



Business Case:

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Baycrest Public School

Business Case for a renovation to the Sir Sandford Fleming building to accommodate Baycrest Public School and child care

Toronto District School Board

September 8, 2017

Baycrest Public School Relocation

Proposal for renovations to the Sir Sandford Fleming building to accommodate Baycrest Public School and Child Care



Proposal

What:

- A Capital funding grant of \$3.5M to renovate the Sir Sandford Fleming building to accommodate Baycrest Public School and child care.

Why:

- Baycrest PS will experience significant enrolment growth that cannot be accommodated in the existing building.
- The existing building is in very poor condition and is Prohibitive to Repair (PTR).
- The TCDSB has identified a need for a school site in the community and the TDSB has declared the existing Baycrest site surplus for sale.

This business case outlines the board's proposal for capital funding approval to support renovation at Sir Sandford Fleming, a former operating secondary school that is currently leased to the Toronto Catholic District School Board. Renovations to the school are required to implement the relocation of the existing Baycrest Public School and child care from their current site and building.

Baycrest PS is a JK to Grade 5 School located at 145 Baycrest Avenue in the Lawrence Heights community south of Highway 401, west of Bathurst Street.

The capital investments required at Sir Sandford Fleming are intended to provide the instructional spaces necessary to support an elementary school, including Full Day Kindergarten classrooms. This business case also includes a request for funding to renovate existing space within the Sir Sandford Fleming building for the child care currently accommodated at Baycrest PS.

A public consultation process was undertaken in the winter and spring of 2017 that included a series of meetings with the Baycrest PS parents and broader community, the Toronto Catholic District School Board, City of Toronto and child care operator. The consultations focused on two key matters; the first being the relocation of the school and child care, the second being the surplus declaration of the current Baycrest PS site. The process concluded in the spring with staff recommendations being brought to the Board of Trustees for approval on April 19, 2017. The **approved** recommendations included the relocation of Baycrest PS and the child care into Sir Sandford Fleming, and that the Baycrest PS site is declared surplus to the needs of the Board and circulated for sale.

The Toronto Catholic District School Board has identified an interest in purchasing the Baycrest site in order to address their need for an elementary school presence in the area. Currently, Catholic elementary students

residing in the area are bussed to St. Margaret's CS, located east of Bathurst Street. The renovation to Sir Sandford Fleming to accommodate the Baycrest PS students and child care is intended to lead to a successful resolution to the accommodation needs of two school boards.

Current Situation

Baycrest PS is a JK to Grade 5 School located in the Lawrence Heights community. The school has a capacity of 176 pupil places and an enrolment (October 2016) of 129 students (73% utilization). Enrolment at the school is projected to grow over the next 25 years as major intensification occurs within the Lawrence Heights community and adjacent arterial corridors.

The long-term growth in enrolment requires a facility that is well positioned to accommodate a 'slow trickle' of students. The existing Baycrest PS building is not in a suitable condition nor is it of a suitable capacity to be able to accommodate this anticipated growth. Sir Sandford Fleming is located approximately 300 meters from the current Baycrest site and offers a larger, better condition building that provides all of the necessary instructional and operational spaces, amenities and play areas that a growing elementary school requires. The Sir Sandford Fleming site would fulfill the vision for the long-term accommodation plan for the area by providing a permanent JK-8 presence in the community.

The following two sections will detail the projected enrolment growth as well as outline the facility condition issues at the existing school.

Enrolment Growth

Although Baycrest PS currently has a relatively small population, enrolment at the school is projected to increase over the next 25 years as significant residential intensification occurs along the Dufferin Avenue Corridor, located due west of the Baycrest PS/Sir Sandford Fleming sites. Students that will reside in future homes along the Dufferin Avenue corridor will be accommodated at the Baycrest/Sir Sandford Fleming site.

The Dufferin Avenue corridor, stretching between Highway 401 to the north and Lawrence Avenue to the south, has been approved by the City of Toronto to accommodate thousands of new residential dwellings.

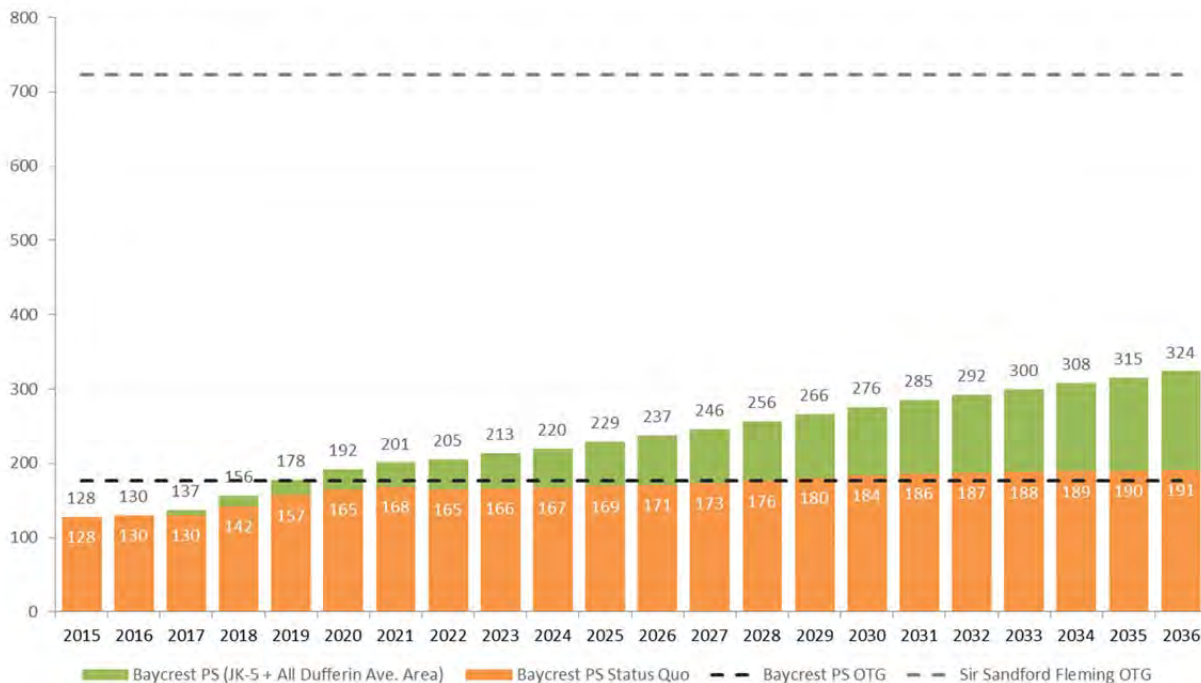
The Dufferin Avenue Secondary Plan, approved by Toronto City Council in December 2015, sets out a vision for long-term intensification along Dufferin Avenue that will result in a significantly different urban form than what currently exists. The secondary plan sets out an intensification target of 7,300 new units, which also requires that a portion of those units be designated as 'affordable' and that 10% be true 3-bedroom units. Applications for new residential development have already been submitted to the City of Toronto and in some cases appealed to the Ontario Municipal Board (OMB) to achieve even higher densities than permitted in the secondary plan.

These two policy requirements are anticipated to result in higher than standard pupil yields for high-density areas. Typically, the City policy framework requires that only 5% of new units to be designated as 3-bedroom units and the provision of affordable units have been relatively minimal. If realized within the secondary plan area, these affordable units are likely to generate larger numbers of students than those at market rate. Although these factors could have a significant impact on forecasted pupil yields, the projected enrolment for

Baycrest PS reflects the standard pupil yield experienced in the area for similar urban form, meaning that over the next few decades the actual enrolment may exceed what has been identified at this time.

The graph below illustrates the projected enrolment for Baycrest PS over the next 20 years. Note that enrolment growth has the potential to continue beyond 20 years, contingent upon the pace of development along the Dufferin Avenue corridor (subject to market conditions and development approval(s)).

Baycrest PS – Status Quo
Projected Enrolment



The enrolment projection for the Baycrest PS absent of any new intensification along Dufferin Street is identified by the orange bars. Note that enrolment is increasing within the existing attendance area due to residential intensification along Bathurst Street (east of the school).

The additional student yield to be generated by the Dufferin Street corridor is identified in green. This enrolment growth is anticipated to take time to materialize as individual developments become occupied over the next 25 years.

Co-Location with the Toronto Catholic District School Board

The Sir Sandford Fleming building is currently leased to the Toronto Catholic District School Board (TCDSB) and is used to accommodate Grade 9 students from Dante Alighieri Academy and Grade 5 to 8 students from St. Margaret Catholic School as a holding measure until both schools are rebuilt by the TCDSB. The TCDSB has expressed an interest in purchasing the Baycrest PS site for the new St. Margaret CS facility.

The lease has expired and is now month-to-month. On June 22 2016, the Board approved that the Sir Sandford Fleming building be removed from the Toronto Lands Corporation inventory and re-turned to the TDSB for operating purposes.

Staff from the TDSB and the TCDSB has been working collaboratively on a co-location plan whereby students from both school boards and the Baycrest Child Care Centre will occupy space with-in the Sir Sandford Fleming building. Baycrest PS students will share the Sir Sandford Fleming building with the Grade 5-8 students from St. Margaret CS only. Grade 9 students will be moved back to the main Dante Alighieri campus at Dufferin Street and Lawrence Avenue in September 2017, prior to the relocation of Baycrest PS students.

Baycrest PS and St. Margaret CS will share the Sir Sandford Fleming building for a period of approximately two to three years, at which point the TDSB will assume full occupancy of the building. They will operate as two distinct schools while sharing the building.

If funding is approved by the Ministry, renovations will be undertaken from July 2018 to January 2019 to ensure that spaces are appropriate for Baycrest PS students, staff and the child care centre.

The TDSB will take occupancy of a portion of the building for Baycrest PS in July 2018 and full occupancy of the building by 2021 or 2022 (upon the completion of a new St. Margaret CS that will receive the Grade 5 to 8 students accommodated in the Sir Sandford Fleming building).

Changes to the Projection and Capacity of Sir Sandford Fleming

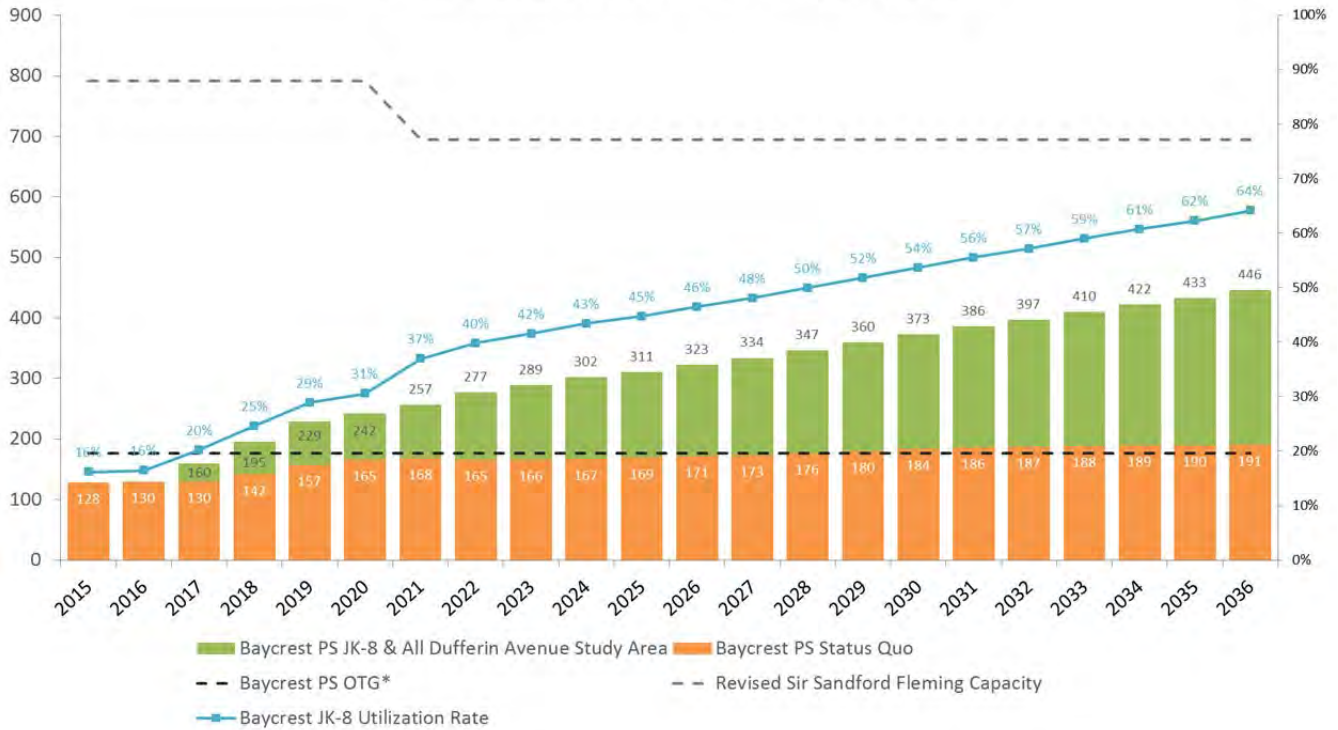
Note that Baycrest PS currently accommodates students from JK to Grade 5. TDSB staff will be engaging in an accommodation study in the fall of 2017 that will explore expanding the program to a JK to Grade 8 School. This grade expansion was an item the community identified as a priority during the public consultation period associated with the relocation to Sir Sandford Fleming and surplus declaration of the Baycrest site. Should this grade expansion be approved, the projected enrolment in 2036 could reach 446 students.

Further, the capacity of Sir Sandford Fleming is currently 723 pupil places, which reflects the standard loading factors as applied to a secondary school. Once occupied by Baycrest PS, the capacity of the school will be shifted to reflect the loading factors of an elementary school and child care (e.g. full day kindergarten classrooms at 26 pupil places, regular classrooms at 23 pupil places, unloaded child care rooms etc...). The revised capacity of the Sir Sandford Fleming will be 176 pupil places during the period of colocation with the TCDSB and 695 pupil places upon full TDSB occupancy of the building.

The existing Baycrest PS does not have the ability to accommodate the projected enrolment or grade change, while both can easily be accommodated within the renovated Sir Sandford Fleming building.

Upon full TDSB occupancy, any excess capacity in the Sir Sandford building will be considered for accommodating other TDSB user groups and/or administration. Over the past two years, a number of TDSB users have been relocated from John Polanyi CI, located south of Baycrest PS, due to enrolment growth. The graph below highlights the aforementioned changes that could occur should the grade expansion at Baycrest PS move forward. The school could see Grade 6 added as early as September 2018, with full implementation occurring by the 2020-21 school year. The Grade 6-8 component of the total pupil yield anticipated from intensification along the Dufferin Avenue corridor is also reflected in the enrolment for the school. The capacity line assumes full TDSB occupancy of the Sir Sandford Fleming building by 2021, at which time it is amended to reflect elementary school loading parameters and the space occupied by the child care.

Baycrest PS - JK-8 & All Dufferin Avenue Study Area



Facility Condition

The existing Baycrest PS building is in poor condition with a Facility Condition Index (FCI) of 100%. The school has a total renewal backlog of \$5.3M (2016), increasing to \$5.6M by 2021 (105% FCI).

The building is a total of 22,205 ft² and was constructed in 1953. The facility was constructed quickly to address the immediate needs of the rapidly increasing enrolment resulting from the baby boom. The building has long exceeded its intended life span given the non-permanent nature of the wood frame construction. The Board has identified this facility as Prohibitive to Repair as it requires extensive reconstruction of major building systems.

Sir Sandford Fleming is a former small secondary school that was constructed in 1964, located at 50 Ameer Avenue, which is approximately 300m northeast of the existing Baycrest site within the attendance area of the school. The building has a (current) capacity of 792 pupil places and is situated on a 7.81 acre site next to a community park. The building has a current renewal backlog of \$16.6M and an FCI of 41.9%. The 5-year renewal backlog at the school is \$17M, resulting in an FCI of 42.9%. The building is in much better condition than the current Baycrest PS facility, and offers a number of amenities such as a full-sized gymnasium, auditorium etc... that Baycrest PS students would not have access to in their existing building.

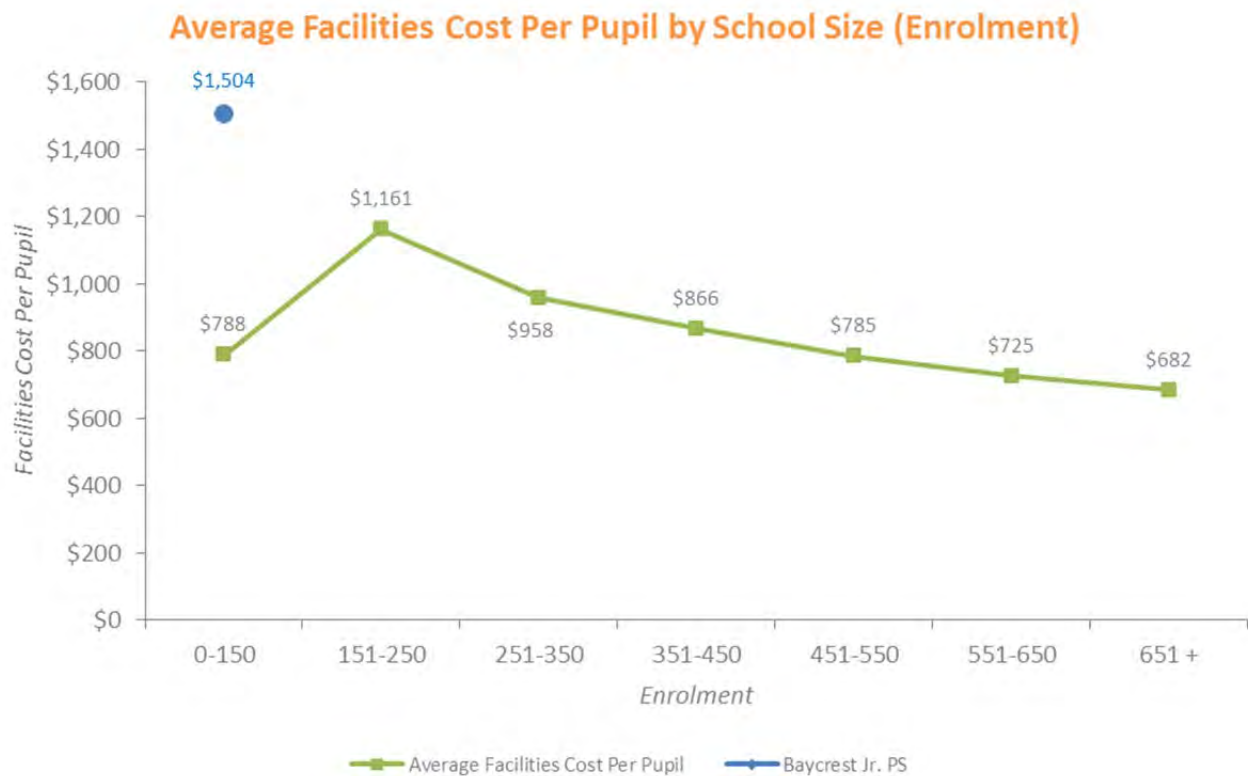
Child Care Relocation

The existing child care on-site at Baycrest PS serves children from 1.5 to 12 years old and is a vital operation within this community. The child care provides 20 toddler spaces and 48 pre-school spaces in exclusive space, and also offers an FDK before/after school program of 52 spaces and a school-age before and after program of 30 spaces. This is a non-profit, fully licenced child care with a fee subsidy contract with the City of Toronto.

TDSB staff has been working with the operator of the Baycrest Child Care and staff from the City of Toronto Children’s Services Division on the proposed relocation. Both the operator and City of Toronto staff are highly supportive of the relocation into the Sir Sandford Fleming site. The municipal ward within which Baycrest PS and Sir Sandford Fleming is located has been identified by the City has a high-priority for child care investment. This relocation ensures that there is no disruption or loss of service to the community.

Operating Costs

On a per-pupil basis, the facility operating costs at Baycrest PS far exceed the average for schools with a similar student population. For schools with an enrolment ranging from 1 to 150 students, the average facilities operating cost per-pupil is \$788. At Baycrest PS, the cost is \$1,504 per-pupil, which is almost double. This is a highly inefficient facility to operate, likely due to the age, condition of the building and nature of original construction (wood-frame). The graph below demonstrates the high facility operating cost at Baycrest PS relative to the rest of the system, shown by enrolment size.



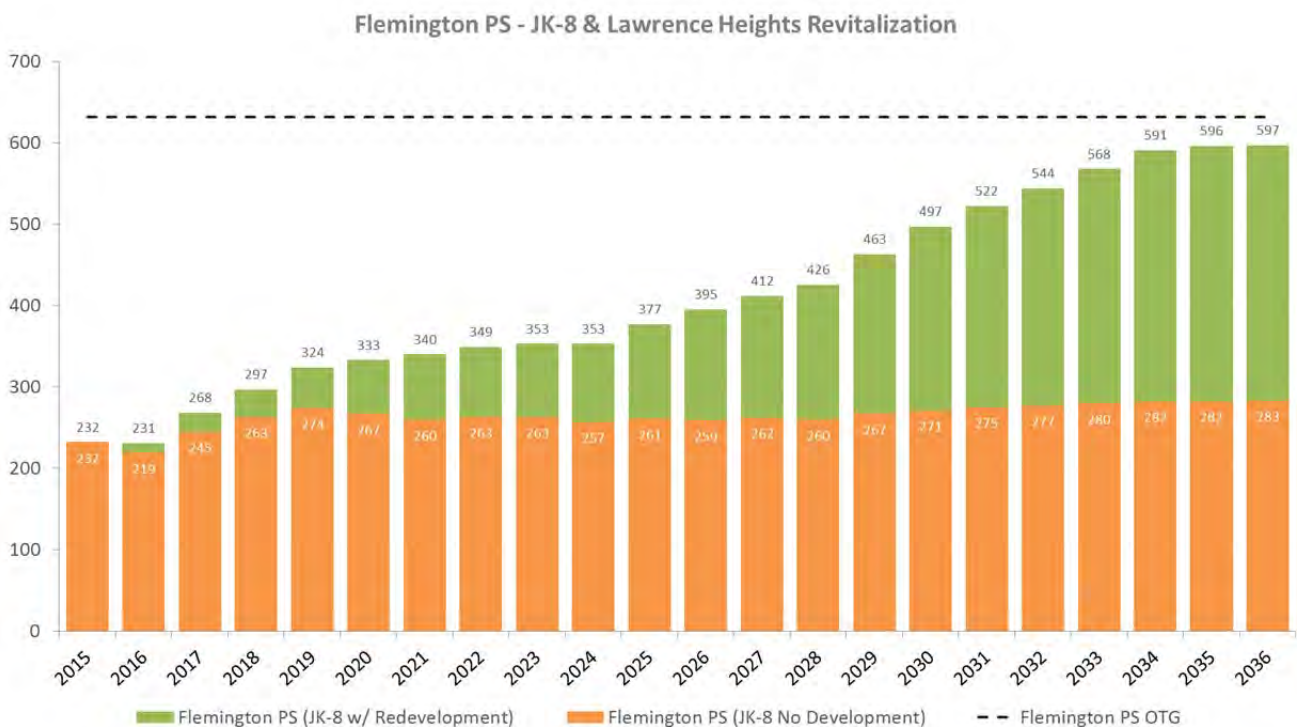
Comprehensive Accommodation Plan for the Lawrence Heights Community

In 2008-2009, a Pupil Accommodation Review was conducted that included Baycrest PS, Flemington PS, Lawrence Heights MS, Sir Sandford Fleming Academy, and the Year Round Alternative School (accommodated at Sir Sandford Fleming). The Pupil Accommodation Review Committee recommended that Sir Sandford Fleming Academy be relocated to a site that is subway accessible, that the Lawrence Heights community is served by a minimum of two JK-8 schools, and that Baycrest PS and Flemington PS be expanded from JK-5 to JK-8 schools.

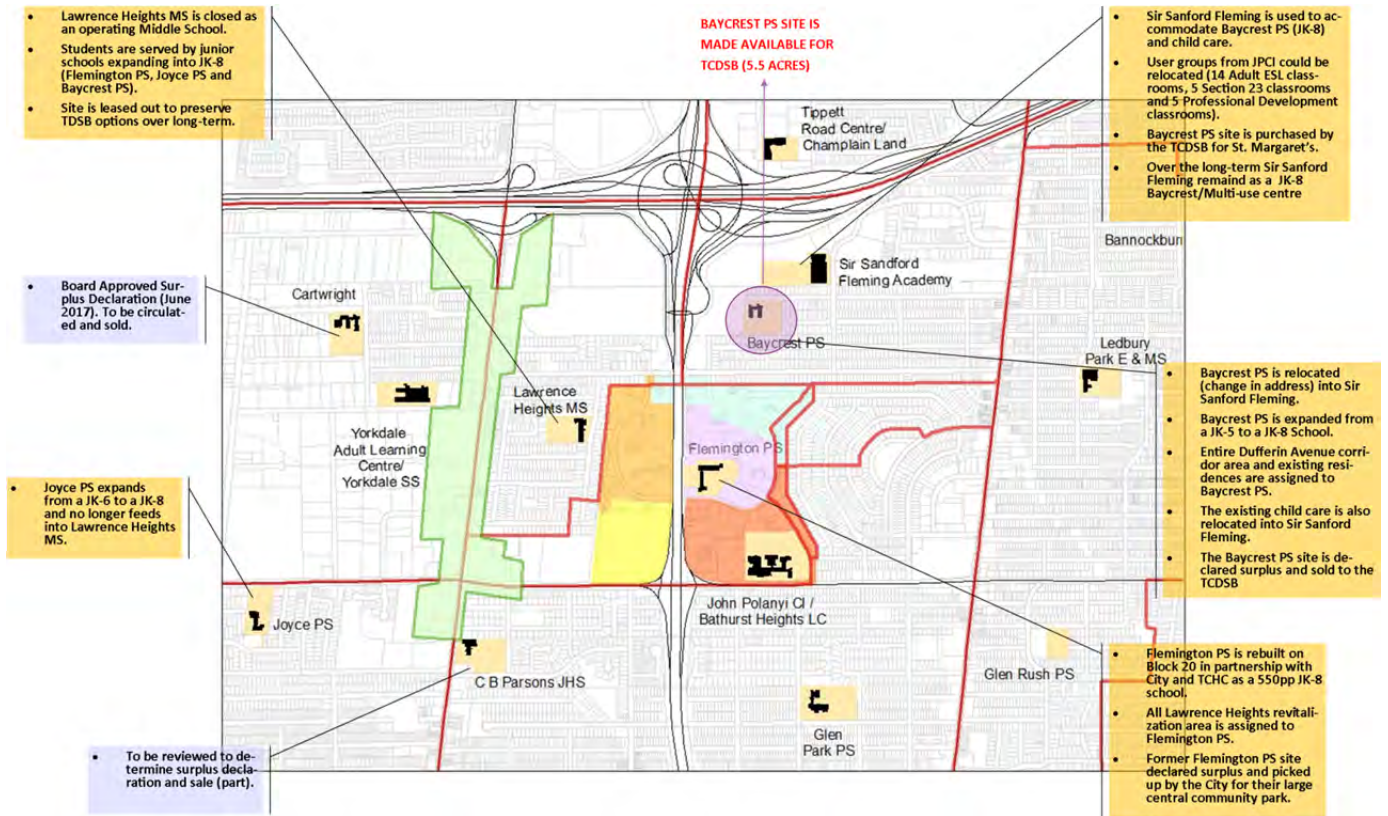
In May 2010, the Board of Trustees approved the relocation of Sir Sandford Fleming Academy into the Bathurst Heights building beginning in the 2011-12 school year. The school was renamed John Polanyi CI. The vacated Sir Sandford Fleming building was referred to the Toronto Lands Corporation (TLC) for lease.

The Board of Trustees did not approve the elementary school changes at that time, but directed staff to continue to work with the City of Toronto and Toronto Community Housing Corporation (TCHC) on implementation of the Lawrence-Allen Revitalization Plan to ensure that needs of present and future students in the area are met. TDSB Planning staff is actively involved in discussions with the City of Toronto and the TCHC regarding the redevelopment plans for the community.

The immediate Lawrence Heights community, which is comprised of Toronto Community Housing Corporation (TCHC) units, is undergoing a large redevelopment that will see over 1,200 affordable housing units replaced and over 5,000 new market units introduced. Projected pupil yields from this long-term revitalization effort (similar to Regent Park) have been factored into the enrolment projections for adjacent schools including Flemington PS and Lawrence Heights MS. The build-out period for the revitalization of Lawrence Heights is anticipated to be approximately 25-30 years, similar to that of the Dufferin corridor. Note that the associated SFIS business case template only provides enrolment projections for the next 10 years. The build-out period of these two major intensification areas is anticipated to be double that period of time, which means that the projected enrolment identified in the template does not capture the full pupil yield that is anticipated within the area. The graph below shows the long-term projected enrolment at Flemington PS incorporates all of the anticipated pupil yields from the redevelopment of Lawrence Heights. The graph also depicts the expansion of Flemington PS from its current JK-5 configuration to a JK-8. This, as described above, is the likely long-term accommodation scenario for this community.



The graphic below highlights the Board's long-term vision for the entire area over the long-term. Subject to the implementation of the accommodation plan approved by Trustees after the 2009-10 PARC, the long-term vision would result in the closure of Lawrence Heights Middle School. Existing feeder schools Flemington PS would be expanded to JK-8's, thereby removing the need for a middle school pathway.



Sir Sandford Fleming - Proposed Scope of Work

The high level description below outlines the proposed renovations at Sir Sandford Fleming to support the relocation of Baycrest Public School:

- Two Full Day Kindergarten Classrooms
 - Including washrooms, sinks, cubbies, associated millwork
 - Early years playground
- Administration area
 - The TCDSB will continue to occupy the main administration area currently existing within the building.
- New separate entrance/pick-up and drop off area for Baycrest PS and child care centre
- Improved/refurbished Instructional Classrooms (10)
- New Library for Baycrest PS
 - The TCDSB will continue to occupy the main library for Sir Sandford Fleming
- New entrance doors and interior crash doors

- Gymnasium Improvements

Estimated Costs

The renovations are anticipated to cost approximately \$3.5M, inclusive of the child care relocation. Appendix IV outlines the itemized cost of the proposed scope of work.

Conclusion

Baycrest PS is a small school building in poor condition that does not have the ability to accommodate enrolment growth that is anticipated to occur over the long-term along the Dufferin Avenue corridor. This ‘slow trickle’ of growth over the next 20-30 years is best accommodated at the Sir Sandford Fleming building, located 300m away from the existing Baycrest PS site. The building is larger, in much better condition and provides current and future Baycrest PS students with a variety of amenities that the existing building does not and cannot offer.

Relocating to the Sir Sandford Fleming building also mitigates the need for multiple portables on the Baycrest PS site for decades – until a case could be made for a new school building with a critical mass of students. The Sir Sandford Fleming building also offers a sufficient amount of space to be allocated to the child care currently operating at Baycrest PS. This is a non-profit child care operation that offers spaces to toddlers and pre-school children as well as providing before and after care for the community. The City of Toronto has identified this as a high priority area for child care spaces and is highly supportive of this proposed relocation.

The Sir Sandford Fleming building addresses the need for a long-term accommodation plan for this community and achieves this at a relatively minimal cost. The community has been consulted on this matter and is highly supportive of the proposal.

Further, the successful renovation of the Sir Sandford Fleming building for use by Baycrest PS and child care centre will free up the existing Baycrest PS site for purchase and use by the TCDSB. Therefore, by providing the funding necessary to support this project the accommodation needs of two Boards will be addressed.

Appendices

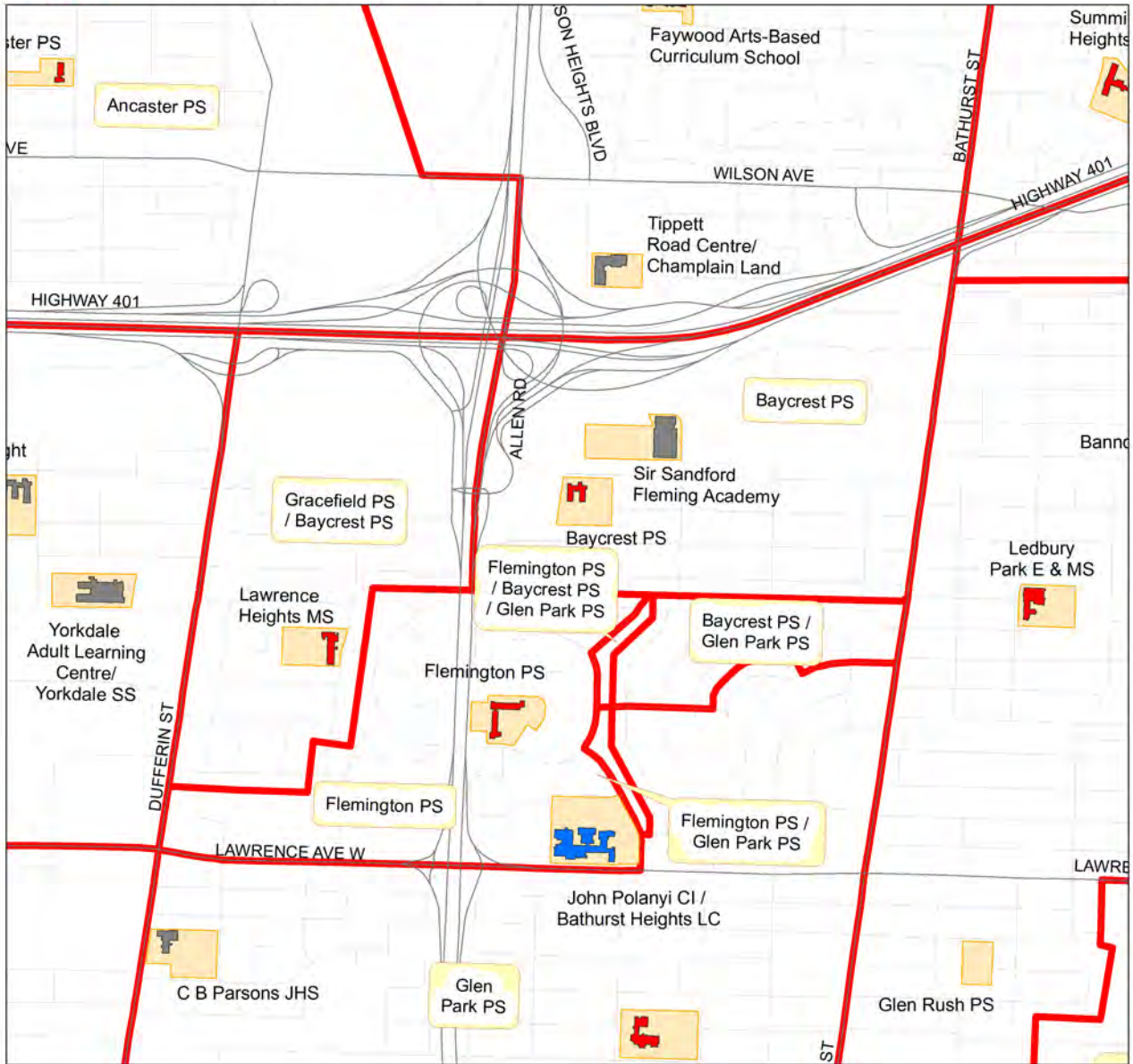
Appendix I – Location Map

Appendix II - SFIS Business Case Template

Appendix III- Floor Plans – Sir Sandford Fleming



Capital Priority Location of Baycrest PS, 145 Baycrest Avenue

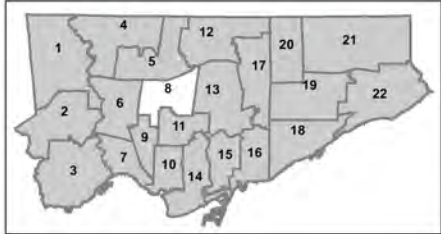


Please note:
The lines on this map representing the Attendance Areas are approximate.
For specific information on designated schools to serve individual addresses, please consult the TDSB Street Guide.

0 0.125 0.25 0.5 0.75 1 km

Produced by:
Planning Division, TDSB
September 2017
Source:
Base Map- Geospatial Competency Centre
Facility -Strategy and Planning, TDSB
Data- City of Toronto

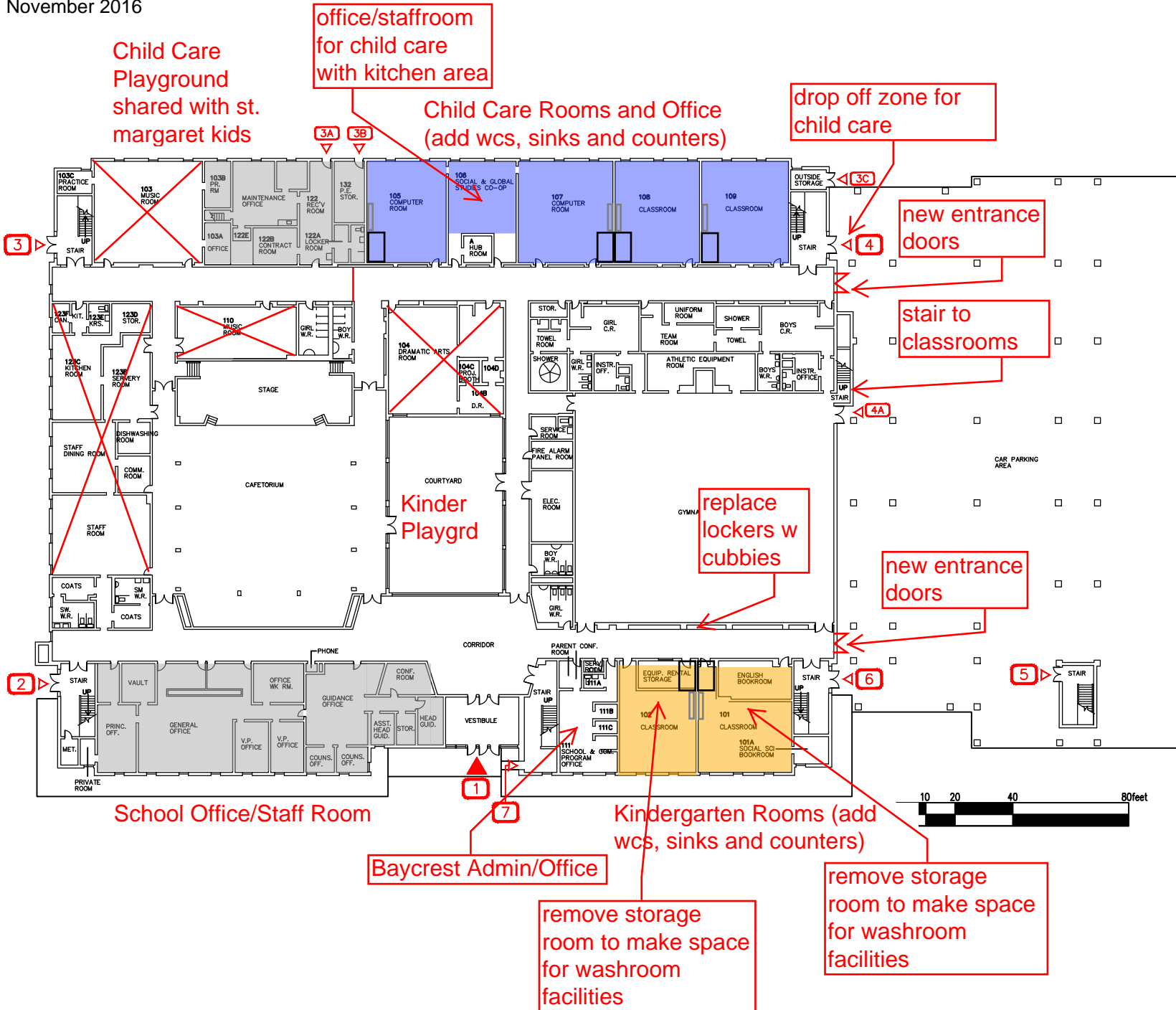
- Legend:
- Elementary School
 - Elementary & Secondary School
 - Secondary School
 - Other Facility
 - Site
 - Road
 - Railway
 - Utilityline
 - Waterway
 - Junior Attendance Area



F:GIS/MPT/Capital Priority Locational Map.mxd

Baycrest move to SSF - Proposed Floor Plan

November 2016



LEGEND:

- EX. DOOR LABEL XXXX
- MAIN ENTRANCE ▼
- EXTERIOR DOOR ▽

North Arrow



Facility Services



Technical Services Division
Design & Construction Unit
15 Oakburn Cres. Toronto, Ontario M2N 2T5
t. 416-395-4588 / f. 416-395-9734

Facility
Sir Sandford Fleming Academy
Address
50 Ameer Avenue
M6A 2L3
North York

Sheet Title
1st Floor

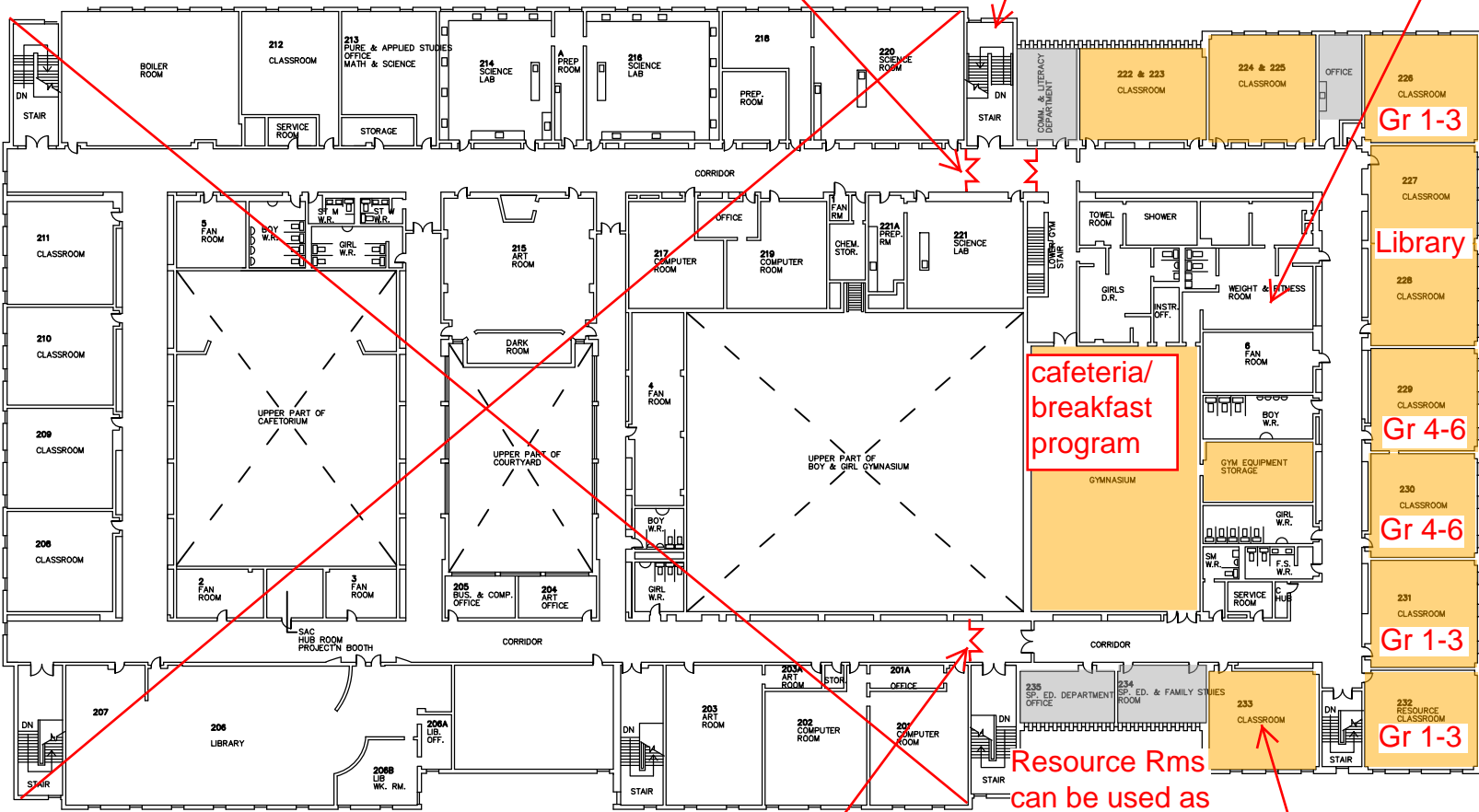
Facility # 0081	Last Update 12-08-14
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Baycrest move to SSF - Proposed Floor Plan
November 2016

main entrance for baycrest students

Breakfast program and lunch prep area/kitchen with freezer, sinks

new doors



new doors

Resource Rms can be used as meeting rooms

staff room already equipped with kitchen, washer, dryer

Gr 1-3

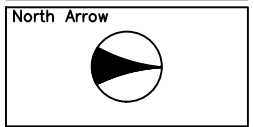
Library

Gr 4-6

Gr 4-6

Gr 1-3

Gr 1-3



Facility Services

Toronto District School Board

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Facility
Sir Sandford Fleming Academy
Address
50 Ameer Avenue
M6A 2L3
North York

Sheet Title
2nd Floor

Facility # 0081	Last Update 12-08-14
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