compliance.
- Where enhancements to the budget is possible, funding will be allocated to initiatives included in the Board's listing of Budget Priorities.

Conclusion:

The identification of parameters and assumptions to guide the development of the 2017/2018 Budget; in particular the Preliminary Budget Scenario are necessary as many staffing and expenditure decisions need to be made in the next few months to prepare for a smooth startup of the 2017/2018 school year. As the budget development exercise continues, and key information including the 2017/2018 GSN funding announcement is provided, these parameters and assumptions will be reviewed and revised for inclusion in the final Budget to be approved by June 2017.

Hamilton-Wentworth District School Board
Enrolment Trends
Finance and Facilities Committee - January 18, 2018

		Increase (Decrease)	% Increase (Decrease)
Elementary			
2017/18 Projected ADE	35,403.00	275.00	0.78%
2016/17 Revised ADE	35,128.00	765.50	2.23%
2015/16 Actual	34,362.50	(22.50)	(0.07%)
2014/15 Actual	34,385.00	733.00	2.18%
2013/14 Actual	33,652.00	1,113.65	3.42%
2012/13 Actual	32,538.35	732.75	2.30%
2011/12 Actual	31,805.60	119.60	0.38%
2010/11 Actual	31,686.00	293.65	0.94%
2009/10 Actual	31,392.35	(506.00)	(1.59%)
2008/09 Actual	31,898.35	(569.84)	(1.76%)
2007/08 Actual	32,468.19	(679.20)	(2.05%)
2006/07 Actual	33,147.39	(1,138.99)	(3.32%)
2005/06 Actual	34,286.38	(750.38)	(2.14%)
2004/05 Actual	35,036.76	(1,759.24)	(4.78%)
2003/04 Actual	36,796.00	122.38	0.33%
2002/03 Actual	36,673.62	(267.93)	(0.73%)
Secondary			
2017/18 Projected ADE	14,127.00	7.50	0.05%
2016/17 Revised ADE	14,119.50	(532.13)	(3.63%)
2015/16 Actual	14,651.63	(495.08)	(3.27%)
2014/15 Actual	15,146.71	(636.18)	(4.03%)
2013/14 Actual	15,782.89	(635.24)	(3.87%)
2012/13 Actual	16,418.13	(402.25)	(2.39%)
2011/12 Actual	16,820.38	(456.12)	(2.64%)
2010/11 Actual	17,276.50	(335.50)	(1.90%)
2009/10 Actual	17,612.00	(96.13)	(0.54%)
2008/09 Actual	17,708.13	(222.62)	(1.24%)
2007/08 Actual	17,930.75	(232.13)	(1.28%)
2006/07 Actual	18,162.88	92.38	0.51%
2005/06 Actual	18,070.50	(261.62)	(1.43%)
2004/05 Actual	18,332.12	320.24	1.78%
2003/04 Actual	18,011.88	(497.75)	(2.69%)
2002/03 Actual	18,509.63	(388.12)	(2.05%)
Total			
2017/18 Projected ADE	49,530.00	282.50	0.57%
2016/17 Revised ADE	49,247.50	233.37	0.48%
2015/16 Actual ADE	49,014.13	(517.58)	(1.04%)
2014/15 Actual	49,531.71	96.82	0.20%
2013/14 Actual	49,434.89	478.41	0.98%
2012/13 Actual	48,956.48	330.50	0.68%
2011/12 Actual	48,625.98	(336.52)	(0.69%)
2010/11 Actual	48,962.50	(41.85)	(0.09%)
2009/10 Actual	49,004.35	(602.13)	(1.21%)
2008/09 Actual	49,606.48	(792.46)	(1.57%)
2007/08 Actual	50,398.94	(911.33)	(1.78%)
2006/07 Actual	51,310.27	(1,046.61)	(2.00%)
2005/06 Actual	52,356.88	(1,012.00)	(1.90%)
2004/05 Actual	53,368.88	(1,439.00)	(2.63%)
2003/04 Actual	54,807.88	(375.37)	(0.68%)
2002/03 Actual	55,183.25	(656.05)	(1.17%)

EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: January 18, 2017

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations and Treasurer
Denise Dawson, Senior Manager of Business Services

RE: Interim Financial Status Report – November 30, 2016

Action **Monitoring** x

Background:

The Interim Financial Status Report (Appendix A) consists of:

- Enrolment information, showing budgeted, forecasted and in-year change, in numeric and graph format, with explanations of key variances;
- Staffing information, showing budgeted, forecasted and in-year change, in numeric and graph format, with explanations of key variances;
- Financial information comparing the year-end forecast to the Budget, with explanations of key variances;
- Summarization of all information presented, in numeric and graph format, with explanations of key variances

The Interim Financial Status Report is prepared three times per year and presented to Finance and Facilities Committee for review. The key reporting dates are November 30, January 31 and March 31.

Rationale/Benefits:

The Interim Financial Status Report presented is based on available information and assumptions as of November 30, 2016. Budget to actual trends were reviewed in order to forecast the Boards August 31, 2017 year-end position from a financial, staffing and enrolment perspective. As with all forecasts, as new information is received or as assumptions change, the Interim Financial Report will be updated accordingly.

Staff Observation:

The Ministry of Education allocates funding to School Boards using a model that is based on enrolment and the needs of students in each board. Enrolment is based on two fixed-in-time Full-Time Equivalent (FTE) values at October 31st and March 31st which are combined to produce the annualized Average Daily Enrolment (ADE). For budget purposes, enrolment is projected based on historical trends, student retention rate, growth in housing development and validation by principals of their school's projected enrolment.

An estimated ADE of 34,132 elementary and 14,110.25 secondary students was used to develop the 2016-17 Budget Estimates for Grants for Student Needs (GSN) and to determine staffing levels and expenditures required in the system. October 31, 2016 actual enrolment is now available and has been used to revise the budget for the 2016-17 school year. The revised elementary enrolment is projected to be 996.00 ADE higher than budget, while secondary revised enrolment is projected to be 9.25 ADE greater than budget. This revised projected enrolment has been used to calculate the Revised Estimates which the Board reported to the Ministry in December 2016 and used to adjust staffing levels and expenditure budgets accordingly.

The Interim Financial Status Report presented is based on available information and assumptions as of November 30, 2016. Budget to actual trends were reviewed in order to forecast the Boards August 31, 2017 year-end position. Work to date has identified several risk areas including supply usage for sick leave coverage, transitional educational assistant usage and utility charges due to the weather conditions. These areas continue to be monitored and tracked. At this point, the \$2 million contingency is unspent and is projected to remain intact until the end of the year. This surplus will be used to replenish our accumulated surplus per Ministry direction. As with all forecasts, as new information is received or as assumptions change, the resulting Interim Financial Reports will be updated accordingly.

Conclusion:

As the Interim Financial Status Report shows, even though GSN revenue has been increased due to the increase in enrolment, there has been a corresponding increase in expenditures. Therefore, the Board is still on track to have a balanced budget for 2016-17.

Hamilton-Wentworth District School Board
Interim Financial Report - Based on Information as of November 30, 2016
For the Period Ending August 31, 2017

	Budget Estimates	Revised Budget	Forecast	In-Year Change \$ %
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Revenues					
Operating Grants	518,107,303	528,055,879	528,055,879	-	-
Capital & Debt Interest	107,033,131	107,033,131	107,033,131	-	-
Other Revenue	11,558,903	12,640,543	12,640,543	-	-
Total Revenues	636,699,337	647,729,553	647,729,553	-	-

Classroom	448,998,600	459,019,553	459,169,553	150,000	0.0%
Other Operating	13,140,701	13,356,359	13,206,359	(150,000)	(1.1%)
Transportation	15,410,491	15,479,388	15,479,388	-	-
Pupil Accommodation	157,149,545	157,874,253	157,874,253	-	-
Other	2,000,000	2,000,000	-	(2,000,000)	(100.0%)
Total Expenditures	636,699,337	647,729,553	645,729,553	(2,000,000)	(0.3%)
Surplus/(Deficit)	-	-	2,000,000	2,000,000	0.3%

Classroom	448,998,600	459,019,553	459,169,553	150,000	0.0%
Other Operating	13,140,701	13,356,359	13,206,359	(150,000)	(1.1%)
Transportation	15,410,491	15,479,388	15,479,388	-	-
Pupil Accommodation	157,149,545	157,874,253	157,874,253	-	-
Other	2,000,000	2,000,000	-	(2,000,000)	(100.0%)
Total Expenditures	636,699,337	647,729,553	645,729,553	(2,000,000)	(0.3%)
Surplus/(Deficit)	-	-	2,000,000	2,000,000	0.3%

Operating Revenue has been adjusted in the Revised Budget to reflect increases due to the enrolment increase and other changes due to placement of teachers and DECES on the salary grid. Other revenue in the revised budget reflects an increase due to additional Education Other Grants (EPO) announced by the Ministry since March 2016.

Expenditures reflect savings in teachers due to placement on grid, and long term occasional teachers replacing teachers on leave. Occasional teachers are expected to be overbudget based on usage to date. We continue to monitor energy usage, transportation, transitional educational assistants and other sick leave coverage as these areas have been identified as potential areas of risk. To date the contingency of \$2m remains in tact.

There is a projected surplus of \$2 M at this point in time. This surplus is committed to be used to build up our accumulated surplus per Ministry direction.

We will continue to monitor the assumptions and information used in compiling this forecast and we will revise the forecast as necessary.

Average Daily Enrolment	Budget	Forecast	Increase (Decrease)	
			#	%

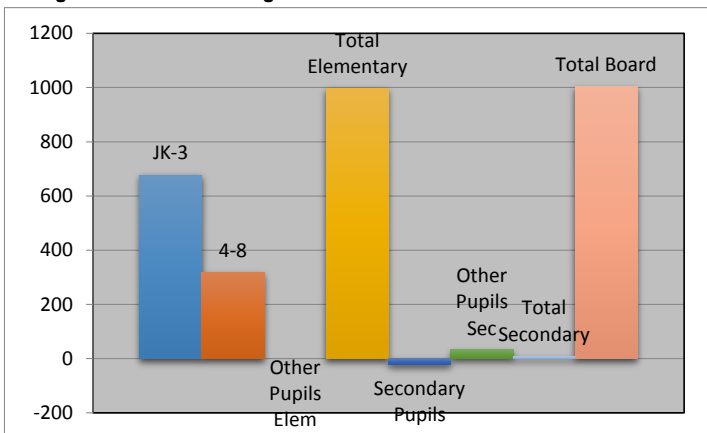
Elementary				
JK-3	16,716.00	17,394.00	678.00	4.1%
4-8	17,396.00	17,714.00	318.00	1.8%
Other Pupils	20.00	20.00	0.00	-
Total Elementary	34,132.00	35,128.00	996.00	2.9%

Pupils of the Board	13,920.25	13,897.50	(22.75)	(0.2%)
Other Pupils	190.00	222.00	32.00	16.8%
Total Secondary	14,110.25	14,119.50	9.25	0.1%
Total	48,242.25	49,247.50	1,005.25	2.1%

Pupils of the Board	13,920.25	13,897.50	(22.75)	(0.2%)
Other Pupils	190.00	222.00	32.00	16.8%
Total Secondary	14,110.25	14,119.50	9.25	0.1%
Total	48,242.25	49,247.50	1,005.25	2.1%

A bar chart showing the number of pupils in each grade level and the total for elementary and board schools. The y-axis represents the number of pupils, ranging from -200 to 1200 in increments of 200. The x-axis lists the categories: JK-3, 4-8, Other Pupils Elem, Total Elementary, Secondary Pupils, Other Pupils Sec, Total Secondary, and Total Board. The bars are colored as follows: JK-3 (blue), 4-8 (orange), Other Pupils Elem (yellow), Total Elementary (orange), Secondary Pupils (blue), Other Pupils Sec (green), Total Secondary (blue), and Total Board (orange).

Category	Number of Pupils
JK-3	680
4-8	320
Other Pupils Elem	1000
Total Elementary	1000
Secondary Pupils	-50
Other Pupils Sec	50
Total Secondary	0
Total Board	1000



Enrolment for elementary is 996.00 ADE more than budget projection while secondary enrolment is 22.75 ADE less than budget projection

- Enrolment for Secondary Other Pupils is 32.00 ADE greater than budget projections.
- It should be noted that these projections are based on actual enrolment as of October 31, 2016 and projected enrolment for March 31, 2017

Enrolment for elementary is 996.00 ADE more than budget projection while secondary enrolment is 22.75 ADE less than budget projection

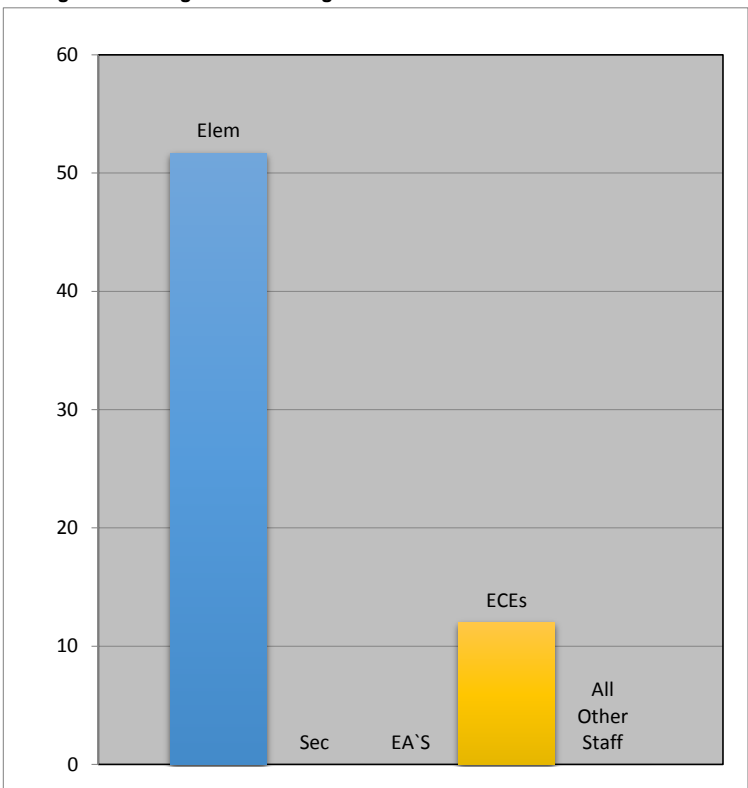
- Enrolment for Secondary Other Pupils is 32.00 ADE greater than budget projections.
- It should be noted that these projections are based on actual enrolment as of October 31, 2016 and projected enrolment for March 31, 2017

Full-Time Equivalent	Revised Budget	Actual Oct 31/15	Forecast	Increase (Decrease)	
				#	%

Program Instruction					
Program Instruction	4,501.07	4,557.11	4,564.77	63.70	1.4%
Program Support	547.50	547.50	547.50	0.00	0.0%
Capital	8.50	8.50	8.50	0.00	0.0%
Total	5,057.07	5,113.11	5,120.77	63.70	1.3%

A bar chart with a vertical axis ranging from 0 to 60 in increments of 10. The horizontal axis lists five categories: Elem, Sec, EA'S, ECEs, and All Other Staff. The 'Elem' bar is blue and reaches a value of 52. The 'ECEs' bar is yellow and reaches a value of 12. The bars for 'Sec', 'EA'S', and 'All Other Staff' are not visible, indicating a value of 0.

Category	Count
Elem	52
Sec	0
EA'S	0
ECEs	12
All Other Staff	0



Elementary teachers reflect an increase of 51.70 FTE over budget in order to meet class size compliance and school and student needs due to enrolment changes. ECES's are over budget by 12.00 FTE due to increased FDK enrolment. In addition, there are 2.0 system ECE positions unfilled until January 2017.

Elementary teachers reflect an increase of 51.70 FTE over budget in order to meet class size compliance and school and student needs due to enrolment changes. ECES's are over budget by 12.00 FTE due to increased FDK enrolment. In addition, there are 2.0 system ECE positions unfilled until January 2017.

NOTE: Budget to actual trends were reviewed in order to forecast August 31st year-end position. This report is based on the available information and assumptions as at November 30, 2016. As with all forecasts, as new information is received or as assumptions change, the Interim Financial Report will be updated accordingly.

EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: January 18, 2017

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations and Treasurer
David Anderson, Senior Facilities Officer

RE: Hill Park Feasibility Study

Action X

Monitoring ☐

Recommended Action:

That Board staff be directed to relocate all or portions of Community and Continuing Education programs, Alternative Education programs and the Archives to Hill Park.

Background:

Hill Park Secondary School was closed in June 2014. Since that time the school has been sitting vacant. In June 2014, trustees approved the following motion:

“That Hill Park and Linden Park property not be sold until the new South Mountain site is owned by Hamilton-Wentworth District School Board and services are secured.”

At the January 14, 2016 Finance and Facilities Committee meeting Board staff was directed to bring a report back to Finance and Facilities Committee in February 2016 that considers:

- a) A 15 year plan that considers relocating all or portion of Community and Continuing Education programs, Alternative Education programs and the Archives to Hill Park as well as pursuing community partnerships.
- b) A 15 year plus plan that retains the site for future potential secondary use.

At the February 4, 2016 Finance and Facilities Committee meeting Board staff was directed to relocate all or portions of Community and Continuing Education programs, Alternative Education programs, Archives and any other Board programs as appropriate to Hill Park contingent on:

- Results of a feasibility study and
- Results of consultation with affected parties

In addition, Board staff were directed to engage with community partners that would be appropriate leasees for the space.

Based on this motion, Board staff performed the requested consultation and staff presented the proposal of relocating of all or portions of Community and Continuing Education (CCE) programs, System Alternative Education programs, Archives and any other Board programs as appropriate, to the presently vacant Hill Park Secondary School to the Program Committee.

The Board passed the following motion at the October 21, 2016 Board meeting. "That the Program Committee has reviewed the stakeholder consultation and supports the program portion of the Hill Park proposal."

Staff Observations:

There remain a number of issues to consider when determining the future use of Hill Park:

Board Motion

The Board motion requires that the property not be sold until the new south mountain site is owned and services are secured.

Property Sitting Vacant

Since the property cannot presently be sold, it is sitting vacant. As the property sits vacant, deferred maintenance costs continue to increase and there is a higher risk of vandalism.

Current Use of Hill Park

Currently, the Board has an agreement with the City to use a portion of Hill Park (gymnasiums).

Location of Community and Continuing Education (CCE) and Alternative Education (Alt-Ed)

Currently, CCE is run out a number of different Board owned and leased facilities. There is the potential to consolidate some of these locations to a central location that is more accessible to the public and more efficient for operating purposes.

Community Partners

The location and the amenities of Hill Park make it attractive to potential community partners.

Operating and Maintenance Costs

Annual operating costs, since the closure of Hill Park, are approximately \$150,000 / year. This cost does not include any associated FM staff, including caretaker(s) on site. It should also be noted that a portion of the heating costs are assigned to Linden Park (boiler feed to Linden Park).

Total Costs Related to Renovations:

Based on the findings of the feasibility report prepared by a third party consultant (APPEXDIX A), renovation costs are projected at approximately \$6.5M and suggests another \$500,000 allowance be budgeted for 'base building' improvements. Remaining high and urgent maintenance needs at Hill Park would be addressed as required, or through an annual maintenance plan for the remaining work required for the building to operate.

Parking Requirements:

The feasibility report confirms that the parking currently provided on site is adequate for the renovated plan. Should the Board determine that there is a need to renovate and utilize the Auditorium, an addition 86

parking spaces would be required on site.

It is expected that the additional stalls would cost approximately \$1 million and require regulatory approvals and site engineering.

Possible Funding Sources:

Staff had previously estimated that the total cost to relocate the programs to Hill Park at approximately \$5.2M. The findings of the feasibility report suggests, through 'Order of Magnitude' estimating, that the cost could be in the range of \$7.0M. Additional soft costs (consultant, permits, etc.) are in addition to this estimate.

The funding of these one-time costs would have to come from proceeds of disposition of Red Hill and Vincent Massey. Any costs in addition to the proceeds would have to be funded by the Board. It is unlikely that the Ministry would provide funding for these renovations.

In addition, The Ministry released 2016:B18 "Community Hubs Capital Funding: Minor Retrofits and Accessibility" on October 14, 2016. Board staff continue to explore whether any of the \$1,113,647 allocated to HWDSB will be eligible to be used for any retrofits required.

The funding for the operating costs would have to come from the operating budget. The Board receives funding from the Ministry for CCE and additional enrolment will generate additional grant revenue. Also, a community partner would be expected to pay for the operating costs associated with their space.

Conclusion:

Board staff has reviewed the previous motions from the Board of Trustees as well as the feasibility report prepared by the consultant and believes that the relocation of all or portions of Community and Continuing Education programs, Alternative Education programs and the Archives to Hill Park is viable.

Executive Summary

HWDSB is reviewing the potential to re-open Hill Park School in order to house various Board programs currently dispersed throughout Hamilton. The primary intent of this feasibility study is to investigate and review the existing Hill Park School facility, and provide guidance and recommendations on:

- Implementation of HWDSB proposed program relocations improvements
- Base building upgrades to ensure Hill Park's functionality over the next 15 years, and
- Identification of available program space for potential future partnerships.

This study is intended to provide HWDSB with a high level "Order of Magnitude" professional opinion, technical expertise, and associated back-up information that will support their decision making and planning process in Board resource allocation. Based on the identified needs of HWDSB, the following is our recommended implementation plan, with associated costs:

September 2017-2018

Program Renovations:

- September 2017: Relocate CCE (currently at Red Hill), CTCC (currently at Mountain), and Leadership and Learning offices to Hill Park. Common areas such as washrooms, corridors, stairs, and entrances will also need to be upgraded.
- September 2018: Relocate Alternative Education and the Archives (currently at Vincent Massey) to Hill Park.

September 2017					September 2018	
CCE	CTCC	CTCC/ Alt Ed	L&L	Common Areas	Alt Ed	Archives
29,265 sf	6,235 sf	3,550 sf	2,050 sf	25,860 sf	4,050 sf	10,000 sf
\$2,239,100	\$408,100	\$258,200	\$158,000	\$1,417,205	\$294,700	\$1,755,900
Total Cost = \$4,480,605					Total Cost = \$2,050,600	

Above noted costs include labour, materials, general construction requirements and a 5% design contingency for the following:

- Cosmetic upgrades such as new flooring, ceilings, paint and wall finishes
- Asbestos abatement
- Fire spray at floor/ceiling structures to meet fire resistance ratings required by building code
- Accessibility upgrades such as sloping concrete at exterior entrances, replacing exterior doors, and adding automatic door openers to meet current building code requirements
- Washroom upgrades to meet current code requirements
- Select electrical and mechanical upgrades required to meet basic initial needs
- Moving costs

Costs do not include:

- HST
- Design fees
- Furniture and Equipment
- Cost of future investigations and studies
- Building permit costs

Base Building:

- Allocate 10% of total required window, roof, and asphalt replacement budget for repair and replacement in the affected program spaces:

Windows = \$60,820
Roof = \$205,530
Asphalt = \$15,200
Total = \$281,550

- Provide allowance for mechanical and electrical base building items that need to be addressed immediately within affected program spaces within the first 1-2 years, including exterior lighting, fire alarm devices, and repair of radiators:

Total = \$215,350

Total Base Building Allowance for 2017-2018 = \$496,900

2018-2018 Program Renovations		
September 2017 Programs	September 2018 Programs	Base Building Allowance
\$4,480,605	\$2,050,600	\$496,900
Total Cost = \$7,028,105		

2018 to 2023 Upgrades

If budget allows, we recommend the following items for consideration within the first five years:

- Phased complete window replacement
- Phased complete roof replacement
- Phased complete asphalt replacement
- Study of hydronic heating system, natural gas piping, plumbing piping, and power cabling/raceways
- Replacement of 8 Air Handling Units

Available Space

An additional 24,500 sf of remaining space has been identified for possible future development for HWDSB programming or as potential leasable space.

The space groupings are as follows:

- Group 1 (1,745 sf): Former Art Studio with Kiln Room
- Group 2 (6,050 sf): Former Cafeteria and Kitchen (potential HWDSB program space)
- Group 3 (3,370 sf): Former Science Classrooms
- Group 4 (7,000 sf): Former Library and Theatre Arts Suite (potential HWDSB program space)
- Group 5 (6,300 sf): Former Construction Shop and Office Suite

Auditorium

Program renovation costs do not include auditorium upgrades. A future renovation of the auditorium may include floor, ceiling and wall finishes, seating, electrical, lighting and mechanical upgrades. In addition to interior upgrades, additional parking spaces may be necessary in order to meet current City of Hamilton by-law requirements.

EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: January 18, 2017

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations and Treasurer
David Anderson, Senior Facilities Officer

RE: Elementary School Facility Benchmarks

Action X **Monitoring** ☐

Recommended Action:

That Board staff be directed to prepare a multi-year implementation plan to deliver the priorities related to the Elementary School Benchmark Strategy.

Background:

Annual Capital Plan

At the April 14, 2016 Finance and Facilities Committee meeting, a report was presented to Trustees that provided a 5-year strategy for capital spending. The components of the strategy were identified as:

Component	Amount
Secondary School Facility Benchmarks	\$11 million
Elementary School Facility Benchmarks	\$11 million
Secondary Program Strategy	\$ 2 million
Elementary Program Strategy	TBD
Annual School Renewal	\$8 million
Other	Varies depending on approved projects
Total	\$32 million
Annual Repairs and Maintenance	\$3.5 million funded by Operating Budget

As a result of that report, the Committee approved an \$11 million annual allocation to the Elementary School Facility Benchmarks. In addition, Trustees agreed that funding for the Elementary Program Strategy be allocated from the Elementary School Facility Benchmark component, if required.

Elementary Program Strategy

At the November 21, 2016 Board Meeting, the Elementary Program strategy was approved. As part of the strategy, it was recommended:

- a) That staff explore and recommend to the Finance and Facilities Committee the funds required, if any, to support the Elementary Program Strategy recommendations instrumental music, focused programs, and interventions/special education.
- b) That staff explore and recommend to the Finance and Facilities Committee an Elementary Benchmark Strategy based on the \$11 million annual funds approved by the Board in the Capital Plan, and that those benchmark priorities include (in alphabetical order):
 - gymnasiums
 - gym floors
 - learning commons
 - music rooms
 - playfields
 - science rooms
 - visual arts rooms

This report addresses the November 21, 2016 recommendations.

Staff Observations:

Guiding Principles of the Annual Plan

The guiding principles adopted by the Annual Capital Plan are provided below:

1. Schools identified as being in 'Poor' condition as defined in the Long-Term Facilities Master Plan will be given priority both in terms of schedule and budget;
2. Partnership opportunities that align with the Board's Strategic Priorities, that have a cost savings associated with them and that are time sensitive will be given priority both in terms of schedule and budget;
3. The scope of work proposed for each school will adhere to the Board design standards;
4. The Overall Capital Plan will be reviewed and updated on an annual basis, as part of the Board's Long-Term Facilities Master Plan update, to reflect any changes in scope, schedule or available funds.

Elementary Program Strategy

When the Annual Capital Plan was approved, Trustees set aside \$11 million for both Elementary Program Strategy and Elementary Facility Benchmarks. The Elementary Program Strategy recommends instrumental music, focused programs, and interventions/special education. The renovations required to meet these requirement are considered part of the Elementary Program Strategy component of the Annual Capital Plan. The scope of these types of projects would typically involve upgrades to existing spaces and not require the construction of any new floor area. It is expected that finishes specific to the needs of each program (acoustical treatment for example) would be required.

Based on the above, staff believes that is reasonable to set aside \$1.0 million of the Elementary Facility Benchmark Strategy to address the Elementary Program Strategy. This would equate to \$5 million in total over the 5-year period approved for the Annual Capital Plan.

Elementary Facility Benchmark Strategy

As a result of requiring \$1 million annually for the Elementary Program Strategy component, this leaves \$10 million annually, or \$50 million over 5 years, for the Elementary Facility Benchmark Strategy component of the Annual Capital Plan.

The benchmark priorities identified in the November 21, 2016 report were (in alphabetical order):

- gymnasiums
- gym floors
- learning commons
- music rooms
- playfields
- science rooms
- visual arts rooms

The current time period associated with the Annual Capital Plan is 5 years (from 2016-17 to 2020-21) and there are currently 88 Elementary Schools in the Board's inventory. However, since Elementary Facility Benchmarks will only be addressed in schools that are confirmed to be remaining in the Board's inventory, the Board will only address schools that have been through an accommodation review. The Board will not be able to address all Elementary Schools remaining in its inventory over 5 years. However, it is assumed that the Annual Capital Plan will be renewed and all schools will be addressed in time. For the purposes of the current Annual Capital Plan, Board staff feels that it can complete the Elementary Facility Benchmark Strategy component for all Elementary Schools that go through an accommodation review before 2018-19.

As with the Secondary Facility Benchmark Strategy, Board staff will perform feasibility studies, where required, to determine the actual costs associated with the Elementary Facility Benchmarks. Board staff thinks that the only time this will be necessary is for the renovation of gymnasiums (which will differ from school to school).

For gymnasiums, the scope would typically involve upgrades to isolated electrical systems, HVAC systems, windows, roofs, etc. In some cases, an expansion of the gymnasium will be required. The intent of the renovations are to provide the HWDSB school inventory with equity to the current benchmark for size and configuration of a newly constructed elementary school, as they relate to gymnasiums.

For all other Elementary Facility Benchmarks, the improvements will be accomplished within the existing facility footprint and will not increase gross floor areas. Additionally, Board staff will address music rooms as part of the Elementary Program Strategy component.

Staff note that there are approximately 16 schools in the current inventory that have completed an accommodation review that would require gymnasium expansions. Staff also believe that the average gymnasium expansion would be approximately \$2.5 million to complete. These 16 schools would consume approximately \$40 million over the 5 year period, leaving \$10 million (\$2 million per annum) for the remaining interior renovations and playfields. Based on the projected average cost for each benchmark and the approximate number of schools that require upgrades in these areas, Board staff feels that the Board can choose all of the priorities presented in the Elementary Program Strategy report. The next step will be to specifically identify the schools and the work required at each school.

The projected costs associated with each of the benchmarks is listed in the table below.

Benchmark	Number of Schools	Cost per Project	Total (5 Year)
Gymnasium	~16	\$2,500,000	\$40,000,000
Gym Floor	~25	\$75,000	\$1,875,000
Learning Commons	~25	\$100,000	\$2,500,000
Science Rooms	~25	\$50,000	\$1,250,000
Visual Arts Rooms	~25	\$50,000	\$1,250,000
Playfields	~20	\$100,000	\$2,000,000
Contingency			\$1,125,000
Total			\$50,000,000

Annual Funding For Elementary Facility Benchmark Strategy and Elementary Program Strategy Components

Sources

There are 3 main funding sources for the Elementary Strategies:

1. School Renewal Grant (SRG)

SRG is an annual amount that is provided through the Ministry funded Grant for Student Needs (GSN). This grant is available to address the costs associated with repairs and renovations to schools.

2. School Condition Improvement (SCI)

SCI is intended to address the renewal backlog from the data collected to date through the Ministry's five-year Condition Assessment Program. 70 percent of SCI funding must be directed to key building components (foundations, roof, windows and HVAC / plumbing systems). The remaining 30 percent may be directed to the costs to improve any locally identified renewal needs that are listed in TCPS.

3. Proceeds of Disposition

Proceeds of Disposition result from the sale surplus properties. Ontario Regulation 193/10 states that Proceeds of Disposition (POD) must be used for the repair or replacement of components within a school. Therefore, the POD could be used for the Elementary Facility Benchmark Strategy. Board staff is estimating approximately \$65 million in proceeds of disposition (PODs) available for school renewal purposes over the next 5 years.

Conclusion:

There are a number of factors that can impact the planning and execution of the approved strategy. Risks of implementation of note are:

- Availability of Proceeds of Disposition
- Availability and value of SCI funding
- Unforeseen Site Conditions
- Emergencies and high and urgent needs

Staff will continue to plan a feasible approach to the Elementary Facility Benchmark Strategy and update Trustees regularly. The next step will be to provide a chart identifying the work to be completed over the 5-year term of the Annual Capital Plan.