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TORONTO DISTRICT SCHOOL BOARD

RESPONSE TO MINISTER'S DIRECTIVE 9 OF THE TORONTO DISTRICT SCHOOL BOARD, LETTER DATED 15 JANUARY 2015

TO Board

10 February 2015

RECOMMENDATION IT IS RECOMMENDED:

- 1) That the Board approve the full package in response to the Ministry's Directive #9;
- 2) That the Board approve the entire 10 year Long-Term Program and Accommodation Strategy 2014-2023 as a public document (Appendix A1) (approved on 4 February 2015);
- 3) That community consultation be pursued to address the 4 disposition of sites identified in the Board's approved three-year capital budget of June 2014;
- 4) That staff accelerate the community consultations of 7 sites in order to consider additional sites for disposition;
- 5) That staff accelerate the review processes of 9 sites in order to consider additional sites for disposition;
- 6) That TLC pursue redevelopment projects and opportunities to create community hubs in operating schools.

STRATEGIC DIRECTION

- Make every school an effective school; and
- Build environmentally sustainable schools that inspire teaching and learning.

RATIONALE

In 2008, the Toronto District School Board (TDSB) undertook two significant initiatives: the establishment of the Toronto Lands Corporation (TLC), and, the Board launched an aggressive site disposition plan.

Between 2008 to 2014, through the TLC, the TDSB has sold 66 properties bringing in over \$400 million dollars to its capital program. The TLC has also leased out a number of sites identified as core holdings because of future growth potential in the area in which they were located. The TLC continues to play a significant role in capital asset management for the TDSB.

Most recently, the Shareholders' direction governing the TLC has

been expanded to enable the TLC to undertake projects with significant re-development opportunities on operating school sites. The TLC continues to manage the Board's lease portfolio for closed schools and works with the TDSB to analyze core holding sites. In addition, the TLC will be looking at pursuing the provincial direction for establishing community hubs and determining which school sites could represent good candidates for this initiative.

In 2013, TDSB planning staff undertook a comprehensive capital planning process in order to create a 10 year capital plan for the Board. This plan is referred to the Long-Term Program and Accommodation Strategy 2014-2023 (Appendix A). The capital plan was approved during private session of the Board in May 2014, and has been the source document for a number of area review studies that are currently underway throughout the 2014-15 school year. Staff propose having this 10 year capital plan become public in order to notify communities, the city and agency partners about school uses for future years. The Board also approved a three-year capital budget to support the Capital Plan.

This report collects all responses to Directive 9 from the Review of the Toronto District School Board, January 15, 2015:

Direct the TDSB to provide a three-year capital plan that should reflect a comprehensive, system-wide assessment of the pupil accommodation needs of the board. The plan must clearly state how the TDSB can manage its capital assets within its current school operations and renewal envelopes. The plan should include separate sections that address the following issues:

- a) Board-wide priorities for the effective use and management of school space to provide effective programming.*

Response:

The Long-Term Program and Accommodation Strategy 2014-2023 (Appendix A1, pages 1 to 6) identifies guiding principles, program and accommodation drivers and program priorities. The three-year Capital Budget provides funds to support system priorities such as accommodation and renewal and how the Board clearly manages its assets within current school operations and renewal envelopes. The document was approved at Board in May 2014 and the 2014-2015 Annual Planning Document only was made public.

Appendix A2 lists all of the studies (boundary changes, grade configuration reviews, program reviews as well as ARCs) that will occur over the next 10 years.

Appendix A3 summarizes the list of such reviews to be conducted in the next three years.

Appendix A4 provides the list of schools involved in Pupil Accommodation Reviews over the next 10 years.

Appendix A5 is the Three-Year Capital Budget that was developed in support of the 10 Year Long Term Program and Accommodation Strategy 2014-2023. The Capital Budget was approved in June 2014 in private session of the Board. Due to the real estate information contained in this report, the document should be treated as confidential.

- b) A clear indication of how the board intends to reduce underutilized (<65% utilization based on SFIS) spaces across its schools each year, including the number of proposed accommodation reviews and a list of affected schools.*

Response:

As part of Long-Term Program and Accommodation Strategy 2014-2023, there are 17 accommodation reviews that will be undertaken, with 9 taking place in the next three years. See Appendix A4 which also includes a full list ARC's involving 60 schools.

Appendices B1 and B2 provide a list of all schools under 65% utilization with descriptive data (actual and projected enrolment, capacity, site size, FCI, etc.). As well, Appendix B3 presents a list of schools operating at 65% or less on the table includes comments for each site on its future plan. The comments are all based on the Long-Term Program and Accommodation Strategy 2014-2023 document and any new concepts that have emerged from the current process to refresh the Long-Term Program and Accommodation Strategy 2015-2024. A comment identifies each site to be involved in a Pupil Accommodation Review Committee process (PARC); if not proposed to be part of a PARC, the comment will provide the rationale as to why it is not proposed to enter in a PARC. The table also identifies the schools involved in the Pupil Accommodation Review. If a school not proposed, the comment will provide rationale as to why.

Additionally information requested by Trustee is also included in the table.

It is important to note that under current Ministry closure guidelines, the minimum amount of time for a school closure is 7 months. It usually lapses over 2 school years from beginning to end of process. The Wilson Report potentially provides a case for expediting the process on urgent closures.

- c) *A comparative analysis of TDSB enrolment projections for all schools against capacity.*

Response:

Appendices B1 and B2 provide a list of all schools with historical enrolment, projected enrolment, facility capacity and utilization rate.

- d) *A list of all closed and underutilized schools that will remain as core holdings for the future, with justification for not declaring each property as surplus.*

Response:

As noted above, Appendix B3 identifies operating schools with surplus capacity. Appendix C is a list of all non-operating school sites showing descriptive data (current use, tenants, net revenues, term of leases, etc.) and comments on core holding or sale recommendation. Due to the private nature of lease information showing in Appendix C, this particular schedule should be treated as confidential.

- e) *A prioritization of school renewal needs to be addressed in each year to support the findings of the Ministry's Condition Assessment Program.*

Response:

Appendix D identifies planned school renewal projects for three years in order to address the most critical renewal issues in operating schools. This table excludes teaching staff and other academic support staff since these costs are directly linked to enrolment and would follow any student relocations.

- f) *An analysis of operating costs of all schools that shows the relative cost per pupil for each open and operating school.*

Response:

Appendix E provides a list of all schools with their operating costs.

Further information has been provided to assist with the analysis of this information package.

- Appendix F provides the Ministry's definition of utilization.
- Appendix G provides a list of previous school closures between 1998 and 2013 sorted by year closed.
- Appendix H provides a list of properties sold between 1998 and 2014 sorted by date of purchase agreement.

Summary of Plan to Address Capital for the Next Three Years

- 1) Conduct the following Pupil Accommodation Review Committees (ARCs) over the next three years.

Cluster reviews in 2014-15 involving:

- Nelson Boylen CI, Downsview SS and Weston CI;
- Sir Robert Borden BTI, West Hill CI and Sir Wilfrid Laurier CI;
- Danforth Collegiate and Technical Institute, East York Alternative Secondary School, East York CI, Eastdale CI, Eastern Commerce CI, Greenwood Secondary School, Monarch Park CI, Riverdale CI, School of Life Experience, and Subway Academy 1.

Cluster reviews in 2015-16 involving:

- CH Best MS and Wilmington ES;
- Vaughan Road SS, York Memorial CI, Oakwood CI, John Polanyi CI, Forest Hill CI and George Harvey CI;
- John Buchan Sr. PS, Highland Heights Jr. PS, Tam O'Shanter Jr. PS, Inglewood Heights Jr. PS, Lynngate Jr. PS, Pauline Johnson Jr. PS and Timberbank Jr. PS;
- Kensington Jr. PS, Ryerson CS, King Edward Jr. & Sr. PS and Lord Lansdowne Jr. & Sr. PS.

Cluster reviews in 2016-17 involving:

- Gracefield PS and Amesbury MS;
- Galloway Road PS and St. Margaret's PS;
- Manhattan Park Jr. PS, Buchanan PS;
- Rockcliffe MS, Cordella Jr. PS, Harwood PS., George Syme CS, Roselands Jr. PS, Lambton Park CS, and Dennis Avenue CS.

It is anticipated that there will be recommendations to Board coming from these reviews that will see a number of school closings.

- 2) Pursue community consultations to address the 4 disposition of sites identified in the Board's approved three-year capital budget of June 2014. The sites are Bridgeport, Old Orchard, CB Parsons, and Whitfield.
- 3) Accelerate the community consultations of 7 sites in order to **consider** additional sites for disposition. The sites are Brookbanks, Burnett, Cartwright, Earls court, McCowan, McNichol, and Silver Creek.
- 4) Accelerate the review processes of 9 sites in order to **consider** additional sites for disposition. The sites Buttonwood Hill, Castlebar, Champlain, DB Hood, Glen Rush, Gooderham, Queen's Court, Sir Sandford Fleming, and Thistletown.
- 5) Transfer full responsibility for pursuing redevelopment projects and opportunities to create community hubs in operating schools to the TLC.
- 6) Continue the annual planning review process with each Trustee and amend the rolling 10 year plan Long-Term Program and Accommodation Strategy in spring of each year. The plan will also include a refreshed three-year capital budget to support the plan.

RESOURCES

IMPLEMENTATION AND REVIEW

The planning process to refresh the Long-Term Program and Accommodation Strategy is currently under way and will be presented to Board in May 2015 along with the revised 3 year Capital Budget to support the Capital Plan.

APPENDICES	Appendix A1:	Long-Term Program and Accommodation Strategy 2014-2023 (excerpts, page 1 – 6);
	Appendix A2:	Long-Term Program and Accommodation Strategy 2014-2023 (10-year Capital Plan);
	Appendix A3:	Long-Term Program and Accommodation Strategy 2014-2023 (3-year Summary of Studies (2014-16));
	Appendix A4:	List of Schools Involved in Pupil Accommodation Reviews over the next 10 years
	Appendix A5:	Three-Year Approved Capital Budget
	Appendix B1:	Elementary/Junior High Enrolment, Capacity and Utilization Data (2004-2034) Sorted by Utilization Rate 2014, Lowest to Highest
	Appendix B2:	Secondary Enrolment, Capacity and Utilization Data (2004-2034) Sorted by Utilization Rate 2014, Lowest to Highest
	Appendix B3:	School Enrolment, Capacity and Utilization Data (2014-2034), Sorted by Utilization Rate 2014, Lowest to Highest
	Appendix C:	TLC Inventory with Current Use and Recommendation
	Appendix D:	Planned School Renewal Projects
	Appendix E:	Analysis of Operating Costs
	Appendix F:	Definition of Capacity and Utilization Rate
	Appendix G:	TDSB Schools Closed Between 1998-2013 Sorted by Year Closed
	Appendix H:	TDSB Properties Sold Between 1998 and 2014 Sorted by Closing Date of Purchase Agreement

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ROUTING	Planning and Priorities Committee	28 January 2015
	Planning and Priorities Committee	3 February 2015
	Board	10 February 2015