



**HAMILTON-  
WENTWORTH**  
DISTRICT  
SCHOOL  
BOARD

## **Finance and Facilities Committee**

Thursday, February 4, 2016

9:00 a.m. – 12:00 p.m.

20 Education Court, 3rd Floor – Room 340D

# **AGENDA**

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### **Delegation:**

Kevin Gonci re: Hill Park Site (10 minutes)

### **Items**

1. Call to Order
2. Agenda Review
3. **Monitoring Items**
  - Sherwood Feasibility Update
  - 2016-17 Budget Update
4. **Action Items**
  - Hill Park Update Report
  - Westmount Update Report
  - Request for School Consolidation Capital Projects
5. **Additional Items for Discussion**
6. Resolution Into Private Session as per the Education Act, Section 207.
  - (b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee, an employee or prospective employee of the board or a pupil or his or her parent or guardian;
  - (d) decisions in respect of negotiations with employees of the board
7. Meeting resumes in Public Session
8. Any Other Business
9. Adjournment



## EXECUTIVE REPORT TO FINANCE & FACILITIES COMMITTEE

**TO:** Finance and Facilities Committee

**FROM:** Manny Figueiredo, Director of Education

**DATE:** February 4, 2016

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

**RE:** Sherwood Secondary Update

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Action ☐ Monitoring ☒

### Background:

At the December 2, 2015 Finance and Facilities Committee meeting, a report was presented to trustees with regards to possible options available to renovate or rebuild Sherwood Secondary School. At that time, trustees were made aware that 10 feasibility studies were in process for all the secondary schools requiring work to bring them in line with the facility requirements of the secondary program strategy. At that time the following motion was made:

“that staff pause the Secondary Revitalization Strategy and Field Revitalization Strategy except for what has already been tendered or purchased, and that staff bring back a report at the appropriate time when the feasibility studies have been reviewed by staff.”

For Sherwood in particular, it was discussed that the feasibility study would be completed by the end of January and that staff would bring an update back to trustees.

### Staff Observations:

The feasibility report was received by Board staff on January 27, 2016. Due to the extensive asbestos, the work required at Sherwood was presented in phases by the consultant. The phases are provided in Appendix A. The total cost of the renovations at Sherwood is estimated at approximately \$37.5 million. The breakdown of the costs associated with each of these phases is provided in Appendix B.

### Conclusion:

This feasibility study was 1 of 10 feasibility studies in various stages of progress related to work required at HWDSB secondary schools to bring them in line with the facility requirements in the secondary program strategy. The feasibility studies will serve as the basis for the costs and timing required in the secondary school revitalization strategy.

	Summer	First Semester	Full Year
<b>Year 1</b>	<p><b>Abatement:</b> Basement Corridors and Technology Shops; Ground Floor Cafeteria, Corridor and adjacent Classrooms in preparation for renovation in Summer Year 2</p> <p><b>Renovation:</b> Basement Manufacturing, Construction and Integrated Technology</p>	<p><b>Abatement:</b> Basement level Classrooms phased over the school year to accommodate school program requirements.</p> <p><b>Renovation:</b> Basement new Visual Arts and Multimedia, phased upgrades to basement level classrooms.</p>	
<b>Year 2</b>	<p><b>Abatement:</b> Ground Floor Corridors, Library, General Office</p> <p><b>Renovation:</b> Ground Floor Cafeteria and adjacent Corridor</p>		<p><b>Abatement:</b> Ground Floor level Classrooms phased over the school year to accommodate school program requirements</p> <p><b>Renovation:</b> Ground Floor new Library; phased upgrades to Ground Floor level Classrooms</p>
<b>Year 3</b>	<p><b>Abatement:</b> Second Floor Corridors</p> <p><b>Renovation:</b> Site improvements</p>	<p><b>Renovation:</b> Ground Floor new Guidance, Student Services and General Office</p>	
<b>Year 4</b>	<p><b>Abatement:</b> Second Floor Science rooms and adjacent Classrooms</p>		<p><b>Renovation:</b> Ground Floor new Guidance, Student Services and General Office</p>
<b>Year 5</b>	<p><b>Abatement:</b> Second Floor remaining Classrooms</p>		<p><b>Renovation:</b> phased upgrades to remaining Second Floor Classrooms, including Family Studies Food, Family Studies Fashion and Cosmetology</p>
<b>Year 6</b>	<p><b>Abatement:</b> Basement level Fan Room</p> <p><b>Renovation:</b> New mechanical rooftop units.</p>	<p><b>Renovation:</b> Basement level new Design/Drafting and Computer Engineering</p>	

***Sherwood Feasibility Study - Costs***

Phase 1 Renovations	2,486,600
Phase 2 Renovations	6,322,900
Phase 3 Renovations	1,320,600
Phase 4 Renovations	2,638,400
Phase 5 Renovations	2,178,700
Phase 6 Renovations	1,992,100
Infrastructure Updates	9,163,100
Allowances	2,462,200
Escalation	2,569,900
	<hr/>
	31,134,500
Contingency	1,386,100
Allowance for Moving	302,400
Ancillaries	4,021,500
FF & E and IT	648,000
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	37,492,500



## EXECUTIVE REPORT TO FINANCE & FACILITIES COMMITTEE

**TO:** Finance and Facilities Committee

**FROM:** Manny Figueiredo, Director of Education

**DATE:** February 4, 2016

**PREPARED BY:** Stacey Zucker, Executive Superintendent of Board Operations and Treasurer  
Denise Dawson, Manager of Budget

**RE:** 2016-17 Budget Update

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Action ☐ Monitoring ☒

### Background:

Board staff has committed to bring updates on different areas of the Board budget to the Finance and Facilities Committee to allow trustees to be in an informed position when the 2016-17 budget comes to the committee for review and approval.

### Staff Observations:

The attached presentation deals with two areas of the Board budget:

- Board Administration and Governance
- Community and Continuing Education (CCE)

## EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

**TO:** Finance and Facilities Committee

**FROM:** Manny Figueiredo, Director of Education

**DATE:** February 4, 2016

**PREPARED BY:** Stacey Zucker, Superintendent of Business and Treasurer  
David Anderson, Senior Facilities Officer

**RE:** Hill Park Update

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Action X

Monitoring ☐

### Recommendations:

That the Board 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 should be directed to engage with community partners that would be appropriate leasees for the space.

### Background:

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 the Archives to Hill Park as well as pursuing community partnerships. The report should consider:
  - space requirements and associated renovation costs
  - operational costs and benefits
  - additional parking requirements; and
  - possible funding sources.
- b) A 15 year plus plan that retains the site for future potential secondary use. The report should consider:
  - the severance and sale of the Linden Park portion of the site; and
  - the demolition of the building or portions thereof, at no cost to the Board.

## **Staff Observations:**

### **15 Year Plan**

### **Space Requirements and Associated Renovation Costs**

#### **Community and Continuing Education**

Based on a preliminary review, continuing education will require approximately 23 classrooms for adult learning, a computer lab for correspondence courses and administrative spaces for all CCE staff.

Based on the fact that Hill Park is a former secondary school, it is anticipated that there would be little in the form of renovations required other than high and urgent needs.

#### **Alternative Education**

There are important things to consider when thinking about relocating any system alternative education classes. Some students are successful in an alternative program because of the alternative programming, some students are successful because of the alternative location and some students are successful because of both. For those students requiring an alternative location, Hill Park may not be the optimal location. Board staff will contemplate this when making a final decision with regards to how many classes should be moved to Hill Park and feedback from the students, families and staff will be taken into consideration.

Currently the estimate is that alternative education would require 3 classrooms, a gymnasium, a hospitality classroom, an art classroom, and office space.

There would be little in the form of renovations required for regular classrooms other than high and urgent needs. Some of the specialized classrooms may need minor upgrades. In addition, it is likely that the Board will want to separate the alternative learning space from the CCE and other spaces. This would be an additional cost.

#### **Archives**

Currently, the archives are at Vincent Massey and take up approximately 8,500 square feet. The tech spaces at Hill Park would have more than enough space to accommodate and there should be no challenges with regards to the engineering requirements of the archives. There would be minimal renovations required.

#### **Other Board Programs**

Upon preliminary review, with the closure of Mountain, there are a number of Section 23 classes that will require a new home. Hill Park would be a realistic location for these classes. There are 5 Section 23 classes that could move to Hill Park. There would be little in the form of renovations required for regular classrooms other than high and urgent needs.

#### **Total Space Requirements Compared to Space Available**

In total, the above requests total:

- 31 regular classrooms
- A computer lab
- Hospitality classroom

- Art classroom
- Office space for approximately 10-15 employees
- 8,500 square feet of archive space

The current layout of Hill Park has the following:

Space Type	Count
Art Room	1
Auditorium	1
Classroom	37
Commercial Room	2
Computer Room	2
Exercise Room	1
Family Studies	3
Gymnasium	1
Gymnasium Multiple	3
Library Resource Centre	1
Music Rm (Instrumental)	1
Other	2
Science Laboratory	2
Seminar Room	1
Special Ed.	2
Staff Work Rm./Lounge	10
Technical/Vocational	6
Grand Total	76

Therefore, Hill Park has more than enough room. A feasibility study will review the best location for the Board programs and section off the unused space so that it can be leased to a community partner.

#### Total Costs Related to Renovations

There is approximately \$3.7 million of high and urgent deferred maintenance at Hill Park. This needs to be compared to approximately \$2.4 million for Vincent Massey and \$3 million for Red Hill. In addition, Board staff estimates that it will cost about \$1 million to do the renovations necessary to make the space functional for all of the programs to operate in the same building but separately where appropriate.

These costs need to be verified based on the plan for the space. Board staff recommends a feasibility study to ensure that estimated costs are accurate.

#### Operating Costs and Benefits

Currently, the annual operating costs associated with the programs at Red Hill and Vincent Massey are approximately \$175,000 and \$172,500 respectively. In addition, the operating costs of a vacant Hill Park are approximately \$150,000 annually. It is anticipated that the annual operating costs for Hill Park when fully utilized with caretakers is approximately \$500,000 annually. Therefore, the savings is likely not going to be found in the annual operating costs.



However, with the Hill Park location, there are a number of opportunities which will actually help generate revenue for the budget.

1. There are leasing opportunities to generate revenue for the space on a cost recovery basis.
2. The location of CCE may generate additional enrolment. Additional enrolment means additional revenue with little increase in operating cost.
3. The Board presently leases space that when the lease is up, there would be potential to move the programs to Hill Park and save the annual lease cost of over \$200,000.
4. There may be administrative efficiencies to be had by locating programs in a central space.

### **Additional Parking Requirements**

Currently, Vincent Massey, Red Hill provide on-site parking. There is limited on-site parking at Hill Park. Parking needs would be confirmed through further study, but are expected to present a need for an addition 50 spaces at Hill Park. Additional parking can be provided on site and accommodated within current green space. Regulatory approvals would be required. It is expected that the additional 50 stalls would cost approximately \$500,000.

### **Possible Funding Sources**

The Board would have to have a plan to fund both the one-time costs at Hill Park which include:

- High and urgent needs
- Costs to renovate the building to meet the needs of the program
- Parking

In total, this is approximately \$5.2 million. 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, it is expected that a community partner would pay for the leasehold improvements required for their space.

It is important to note that regardless of whether or not these programs move to Hill Park, the Board has \$5.4 million of high and urgent needs at the existing facilities.

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.

### **15+ Plan**

#### **Severance and Sale of Linden Park Portion of Site**

Board staff have reviewed that this is a possibility. However, there is additional work required to determine the viability.

There are a number of issues:

1. There is currently a day care operating here that will not move until new daycare at Franklin Road is complete.
2. The services for Linden Park come from Hill Park.
3. It is possible that Linden Park could be used for parking for Hill Park.

Board staff will continue to review and update trustees.

### The Demolition of the Building or Portions Thereof

The necessity to demolish a portion of the building would depend on how much of Hill Park is being used. If it is being fully utilized by Board programs and community partners, this may not be the best solution.

In addition, in order to do this, the Board would have to get funding from the Ministry. If the Ministry did not provide funding, the building would sit vacant.

More work is required by Board staff to determine:

- how much of the building will be utilized
- the costs of demolishing part of the building (or the entire building)
- the likelihood that the Board would receive funding from the Ministry for the demolition

### ***Conclusion:***

Board staff has reviewed the motion from the Board of Trustees and believes that the future use of Hill Park for all or portions of CCE, Alternative Education, the Archives and Other Board programs in addition to exploring potential community partners is a realistic option contingent on a feasibility study and a consultation with the parties that are affected.

The one-time costs associated with the proposal are approximately \$5.2 million compared the high and urgent needs of the existing facilities.

There would be little, if any, operating savings right away but Hill Park does provide the Board with the opportunity to bring in additional revenue to offset the costs. In addition, as operating leases of space expire, Board staff would review to determine if there is potential to relocate programs to Hill Park.

The 15 year plus plan requires further review by staff in order to determine the viability.

## EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

**TO:** Finance and Facilities Committee

**FROM:** Manny Figueiredo, Director of Education

**DATE:** February 4, 2016

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

**RE:** Westmount Secondary School Update Report

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Action X      Monitoring ☐

### Recommendation:

- That Board staff continue to review all applicants to Westmount Secondary School to ensure students demonstrate the learning skills that will lead to success in a self-paced, self-directed program and that Board staff continue to monitor enrolment at Westmount.
- That the issue of the equity of access to the self-paced, self-directed program be referred to the Program Committee for consideration.

### Background:

The Westmount Self-Paced program began in 1990, and continues to provide a unique, innovative program delivery to its ever-increasing student population. As a system school, Westmount attracts students who strive to develop goal-setting, effective time management, and independent learning skills in a self-directed, self-paced learning environment.

The enrolment at Westmount has increased to approximately 1,500 for 2015-16 while the OTG for Westmount is 1,155 resulting in the school being at over 130% capacity.

At the November 4, 2015 Finance and Facilities Committee meeting Board staff was directed to bring a report back to Finance and Facilities Committee in February 2016 that considers ways to address the accommodation pressures at Westmount and the equity of access to the self-directed self-paced program.

### Staff Observations:

As Board staff began to review the accommodation pressures at Westmount, there were 2 main issues that needed to be considered:

1. Did the fact that 35% of the students that attend Westmount are within walking distance mean that staff needed to review the accommodation needs of these students?
2. Is a self-directed, self-paced environment the best learning environment for all students attending Westmount?

The home school for students living within walking distance of Westmount is Sir Allan MacNab Secondary School (MacNab). Therefore, any decision that is made with regards to these walking students would affect the enrolment at MacNab. The enrolment at MacNab for 2015-16 is approximately 1,100 while the capacity is 1,350 so it is important to maintain the enrolment to at the school.

In addition, wherever a system program is located, there is a likelihood that there will be a higher percentage of enrolment from the immediate area. The important thing is to ensure that there is enough room for everyone who wants to attend the program and that everyone who attends the program will be successful in the program.

In November 2015, a letter was issued to parents of Grade 8 students who may have been interested in attending Westmount in September 2016 (Appendix A). The letter explained that “Successful Westmount students demonstrate strong initiative, have an interest in asking questions and collaborating with teachers, are self-starters and have strong time management skills. Students must also be able to set individual goals and monitor their own progress in achieving them.” The letter asked students to submit a letter of intent by January 20, 2016 in order for staff to review them and let families know, by January 27, 2016, if the student has the learning skills necessary to be successful at Westmount. The letter of intent confirmed that not all students would be invited to attend Westmount. It stated that “Westmount staff will review all requests to ensure students demonstrate the learning skills that will lead to success in the program. Please note, decisions are based on the student learning profile and not on academics.”

There were 319 notices of intent received by January 20, 2016. The notices were reviewed and all students were informed that they demonstrated the learning skills necessary to lead to success at Westmount. Due to the fact that staff spent a great deal of time explaining the success criteria up front, the number of students that submitted a letter of intent has decreased from prior years and is slightly lower than projected. See Appendix B. The result of this anticipated enrolment in Grade 9 in 2016 maintains enrolment below 1,500. This is a reasonable enrolment for the self-paced, self-directed program in this building.

Board staff feels that by ensuring that the success criteria are explained up front and that all students that enter Westmount have the learning skills to be successful, staff is able to ensure that accommodation pressures are managed and that the students at Westmount are able to succeed. In addition, Board staff will continue to monitor enrolment at Westmount.

### **Equity of Access**

The self-paced, self-directed program is currently only offered at Westmount. There are questions as to whether this is meeting the needs of the system. Board staff is recommending that this issue be referred to the Program Committee for consideration. The report to the committee should consider:

- whether the program can only operate efficiently on its own or can share a facility with a composite school
- how the self-paced, self-directed program fits within the TLE model
- whether it would be appropriate to offer a self-paced, self-directed program like Westmount in any other schools
- whether the program is meeting the needs of the students

The accommodation needs as a result of the equity of access discussion would be reviewed by the Finance and Facilities Committee.

### **Conclusion:**

Trustees asked Board staff to review the accommodation pressures at Westmount. Based on ensuring that families understand the learning skills that are necessary to succeed in the self-paced, self-directed environment, Board staff feels that enrolment will remain at an acceptable level. Board will continue to monitor enrolment.

Board staff also recommends that the equity of access of the self-paced, self-directed program be referred to the Program Committee. Once the Program Committee reports back to Trustees, the possible accommodation needs can be reviewed.



**MICHAEL PRENDERGAST**

Superintendent of Student Achievement

Gail Tessier, Executive Assistant

TEL: 905.527.5092 EXT: 2622

FAX: 905.521-2507

November 2015

Dear Parent(s)/ Guardians:

The transition to secondary school is an exciting time in your child's life. In high school, students explore their interests and plan their future. At Westmount, students get a chance to experience a unique and innovative program. As a system school, Westmount attracts students who strive to develop goal-setting, effective time management, and independent learning skills in a self-directed, self-paced learning environment.

The Westmount program is open to all students who would benefit from a self-paced, self-directed program. Students at Westmount come from across Hamilton-Wentworth District School Board (HWDSB) and represent a variety of learners. Like all HWDSB secondary schools, Westmount offers workplace, college, applied and academic pathways.

We know the Westmount program may not be suitable for every student, so it is important to decide whether self-paced, self-directed learning is right for your child. We want to ensure all students attending Westmount find success in the program. Successful Westmount students demonstrate strong initiative, have an interest in asking questions and collaborating with teachers, are self-starters and have strong time management skills. Students must also be able to set individual goals and monitor their own progress in achieving them.

If you believe the Westmount program is right for your child, please submit the Notice of Intent by **January 20** as well as a copy of your child's Grade 8 Progress Report. Westmount staff will review all requests to ensure students demonstrate the learning skills that will lead to success in the program. Students must show a high degree of personal responsibility for their learning in class, complete homework when necessary and seek opportunities for challenges in their learning. Please note, decisions are based on the student learning profile and not on academics. Families will be told by January 27 whether their child has the necessary learning skills to be successful at Westmount.

It is important to know that Westmount does not offer special programming for gifted students. Westmount students have access to the same enriched programming offered in math and literacy at all HWDSB secondary schools. Westmount students must also provide their own transportation to and from school. The program is open to all students from across HWDSB, so Notice of Intents must be received by **January 20** in order to ensure we have the space to accommodate interested students.

If you have any questions about whether Westmount is right for your child, please visit our parent night on January 12 at 6:00 p.m. (39 Montcalm Drive) or contact your current elementary school principal, who is working closely with your child's teacher to plan the transition to secondary school

Best regards,

A handwritten signature in black ink, appearing to read "M. Prendergast".

Michael Prendergast

Superintendent of Student Achievement

***Westmount Enrolment - Historic and Projected Enrolment***

	Grade 9	Grade 10	Grade 11	Grade 12	Spec Ed	Total
<b>2010</b>	327	341	321	384	0	1373
<b>2011</b>	384	312	322	423	0	1441
<b>2012</b>	381	348	307	458	0	1494
<b>2013</b>	389	366	345	436	0	1536
<b>2014</b>	316	355	356	458	28	1513
<b>2015*</b>	385	296	364	457	32	1534
<b>2016</b>	330	362	296	473	32	1493
<b>2017</b>	342	310	362	385	32	1432
<b>2018</b>	346	322	310	470	32	1481
<b>2019</b>	329	326	322	403	32	1412
<b>2020</b>	340	310	326	419	32	1426

\* At October 31, 2015

## EXECUTIVE REPORT TO FIANCE AND FACILITIES COMMITTEE

**TO:** Finance and Facilities Committee

**FROM:** Manny Figueiredo, Director of Education

**DATE:** February 4, 2016

**PREPARED BY:** David Anderson, Senior Facilities Officer  
Ellen Warling, Manager of Planning and Accommodation  
Agnese Defazio, Manager of Capital

**RE:** 2016 Ministry request for School Consolidation Capital Projects  
and New Construction of Child Care

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**Action** X      **Monitoring** ☐

**Recommended Action:**

That the 2016 School Consolidation Capital Project, as outlined in Appendix A, be approved for submission to the Ministry of Education.

**Rationale/Benefits:**

The 2016 School Consolidation Capital Project identified in Appendix A meets Ministry of Education criteria, as outlined in Memorandum 2015:B16 (Appendix B).

The School Consolidation Capital (SCC) program criteria for eligible projects include:

- 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 board has made a decision to close.
- Right-sizing existing schools by renovating existing excess space for other uses including Community Hubs.

The SCC business cases will be reviewed by the Ministry with the focus being on the cost effectiveness of the proposed solutions. 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).

To date HWDSB has received \$90 million in capital funding from either Capital Priorities or School Consolidation Capital Grants for projects as a result of the accommodation reviews. Board staff has reviewed all potential projects that have not received funding and at this time believes that HWDSB does not have other projections resulting from consolidations that should be submitted as a business case. . All other major capital construction resulting from accommodation reviews has received funding from the Ministry.

### **Background:**

On August 27, 2014 the Ministry of Education released the School Consolidation Capital program (Memorandum 2014:B08). The School Consolidation Capital program is supported through \$750M in funding that was announced as part of the 2014-15 Grants for Student Needs (GSN) release and School Board Efficiencies and Modernization initiative. This new capital program is available to school boards to support projects that address a board's excess capacity. Funding for the School Consolidation Capital program will be allocated on a business case basis for new schools, retrofits and additions that support consolidations.

The following points and timelines were also identified in the Requests for School Consolidation Capital Projects and New Construction of Child Care memo:

- School boards to submit School Consolidation Capital projects expected to open no later than the 2019- 20 school year.
- School boards will be able to submit their business cases through SFIS beginning on January 15, 2016.
- The deadline for School Consolidation Capital submission is February 29, 2016.
- Business cases will be required only for a board's top 8 School Consolidation Capital projects.
- School boards may also request funding for the construction of new child care spaces as part of a board's School Consolidation Capital submission.

The School Consolidation Capital program is not intended to replace the Ministry of Education's annual Capital Priorities funding initiative. Capital Priorities continues to exist and is the funding mechanism to address capital projects that are a result of accommodation pressures, facility conditions (historically prohibitive to repair) and maintenance renewal 'backlogs'. The School Consolidation Capital program is only intended to for projects that specifically address excess capacity and through the "right sizing" of a facility and/or school consolidations.



Project	Project Type	Accommodation Review Completed	Project Criteria			
			School Consolidation	Improvement of facility utilization	Reducing a school board's operating and renewal costs	Improved programming, accessibility and energy efficiency
Sherwood Secondary	New Build	28-May-12	✓	✓	✓	✓

**Comments:**

Requesting a new 1,250 pupil place school : \$33,775,784

Demolition costs are not included in the submission, would be a separate application once amount is determined, if funding for new school is approved.

**Ministry of Education**

Mowat Block  
900 Bay Street  
Toronto ON M7A 1L2

**Ministère de l'Éducation**

Édifice Mowat  
900, rue Bay  
Toronto ON M7A 1L2



**2015: B16**

**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

Nancy Matthews  
Assistant Deputy Minister  
Early Years Division

**DATE:** December 16, 2015

**SUBJECT:** Request for School Consolidation Capital Projects and New  
Construction of Child Care

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We are writing to announce details of the 2016 School Consolidation Capital (SCC) program which is supported through the \$750 million in funding that was announced in the 2014-15 GSN release as part of the School Board Efficiencies and Modernization (SBEM) initiative.

As was first communicated in [2015:B11 Memorandum: Capital Funding for New Construction of Child Care](#), child care project submissions are included as part of the SCC program. The memo included the details of a new investment of \$120 million over three years to support the construction of new child care spaces for children 0 to 3.8 years of age in new and expanded schools. As communicated in the memo, future opportunities to apply for major capital funding to support new construction of child care would continue as part of the Capital Priorities and SCC programs.

The SCC investments are intended to help school boards adjust their cost structure in response to reductions in Ministry funding that currently supports underutilized space and where needed, replace child care spaces that would be lost due to a school closure 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 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 at the latest by the 2019-20 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.

## **Business Case Considerations**

The Ministry will consider funding business cases under the SCC program that allow a board to reduce their excess capacity. Only projects that are identified as consolidating excess space will be eligible for funding. 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 board has made a decision to close.
- Right-sizing existing schools by renovating existing excess space for other uses including Community Hubs.

The SCC business cases will be reviewed by the Ministry with the focus being on the cost effectiveness of the proposed solutions. 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 28, 2016 to be considered for SCC funding approval.

## **Submission of School Consolidation Capital Projects**

Beginning January 15, 2016, school boards will be able to submit their requests for SCC funding through the School Facilities Inventory System (SFIS). Only a school board's eight highest priority projects expected to open no later than 2019-20 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 by February 29, 2016. The Ministry will not accept business cases after this date.

School boards can save their work in progress within the SFIS Capital Priorities module, however, once school boards submit their business cases, their submissions will be locked from further editing. 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 2016 with an announcement of the next round of Capital Priorities to follow shortly thereafter.

## **Submission of Child Care Projects**

As with the previous round of child care project submissions through the Capital Priorities program, school boards and CMSMs/DSSABs have an opportunity to submit child care projects through the SCC program. To date, 49 projects have been approved totaling \$80.1 million to support the new construction of 164 new child care rooms and 2,901 new child care spaces.

As part of the SCC program, school boards can submit a request for the inclusion of new child care construction. Note that stand-alone child care capital projects are not eligible as part of the SCC program.

### ***Eligibility***

The Ministry will consider funding the new construction of child care 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,
  - 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, or
  - 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 care rooms and create spaces for ages 0 to 3.8 years in the identified school.
- 3) The child care spaces will not result in a child care operating pressure for the CMSM/DSSAB.

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.

### ***Affirmation Letter***

As part of your SCC submission, the Ministry will require an affirmation letter (see Appendix A for the template) signed by both the CMSM/DSSAB Manager of Children's Services and the school board Director of Education. The affirmation letter includes project details and confirms that the child care program meets all eligibility and viability requirements.

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

### ***Prioritization of Eligible Child Care Capital Projects***

As communicated in 2015:B11 Memoranda, the Ministry of Education will 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 closure/accommodation review;
- age groupings (infant rooms are a priority);
- accommodation pressures/service gaps; and
- cost effectiveness and viability.

### ***Joint Use Capital Projects***

As with previous Capital Priorities Grant 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 Memorandum B2013:18, Initiative to Encourage Joint Use/Collaboration between School Boards on Capital Projects, for further details.

## **Community Hubs**

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.

## **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 Memorandum B2015:13, Proceeds of Disposition Policy, 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 board's 2014-15 Financial Statement.

## **Highlights/Summary Points**

- School boards to submit School Consolidation Capital projects expected to open no later than the 2019-20 school year.
- School boards will be able to submit their business cases through SFIS beginning on January 15, 2016.
- The deadline for School Consolidation Capital submission is February 29, 2016.
- Business cases will be required only for a board's top 8 School Consolidation Capital projects.
- School boards may also request funding for the construction of new child care spaces as part of a board's School Consolidation Capital submission.

## Ministry Contact

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

Paul Bloye, Manager, Capital Policy and Programs Branch at 416-325-8589 or at [Paul.Bloye@ontario.ca](mailto:Paul.Bloye@ontario.ca), or

Mathew Thomas, Manager, Capital Policy and Programs Branch at 416-326-9920 or at [Mathew.P.Thomas@ontario.ca](mailto:Mathew.P.Thomas@ontario.ca).

If you have any child care program questions, or require additional information, please contact the local Early Years Regional Staff assigned to your school board or:

Laura Sparling, Manager, Full Day Kindergarten at 416-212-4004 or at [Laura.Sparling@ontario.ca](mailto:Laura.Sparling@ontario.ca).

We look forward to working with you to identify your future Capital Priorities Consolidation projects.

*Original signed by*

Gabriel F. Sékaly Assistant Deputy Minister Financial Policy and Business Division
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Nancy Matthews Assistant Deputy Minister Early Years Division
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Appendices:

Appendix A: Template – Affirmation Letter: Capital Funding for New Construction of  
Child Care – School Consolidation Capital

Appendix B: List of Ministry Early Years Regional Staff

Appendix C: List of Ministry Capital Analysts

cc: Superintendents of Business and Finance