



14 April 2010

Report No. 10-078 to Business Services Committee

Re: Facilities and Fleet Management

ORIGINATOR(S): Michael Carson, Superintendent of Facilities
Peter Wright, Manager of Facilities

PURPOSE:

1. To provide information on Facilities and Fleet Management in the Ottawa-Carleton District School Board.

BACKGROUND:

2. Board at its meeting of November 24, 2009 approved the following:
 - A. THAT staff be directed to develop a presentation to the Business Services Committee that provides, as soon as possible, a profile of:
 - i) Facilities and fleet investments since the amalgamation of the two area English-Public school boards (including by facility if possible);
 - ii) Current facilities and fleet investment demands; and
 - iii) An assessment of future capital investment needs and priorities; and
 - B. THAT staff be directed to present to the Business Services Committee a statement of work, including a budget and timelines, for the development of multi-year facilities and fleet management strategic plans, as recommended by the Ontario Ministry of Education's Operational Review Report, that would also include other important operational elements such as energy management.
3. The Board received the Ministry's Operational Review Report on the OCDSB in July 2009.

STATUS:

Facilities

4. In addition to the items listed above, the Facilities and Fleet Management presentation at the Business Services Committee meeting of April 14, 2010 will provide an update of the Facilities department covering its organization; challenges and initiatives (see Appendix A).
5. The facilities investments since amalgamation can be broken into three categories, repair, renewal and new construction.
6. The ongoing repair of our facilities is a Maintenance function that is budgeted at approximately \$5.9 million per year and does not include salaries or fleet management expenses. A list of the

maintenance functions covered is at Appendix B. The total cost of maintenance work from 1998 to 2009 (11 years) for our facilities has been approximately \$64.9 million.

7. The renewal of our facilities is a Design and Construction function that is funded through Ministry grants from the Facilities Renewal Program (FRP) and other Ministry or Board initiatives such as Good Places to Learn (GPTL) and Energy Performance Contract (EPC) respectively. The amount of the FRP is enrolment based and varies by year, and both the GPTL and EPC are winding down this year. The total amount funded by all these programs over the past nine years is approximately \$219.3 million (FRP - \$104.7 million, GPTL - \$80.4 million, EPC - \$34.1 million). Attached at Appendix C is a list of FRP and GPTL funds spent by school location.
8. The new construction and major renovation program is also a Design and Construction function which relies upon various sources of funding. These funding sources include: Board reserves, Ministry grants and Ministry initiatives such as Prohibitive to Repair (PTR) and Primary Class Size (PCS). The total amount of debenture and capital funds expended over the past nine years is \$141.6 million. This includes numerous additions and new schools over the past nine years. Since amalgamation the OCDSB has constructed 16 schools (Appendix D).
9. Despite the consolidations that have taken place, our net floor space inventory has increased by 508,786 square feet, representing an increase of 5.68% in square footage.
10. Over the same time period, enrolments have decreased by approximately 8%. However, the Board has significantly increased the amount of revenue generating tenants as well as implementing the Primary Class Size Initiative.
11. The OCDSB has always had a project planning process which identified necessary renewal work by categories such as windows, building envelope and roofing repairs. The annual requirements, however, have always been in excess of the available funding.
12. Since 2003, the Ministry of Education has required boards to use a common database to forecast renewal backlogs. The Renewal Capital Asset Planning Process (RECAPP) software is funded annually by the province. RECAPP is used to plan major renewal and maintenance work in both the short term (5 years) and long term (up to 25 years). In addition, the Ministry has used RECAPP to base their funding allocation for initiatives such as GPTL and PTR.
13. The information from RECAPP forms the basis for our renewal project planning in addition to the detailed knowledge of our Facilities staff. The current maintenance deferral backlog is \$508 million (which includes accessibility) and the forecasted 5-year backlog would be \$655 million if there was no annual renewal funding. The attached spreadsheets at Appendices E-1 through E-4 demonstrate the backlogs by discipline.
14. As noted in item 7 above, the OCDSB has been fortunate to have access to GPTL funds and the impact of the EPC. Due to severe restrictions on operating budgets, inability to carry out routine maintenance has meant that FRP funds are often required regularly to maintain building conditions.
 - 14.1 Since amalgamation, the non-salary budgets for Facilities have increased by a total of 3%. Over that same 11-year period, the OCDSB and other school boards have had to manage the additional regulatory requirements such as:

Ministry of Labour: asbestos work, ladder and electrical safety, working in confined spaces; and
Technical Standards and Safety Authority: increased regulation and inspection of boilers, generators and fuel delivery systems.

- 14.2 In most cases, the additional costs incurred in order to comply with these requirements have been absorbed within existing budgets.

Fleet

15. The Facilities' vehicle fleet is managed by Maintenance and consists of: 100 work vans and trucks, 20 leased cars, and 35 trailers and specialty equipment. All of the vehicles are covered under a Commercial Vehicle Operators Registration (CVOR) that is mandated by the Ministry of Transportation of Ontario. The goal of the CVOR system is to improve road safety for all users of Ontario highways by having an effective monitoring and intervention system for all carriers. Poor performance may result in the loss of privileges to operate commercial motor vehicles.
- 15.1 The vehicles are maintained by two vehicle technicians on staff in the vehicle shop located at the Stittsville Depot. There are strict vehicle standard operating guidelines which cover: driver's checklist, files, record search, rules, vehicle procedures, vehicle and collision, vehicle selection criteria and fleet replacement criteria.
16. The fleet is made up of the work vans that are in use by Maintenance staff to complete their duties. Maintenance works on a decentralized model where the majority of drivers take their vehicles home and go directly to the next school on their work order list the next day. The Trades staff is assigned to zones that are closest to their homes. Numerous studies have demonstrated that this model is more cost effective and increases "wrench time" by one to two hours a day. In addition, all of our vehicles have GPS installed, which has assisted in the fleet management and controlling costs.
17. The total replacement value of the fleet is estimated at \$3.1 million. The annual provision for replacement was eliminated several years ago due to budget constraints.
- 17.1 Replacements are now funded by transfers from other unused budgets when available.
18. The Operational Review carried out on behalf of the province was generally favourable. In response to one of their recommendations, the process of aligning department goals with the Board's annual planning process was finalized (Appendix F).

Future Capital Investment Needs

19. The following needs have previously been identified for new facilities in growth areas:
- a) Elementary
- Kanata North
 - Chapman Mills – Longfields Davidson Heights
 - Stittsville (approved and under design)
 - Riverside South – Leirtrim – Findlay Creek
 - Orleans

- b) Secondary
 - Stittsville (grades 7 to 12)

- 20. In addition to the new school construction, additions to Stonecrest Elementary School, Berrigan Elementary School and Huntley Centennial Public School have been completed based on identified need. The Kars – Rideau Valley Middle School addition has started construction. These projects have utilized both PTR and PCS funding.
- 21. Another major factor, which impacts upon facilities capital investment, is the outcome of Accommodations Reviews. For example, the recent approval to close McGregor Easson Public School and Parkwood Hills Public School highlighted the need for additional Facilities participation in the process and has required a reordering of priorities.

Development of a Master Facilities Plan

- 22. Working closely with the Planning Department, a new Accommodations Review Policy is being developed that we hope will allow for the scoping of options for Accommodations Reviews, which in turn may lead to Facilities being able to undertake more detailed costing analysis that will result in more accurate and timely estimates of facility needs.
- 23. The Early Learning Program (ELP) will have a major impact upon facilities and delivery of needed renovations to the elementary schools. Work has already started between Facilities and Planning to assess the future needs of ELP across the system. Our design for the new Stittsville Public School has already incorporated these requirements.
- 24. Since amalgamation, the process for Facilities has been to submit separate reports to Board for approval or information covering the various key activities it is responsible for. For example, the Board approves the FRP each year as part of the June budget process; then it approves the FRP project plan in the late fall which provides a detailed list of the projects per school; and then, in the December timeframe, the Board is provided an information report of projects completed on the previous year's work, once the year end financials are done.
- 25. As stated, the current Capital Plan focuses investment towards growth needs. We know that a more fulsome approach is needed that balances facilities investment over a broader spectrum of categories. Staff has labeled this Master Facilities Plan and it will be integrated into the larger OCDSB Strategic Plan on an ongoing basis.
- 26. Staff sees the Master Facilities Plan divided into the following categories:

- a) **Facilities Renewal**

- i) Driven by RECAPP and FRP Funding, this typical renewal category lists the needs and funding opportunities for facilities. It is divided into two sub categories: Building Component Renewal (which accounts for needs for the building envelope such as roofing, masonry and glazing), and Program Upgrades (such as Science Lab upgrades). We expect this plan to have a minimum two-year horizon.

- b) **Facilities Revitalization**

- i) Facilities Revitalization has been an ongoing challenge given funding constraints. Staff sees "revitalization" as a means of addressing the needs of schools that are still

structurally very sound but the appearance of the facility has "faded" over time. It may be that flooring or window coverings need to be replaced or that landscaping or other curb appeal may be lacking.

- ii) By having a category that actually lists these schools in need of attention, it is hoped that funding may be more consistently dedicated to addressing these issues.

c) New Ministry Initiatives:

- i) There are new initiatives that trigger the need for facilities investment. In the past, some of these initiatives have been funded (PCS, for example), but staff felt that it would be prudent to list the annual needs to better reflect actual costs of new initiatives (ELP and Green Energy Initiatives) so that the OCDSB can better manage investments and better communicate our funding needs to the Ministry.

d) New Construction

- i) Staff sees this category of capital needs as detailing the need for new schools in identified growth areas, additions to schools because of growth or program needs, significant renovations required to schools that are part of our long term facilities inventory, and for the identification of facilities needs as a result of accommodations review decisions.

- 27. Staff is developing a methodology by which needs can be identified and priorities determined. The most logical approach may be to see if there are opportunities to address more than one category of need at a given school; maximizing time and funding that may be available.

CONSULTATION PROCESS:

- 28. Staff has continued to work with all stakeholders involved in Facilities management to ensure it provides the best service possible for the staff and students in our schools across the entire district.
- 29. In developing future plans, Facilities will be working to identify the most effective methods to deliver its support in a cost effective and efficient manner.

SUBMITTED FOR INFORMATION

Lyall M. Thomson, PhD, OCT
Director of Education and
Secretary of the Board

Michael Carson
Superintendent of Facilities

OCDSB Facilities Department

**Presentation to
Business Services Committee Meeting of
April 14, 2010**

Appendix A
(to be distributed at the meeting)

<u>Maintenance Functions</u>	2009/2010
DESCRIPTION	Revised Budget
MAINTENANCE OPERATIONS	
<u>Supplies & Equipment</u>	
Preventative Maintenance Program	\$451,600
Replacement Furniture & Equipment	\$82,068
Custodial Equipment Repairs	\$120,000
Shop Supplies & Inventory	\$129,760
Potable Water Treatment-conditioning	<u>\$40,200</u>
Total Supplies & Equipment	\$823,628
<u>Contract Services</u>	
Boiler Maintenance	\$120,000
Chemical Water Treatment	\$45,093
Led Testing	\$0
Misc. Emergency Repairs	\$40,000
Sweeping	\$90,000
Maintenance Snow Clearing	\$783,834
Maintenance Salt & Grit	\$392,000
Maintenance Snow Removal	\$215,000
Maintenance Grass Cutting	\$341,400
Controls Servicing	\$353,229
Grounds Repairs-Infrastructure	\$92,000
Maintenance Sports Field	\$107,100
Playstructure Maintenance	\$30,600
Playstructure-Ground Cover Maintenance	\$30,600
Portable Water Treatment-chlorination	\$50,200
Fire Protection Equipment	\$141,350
PA Repair/Clock Repair	<u>\$120,000</u>
Total Contract Services	\$2,952,406
<u>Maintenance Building Repair</u>	
Maintenance Generator	\$40,000
Maintenance Elevators	\$208,084
Maintenance Building Repair	\$598,000
Maintenance Grounds Repairs	\$200,000
Maintenance Mechanical Repair	\$896,793
Septic Maintenance	\$23,660
Maintenance Gym Inspections	\$10,000
Maintenance Portable Inspections	\$10,000
Maintenance Paint Materials	\$90,000
Sewer Maintenance	\$30,000
Fire Alarm Inspections	<u>\$51,000</u>
Total Maintenance Building Repair	\$2,157,537
Total Maintenance	\$5,933,571

Site Name	FRP	GPL	FRP + GPTL
A.Lorne Cassidy E.S.	151,409		151,409
A.Y. Jackson S.S.	295,795	1,206,888	1,502,683
Administration Building, 133 Greenbank	692,984	70,025	763,009
Administration Building, 330 GILMORE	18,019		18,019
Adrienne Clarkson E.S.	166,282		166,282
Adult H.S.	1,183,868	1,839,171	3,023,039
Agincourt Road P.S.	107,574	2,570,404	2,677,978
Albert Street E.C., 440	1,408,803		1,408,803
Alta Vista P.S.	908,654	932,988	1,841,642
Arch Street P.S.	522,359	176,955	699,314
Avalon P.S.	68,085		68,085
Barrhaven P.S.	291,369	164,193	455,562
Bayshore P.S.	883,723	34,178	917,901
Bayview P.S. (R.Byrns Curry)	530,384	374,568	904,952
Bell H.S.	1,122,506	986,590	2,109,096
Bells Corners P.S.	424,341	576,648	1,000,989
Berrigan E.S.	273,649		273,649
Bill Mason Outdoor Education Centre	60,977		60,977
Blossom Park P.S.	153,410	1,323,565	1,476,974
Borden Centre	15,136		15,136
Briargreen P.S.	21,124	448,503	469,627
Bridlewood Community E.S.	203,044	308,048	511,092
Broadview P.S.	1,478,314	74,408	1,552,722
Bronson Shop (Closed)	98,178		98,178
Brookfield H.S.	445,020	1,170,921	1,615,941
Cairine Wilson S.S.	1,266,802	340,599	1,607,401
Cambridge Street Community P.S.	653,583	14,332	667,915
Canterbury H.S.	1,034,703	1,576,065	2,610,768
Carleton Heights P.S.	441,711	139,454	581,164
Carson Grove E.S.	109,096	374,640	483,737
Castlefrank E.S.	263,288		263,288
Castor Valley E.S.	692,904	348,811	1,041,714
Cedarview M.S.	79,575		79,575
Centennial P.S.	661,285	10,422	671,706
Century P.S.	340,406	158,509	498,915
Chapman Mills	10,211		10,211
Charles H. Hulse P.S.	207,073	1,843,358	2,050,432
Churchill Alt. School	65,385		65,385
Clifford Bowey P.S.	759,172		759,172
Colonel By S.S.	686,245	471,803	1,158,048
Confederation E.C.	882,629		882,629
Connaught P.S.	101,706		101,706
Convent Glen E.S.	114,954	33,528	148,483
Crystal Bay Centre	709,860		709,860
D.A. Moodie I.S.	410,086	874,547	1,284,633
D.R. Kennedy P.S.	622,796	2,142,594	2,765,390
Devonshire Community P.S.	523,284	143,654	666,938
Dunlop P.S.	539,748	560,653	1,100,401
Dunning - Foubert E.S.	564,069	127,996	692,065
Earl of March S.S.	1,070,420	2,874,567	3,944,987
Elgin Street P.S.	1,246,646	15,230	1,261,875
Elizabeth Park P.S.	414,755	12,810	427,565

Site Name	FRP	GPL	FRP + GPTL
Elizabeth Wyn Wood Secondary Alt.	316,506		316,506
Elmdale P.S.	527,413	991,298	1,518,711
Emily Carr M.S.	319,671	740,588	1,060,258
Fallingbrook Community E.S.	381,342	19,610	400,952
Farley Mowat P.S.	263,704		263,704
Featherston Drive P.S.	575,238	330,854	906,093
Fielding Drive P.S.	710,759	182,586	893,345
First Avenue P.S.	264,563	394,066	658,629
Fisher Park P.S./Summit Alt.	568,787	1,215,679	1,784,466
Fitzroy Centennial P.S. (Closed)	373,916	417,381	791,296
Fitzroy Harbour P.S. (Closed)	159,984		159,984
Forest Valley E.S.	862,316		862,316
Frederick Banting Secondary Alt. (Stittsvi	543,618		543,618
General Vanier P.S.	358,651		358,651
Glashan P.S.	500,888	35,844	536,732
Glebe C.I.	2,027,612	5,427,854	7,455,466
Glen Cairn P.S.	384,097	188,940	573,036
Glen Ogilvie P.S.	35,331	689,652	724,983
Gloucester H.S.	1,075,718	2,091,941	3,167,659
Goulbourn M.S.	591,201	178,890	770,092
Granite Ridge E.S.	35,522	74,622	110,144
Grant Alt. School (Christie)	331,038	7,197	338,235
Greely E.S.	104,956	15,797	120,752
Greenbank M.S./Knoxdale P.S.	530,509	94,245	624,755
Hawthorne P.S.	263,130	2,954,946	3,218,077
Henry Larsen E.S.	622,626	8,592	631,219
Henry Munro M.S.	459,463	510,238	969,701
Heritage P.S.	66,973		66,973
Hillcrest H.S.	629,370	2,110,028	2,739,398
Hilson Avenue P.S.	30,536		30,536
Hopewell Avenue P.S.	143,003		143,003
Hunt Club & Cahill (Land)	22,143		22,143
Huntley Centennial P.S.	579,013	196,320	775,333
J.H. Putman P.S.	345,270		345,270
J.S. Woodsworth S.S.	263,258		263,258
Jack Donohue P.S.	80,188		80,188
Jockvale E.S.	131,740		131,740
John McCrae S.S.	202,310	15,014	217,324
John Young E.S.	184,871	289,106	473,977
Kars P.S.	255,736	482,596	738,332
Katimavik E.S.	260,606		260,606
L.D. Billings	940		940
Lady Evelyn Alt. School	223,412	21,269	244,681
Lakeview P.S.	321,084	62,780	383,864
Laurentian H.S.	319,838		319,838
Le Phare E.S.	256,200	569,935	826,135
Leslie Park P.S.	186,749	123,031	309,780
Lisgar C.I	542,896	2,940,612	3,483,508
Longfields-Davidson Heights S.S. (LDH S	3,745		3,745
Macskimming Outdoor Education Centre	56,225		56,225
Manor Park P.S.	1,129,201	1,054,459	2,183,660
Manordale P.S.	484,090	273,639	757,728

Site Name	FRP	GPL	FRP + GPTL
Manotick P.S.	693,338	334,924	1,028,262
Maple Ridge E.S.	422,614		422,614
Mary Honeywell E.S.	251,169	38,243	289,411
McCullough Shops	9,594		9,594
McGregor Easson P.S.	796,468	11,865	808,333
Meadowlands P.S.	71,141	1,301,048	1,372,189
Meadowview P.S.	11,604		11,604
Merivale H.S.	582,298	1,321,189	1,903,488
Merivale P.S. (Upper & Lower)	163,801	43,096	206,897
Metcalfe P.S.	637,793		637,793
Munster E.S.	41,615	635,810	677,425
Mutchmor P.S.	604,954	340,538	945,492
Nepean H.S.	297,540	2,712,089	3,009,629
Norman Johnston Secondary Alt.	99,226	296,093	395,319
North Gower P.S./Marlborough	78,020	374,009	452,028
Old Bayview P.S. 3071 Riverside			-
Orleans Wood E.S.	25,089	185,759	210,847
Osgoode P.S.	266,346	819,591	1,085,937
Osgoode Township H.S.	834,401	650,267	1,484,668
Ottawa Technical L.C. (McArthur H.S.)	478,978	1,033,948	1,512,927
Overbrook P.S.	49,227		49,227
Parkwood Hills P.S.	819,049	416,800	1,235,849
Pinecrest P.S.	590,776	1,399,818	1,990,594
Pleasant Park P.S.	732,449	253,201	985,650
Portable Classrooms	1,420,248		1,420,248
Queen Elizabeth P.S.	1,158,534	570,040	1,728,574
Queen Mary Street P.S.	604,188	533,234	1,137,422
Queensway P.S.	3,424		3,424
Queenswood P.S.	16,203	327,767	343,970
R. Byrns Curry P.S.	372,271	491,611	863,881
Regina Street P.S.	429,621	96,942	526,563
Richard Pfaff Secondary Alt. (McNabb Pa	196,512		196,512
Richmond P.S.	209,476	222,917	432,393
Rideau H.S.	742,242	1,020,934	1,763,176
Rideau Valley M.S.	515,687	786,084	1,301,771
Ridgemont H.S.	203,843	1,418,877	1,622,720
Riverview Alt. School	539,383	476,176	1,015,559
Riverview P.S. (Closed)			-
Robert Bateman P.S.	72,498		72,498
Robert E. Wilson P.S.	540,781	14,585	555,366
Robert Hopkins P.S.	768,169	13,153	781,322
Roberta Bondar P.S.	31,979		31,979
Roch Carrier E.S.	188,587		188,587
Rockcliffe Park P.S.	280,316	327,732	608,048
Roland Michener P.S.	462,151	354,486	816,637
Sawmill Creek E.S.	163,519		163,519
Severn Avenue P.S.	140,430	804,036	944,465
Sir Guy Carleton S.S.	869,527	554,526	1,424,052
Sir Robert Borden H.S.	2,229,464	609,283	2,838,748
Sir Wilfrid Laurier S.S.	529,912	7,152	537,064
Sir Winston Churchill P.S.	622,314	96,258	718,572
South Carleton H.S.	1,382,060	2,577,722	3,959,782

Site Name	FRP	GPL	FRP + GPTL
South March P.S.			-
Stephen Leacock P.S.	143,255	738,428	881,683
Steve MacLean P.S.	228,658		228,658
Stittsville Depot (Front and Back)	184,946		184,946
Stonecrest E.S.	92,578		92,578
Terry Fox E.S.	624,249	98,074	722,323
Torbolton P.S. (Closed)	230,941	15,453	246,394
Trillium E.S.	92,619		92,619
Vincent Massey P.S.	545,522	665,878	1,211,400
Viscount Alexander P.S.	369,277	216,222	585,499
W.E. Gowling P.S.	1,049,288	461,847	1,511,135
W.E. Johnston P.S.	173,359	300,501	473,860
W.O. Mitchell E.S.	795,802		795,802
West Carleton S.S.	228,654	413,995	642,650
Woodroffe Ave P.S.	1,039,407	697,932	1,737,339
Woodroffe H.S.	273,768	3,118,669	3,392,437
York Street P.S.	228,599	858,435	1,087,033
zVarious	29,270,639	384,990	29,655,629
	\$ 104,727,744	\$ 80,473,458	\$ 185,201,202

Ottawa-Carleton District School Board

New School Construction Since 1998

School	Opening Year	sq m	sq ft
Stonecrest Elementary School	1998	5,188	55,849
W.O. Mitchell Elementary School	1998	6,044	65,064
Hilson Public School	1999	4,337	46,688
John McCrae Secondary School	1999	11,835	127,404
Maple Ridge Elementary School	1999	7,100	76,432
Adrienne Clarkson Elementary School	2002	6,871	73,966
Jack Donohue Public School	2004	5,094	54,837
Stittsville Public School (New Granite Ridge)	2005	5,570	59,961
Roch Carrier Elementary School	2005	4,135	44,513
Berrigan Elementary School	2006	5,735	61,737
Heritage Public School	2006	4,185	45,052
Steve MacLean Public School	2006	5,840	62,868
Farley Mowat Public School	2006	5,570	59,961
Avalon Public School	2008	5,500	59,208
South March Public School	2009	4,144	44,610
Longfields Davidson Heights Secondary School	2009	17,061	183,662
Totals		104,209	1,121,810
Total New School Construction Sq ft		1,121,810	

School Closures Since 1998

School	Year Closed	sq m	sq ft
Crichton	1999	3,177	34,200
McNabb Park	1999	2,989	32,177
Queensway PS	1999	2,802	30,164
Whitehaven	1999	2,332	25,104
Confederation HS	1999	12,096	130,213
Overbrook	2001	2,113	22,746
Lamira Dow Billings	2002	2,694	29,001
Merivale	2004	2,636	28,377
Riverview	2004	2,007	21,605
Meadowview	2004	2,096	22,563
Stittsville (Main Street)	2005	3,112	33,501
Laurentian	2005	15,645	168,418
JS Woodsworth	2005	9,940	107,004
Fitzroy Harbour	2006	516	5,555
Bayview PS	2007	2,860	30,788
Grant Alt School	2007	2,835	30,519
Queenswood PS	2008	3,219	34,653
Torbolton	2008	1,590	17,116
Fitzroy Centennial	2008	3,120	33,587
Totals		77,779	837,291
Total Sq ft Closed		837,291	

Schools Re-Opened	sq ft
McNabb	32,177
Confederation	130,213
Merivale	28,377
Stittsville	33,501
Total Sq ft Re-Opened	224,267

Total SqFt Space Gained Since 1998 **508,786**

Net Sq Ft Closed **613,024**

Facilities	sq m	sq ft	Students 1998	Students 2009	Decrease
Total Elementary	482,124	5,190,065	51,186	47,608	(3,578)
Total Secondary	374,442	4,030,868	27,942	24,802	(3,140)
Total Admin	39,121	421,138			
Total	895,687	9,642,071	79,128	72,410	(6,718)

Facilities % Increase **5.68%**

Students % Decrease **-8.49%**

Notes:

McNabb Park reopened as Richard Pfaff in Sept 1999

Confederation HS houses Board Administrative Uses

Stittsville P.S. (main street) re-opened as Frederick Banting for September 2006

Merivale PS Leased to Federal Departments

Ottawa-Carleton District School Board

Current Backlog & Projected Event Costs By Event Year / Selected Discipline

Discipline	Current Backlog	Projected Event Costs					5-year Discipline Total
	2009	2010	2011	2012	2013		
00. Property	\$34,878,186	\$7,501,900	\$4,162,297	\$6,743,241	\$3,178,456	\$56,464,080	
01. Architectural & Structural	\$183,699,847	\$20,281,281	\$21,006,760	\$14,547,457	\$15,489,192	\$255,024,537	
02. Conveying Systems	\$855,586	\$505,651	\$211,411	\$104,649	\$66,066	\$1,743,363	
03. Mechanical	\$136,217,705	\$11,571,078	\$9,819,929	\$8,955,928	\$5,115,210	\$171,679,850	
04. Electrical	\$52,860,041	\$5,975,335	\$2,800,722	\$5,061,196	\$3,269,788	\$69,967,082	
05. Environmental	\$299,384	\$128,750	\$132,613	\$136,591	\$140,689	\$838,026	
06. Functional/Other*	\$99,300,040					\$99,300,040	
Total	\$508,110,789 Total Backlog	\$45,963,995	\$38,133,732	\$35,549,062	\$27,259,401	\$655,016,978 Projected 5-year Backlog	

Note: The event costs are based on current condition and normal life cycles and do not consider any reprioritization of future events or additional events resulting from accelerated deterioration or unexpected failures, etc. and do not include any projected renewal funding or inflation rates. The values in the projected event costs are exclusive of previous years costs (non-cumulative).

* Functional/Other includes Accessibility Upgrades (estimated) to meet OADA requirements, Program Upgrades, etc.

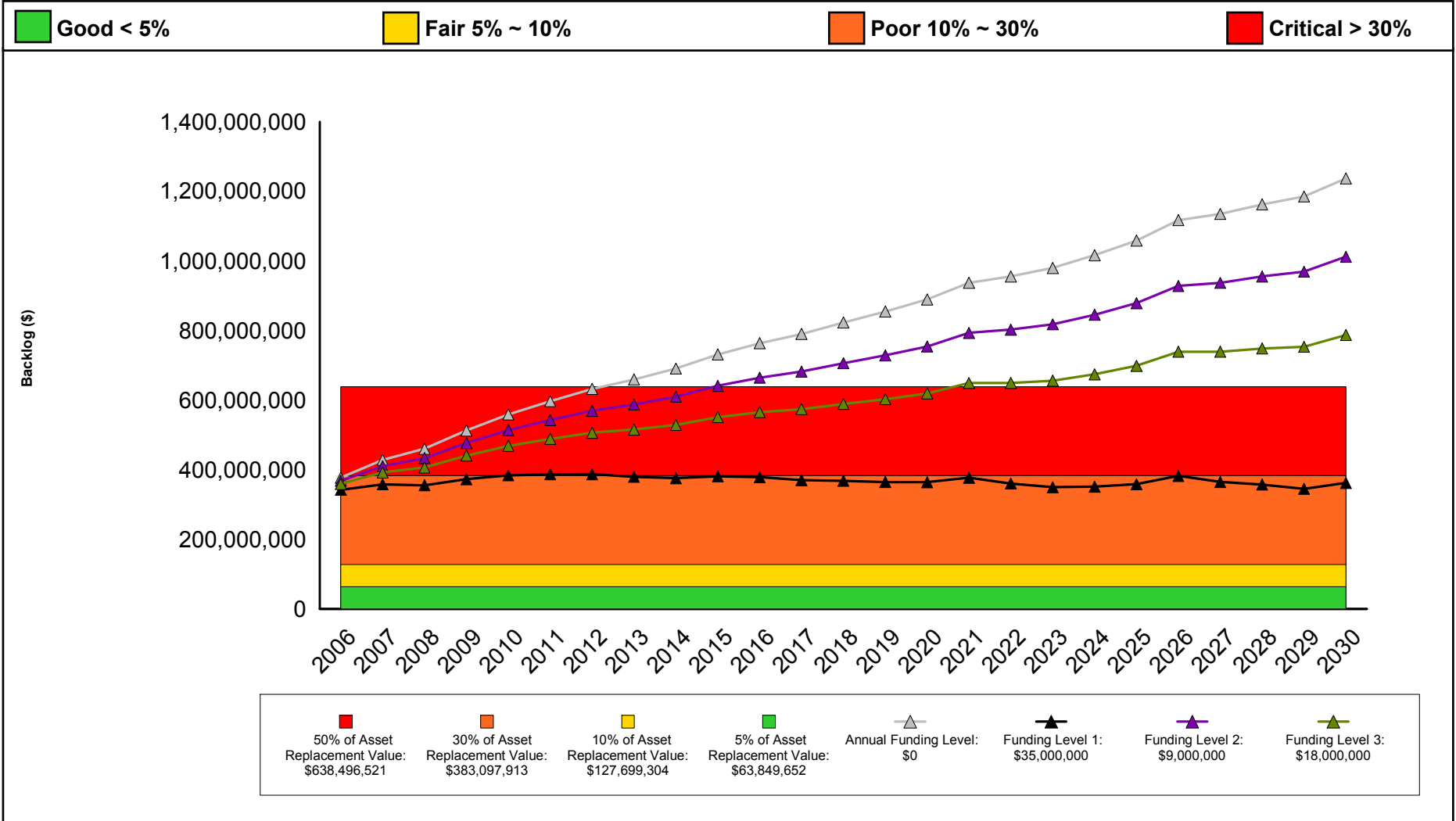
This report includes all facilities currently owned by the O.C.D.S.B., including Bronson Shops, MacSkimming (Outdoor Ed. Ctr), Merivale P.S., and Administration Buildings.

The data contained in the ReCAPP database was validated by the Ministry in 2003. The database is constantly in the process of being updated as renovation / renewal work is validated & completed. As such, any ReCAPP projections, event information or any ReCAPP generated report(s) are subject to change.

Ottawa-Carleton District School Board

Backlog Funding Model

Printed On: 2010/03/24



This report was generated without using Virtual Events.

Backlog Funding Model / * Bronson Shops; * Confederation SS, Campus ID8175; * MacSkimming (Outdoor Edu. Center); * Merivale PS, Campus ID6284; * OCDSB - Administration Building; * Frederick Banting Secondary Alternate, Campus ID6739; Berrigan ES...

Ottawa-Carleton District School Board

5-year Backlog Event Costs By Selected Group - All Facilities

Printed On: 2010/03/24

	Low	Medium	High	Urgent	N/A	Total
00. Property	\$26,606,089	\$29,047,356	\$3,798,080	\$0	\$0	\$59,451,525
01. Architectural & Structural	\$81,981,753	\$112,291,392	\$71,680,525	\$5,479,703	\$0	\$271,433,373
02. Conveying Systems	\$1,125,209	\$271,908	\$769,396	\$0	\$0	\$2,166,513
03. Mechanical	\$45,417,057	\$57,248,694	\$75,058,419	\$90,636	\$0	\$177,814,806
04. Electrical	\$11,056,519	\$37,595,932	\$25,794,211	\$738,595	\$0	\$75,185,258
05. Environmental	\$173,706	\$125,678	\$0	\$0	\$0	\$299,384

This report was generated without using Virtual Events.

	Low	Medium	High	Urgent	N/A	Total
06. Functional/ Other	\$99,240,040	\$0	\$60,000	\$0	\$0	\$99,300,040
Total	\$265,600,373	\$236,580,961	\$177,160,631	\$6,308,934	\$0	\$685,650,899

This report was generated without using Virtual Events.

Ottawa-Carleton District School Board

Current Backlog Event Costs By Selected Group - All Facilities

Printed On: 2010/03/24

	Low	Medium	High	Urgent	N/A	Total
00. Property	\$8,055,869	\$23,139,837	\$3,682,480	\$0	\$0	\$34,878,186
01. Architectural & Structural	\$37,076,074	\$94,586,946	\$46,908,124	\$5,128,703	\$0	\$183,699,847
02. Conveying Systems	\$313,326	\$179,088	\$363,172	\$0	\$0	\$855,586
03. Mechanical	\$12,221,504	\$49,656,260	\$74,249,306	\$90,636	\$0	\$136,217,705
04. Electrical	\$3,418,019	\$25,858,685	\$22,893,882	\$689,455	\$0	\$52,860,041
05. Environmental	\$173,706	\$125,678	\$0	\$0	\$0	\$299,384

This report was generated without using Virtual Events.

	Low	Medium	High	Urgent	N/A	Total
06. Functional/ Other	\$99,240,040	\$0	\$60,000	\$0	\$0	\$99,300,040
Total	\$160,498,538	\$193,546,494	\$148,156,963	\$5,908,794	\$0	\$508,110,789

This report was generated without using Virtual Events.

				<p><i>Increased awareness of environmental savings through technology, including service efficiency improvements</i></p> <p><i>Reduced hardware acquisition costs</i></p>
<p>To provide Facilities strategies to further optimize support to the District in support of its goals and objectives.</p>	<p>Departmental To provide the best possible support to the District and to become the best Facilities department in the Province. To further develop a Master Facilities Plan for the District, this involves integration of the Academic requirements in the long term capital priorities plan. To find opportunities for cost optimization across the whole department, this will alleviate budgetary pressures. To fully develop the Energy Management & Conservation division to become self funded through energy savings, provide energy conservation and environmental support to the District, to develop energy management and conservation projects which reduce utility costs and support curriculum.</p> <p>Division sub-goals are as follows:</p> <p>Operations Professional growth in building operations. The goal is become leaders in automation technology and facility management systems. To provide more amenities to users and energy cost savings to facilities in the areas of lighting and mechanical systems. To use technology to help schools operate their buildings more efficiently, reduce energy consumption. To address and prevent the issues of poor indoor environmental qualities in schools.</p> <p>The goal is to completely convert to Green cleaning products in all of our schools across the District.</p> <p>To upgrade the security access to all of the schools and administrative buildings across the District. The goal is to install a comprehensive electronic card access system within 4 years.</p> <p>Maintenance Preventative Maintenance Program (PM) – to further this goal implemented in 2002 which was to address the most critical and time consuming emergency response work orders which had an impact on our staff and students. The objective was to reduce unnecessary interruptions to the classroom and the schools with regards to faulty equipment and to provide a clean and safe learning</p>	<p>Mike Carson Superintendent of Facilities</p>		

	<p>environment for our students and staff to work in. The Maintenance division is now able to dedicate 40 % of its time to scheduled PM. The goal is now set at 50%. Listed below are examples of the PM services provided by Maintenance:</p> <ul style="list-style-type: none"> • Fire Alarm systems in which Fire Alarm Technicians are able to inspect and replace faulty devices such as smoke detectors, heat detectors, fire alarm panels which has reduced unnecessary overtime, responding to after hour fire alarm calls, interruptions and loss time to the classroom. • Indoor Air quality - annual inspection of all HVAC equipment has reduced the large number of environmental air quality concerns in our schools. • Gas fired equipment - annual inspections on all heating equipment which has reduced the number of no heat calls and school closures. <p>Computerized Maintenance Management System (Megamations) - started implementation in September 2005 and continues to be a major goal of the Maintenance division to improve the efficiency and effectiveness for the service provided to staff and students in our facilities. The Megamations tool has enabled the scheduling and tracking all preventative work orders for the PM program listed above as well as the normal reactive work orders. Megamations allows us to track all equipment, inspections, break downs, warranties, labour, material cost and work order hours which give us documented information to help us with equipment replacement, health & safety concerns, back log work orders and budgets. The goal is to fully integrate the Megamations system throughout the whole department and to integrate it with the OCDSB legacy systems.</p> <p>Implementation of Global Positioning System (GPS)- was implemented in September 2007 and is an on going management tool which has enabled us to increase productivity, response time to emergencies, as well as reduce fuel cost, and vehicle maintenance cost. The goal is to fully implement a GPS system in all of its leased vehicles within the department.</p> <p>The goal is to have the Maintenance division to fully develop its electronic wireless work order system (paper less). This will reduce unnecessary paper being handled by maintenance staff, travel time to Stittsville to pick up work orders and reduce the time in closing off of work orders. This will allow for maintenance staff to better plan and track their day to day work schedule, and will result</p>			
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	<p>in more hands on work which can only add to our main objective to provide a clean and safe learning environment for students an staff to work in.</p> <p>Design and Construction (D&C) There are various goals and objectives within D&C to further enhance the mandate of clean and safe schools. They are:</p> <ul style="list-style-type: none"> • Air quality – To bring all buildings up to current ASHRAE standards and building code. Introduce adequate fresh air without drafts and pollutants. • Comfort control - introducing thermostatic controls that work in the classroom and school spaces in all seasons. • Light levels - deals with not only good lighting systems, but dealing with glare from windows, etc. • Sound - Create an environment that students can hear effectively and teachers can deliver the curriculum without distraction or interference with noise pollution. • Tools for Delivery of Program - providing the extension of the curriculum delivery requirements, by having blackboards, white boards, millwork, computer areas, labs, specialty equipment, all in a safe and functional setup. • To provide renovated and new construction facilities that enhances the environment for student’s success through capital investment into our schools. <p>Energy Management and Conservation (EMC) As a new division within Facilities the goals and objectives are being refined but include the following:</p> <ul style="list-style-type: none"> • Reduce energy consumption by 10% over the next three years by implementing aggressive energy management and conservation measures. • Building a new environmental organization across all of the schools in the district with the aim of becoming better stewards of the environment. • Implementation of live utility monitoring within the schools tied in with curriculum. • Integration of the various building automation systems into one enterprise solution. • Revamping the current method of recycling across the district with the aim of becoming compliant with MOE regulations. • To setup and track of all energy consumption with a bill verification process. 			
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Facilities Renewal Process – Creating a Facilities Master Plan

Prepared by: Peter Wright, PEng - Manager of Facilities

A proposed Facilities Master Plan would provide a framework for developing an OCDSB building and renovation plan for at least the next 20 years and tie in with the Board's Strategic Plan's Goals and Objectives. The Plan should identify a phased approach to undertaking several major projects that will address the large-scale needs of the Board's facilities. Most urgent among these is the renewal or replacement of a significant proportion of our major building systems as identified in the Good Places to Learn (GPTL) initiatives and our annual Facilities Renewal Plan (FRP). The major systems include: building envelope (roofs, windows, and walls), mechanical and electrical (boilers, air-conditioning, ventilation, piping systems, electrical service upgrades, public address and fire alarm systems) and architectural (accessibility, building code, environmental remediation, grounds, paving, fencing, play structures, foundations, gymnasiums, program requirements and portables).

Other major issues that the plan should incorporate include; under-funded program upgrades (Science labs, Music, Drama rooms, Tech and Trade, etc.), Provincial regulations (building code changes, Accessibility for Ontarians with Disabilities Act, fire codes, water flushing, asbestos) and building rejuvenation (painting, signage and sustainable greening projects). The major issue is that the lack of renewal funding over the years has compounded the problem and created a \$300M maintenance deferral backlog. The GPTL initiatives, although welcomed, only addresses about 40% of our high and urgent needs and each project is dictated by the Ministry of Education (MOE) based upon ReCAPP. The OCDSB requires an annual renewal budget of \$30M per year to keep our buildings at today's standards (i.e., poor condition). At present the FRP is approximately \$11-12M a year which also has other demands upon it such as the repayment of the EPC Scotia Bank loan (\$1M per year) and portable relocations. Needless to say we are in a descending spiral with respect to the funding available and the renewal needs demand.

The challenge is how to determine the priorities which balances the needs of the school community and the need to keep the facilities in a clean and safe condition for our students and staff.

At present the FRP planning is undertaken by Facilities staff and is based upon a complete assessment and detailed analysis of the physical condition of all the buildings within the OCDSB. Staff then develops a multi-year plan for meeting the needs of deferred maintenance, major component replacement, as well as ongoing and emerging needs that require less extensive changes to the facilities. Historically, these projects have been based on high and urgent needs to maintain the buildings' integrity and operational systems. A proposed Facilities Master Plan would extend the planning process to include input from selected stakeholders. This would probably be best implemented by the formation of a Facilities Renewal Working Group (FRWG) which would outline the principal goals and criteria for priority setting with an expectation that the outcome of this process would be incorporated into the Facilities Master Plan.

Trustees and senior staff have been discussing the way ahead on this issue which is summarized in part by the Capital Needs Forecast and the Priority-Setting Workshop. Criteria are required to develop the priorities for the FRP and should be based upon a set of goals. The following proposed goals are not ranked in order of importance; the list at present begins with the most concrete needs and then develops some more abstract, intangible, and mission-centered benefits.

A Facilities Master Plan will:

- Deal with urgent health/safety issues - chiefly code issues as identified by our facilities staff
- Reduce deferred maintenance
- Address the life cycle of major building components
- Improve procedures in order to enhance efficiency, communication, etc.
- Develop a transparent process for facility renewal planning and decisions, and in doing so educate all stakeholders to understand the needs of the Board as a whole
- Enhance what works well in service of the educational mission of the OCDSB, and improve what doesn't work well
- Obtain a common appreciation of the relationship between district-wide and zone-specific priorities
- Make visible the excellence of the OCDSB and to celebrate our values
- Support projects that lend themselves to fundraising and community engagement
- Establish a common understanding of pressures and tensions within the decision-making process
- Balance and spread the benefit of increased attention to facilities to as many areas as possible

It is proposed that a FRWG be formed for this upcoming academic year and that this group and its subsequent members be divided between two subgroups.

Functional and Program Needs Subgroup

The Functional and Program Needs Subgroup would oversee a process that asks all stakeholders to assess their current spaces against their program needs. It is envisioned that this subgroup would survey all academic and administrative departments within the OCDSB, visit most of the spaces within the schools, and gather information on what works and what doesn't work, based on the results of a questionnaire that would start the processes. Following is a sample questionnaire:

OCDSB — Facility Renewal Needs Questionnaire

Department/Program: _____

The purpose of the Facility Renewal Needs Study is to identify and inventory department and program related facility needs. Technical/physical plant (structure, building envelope, mechanical and electrical systems) needs and life safety and building code requirements are

being addressed as part of another concurrent study and will not be addressed as part of this study.

We are interested in determining how well the facilities currently occupied and/or shared by your department/program support your department/program's academic program (including teaching, special needs, performance, meetings, etc.) and which may need renewal. We ask that you consider facilities/spaces that you occupy or share (offices, classrooms, outdoor facilities, labs, special program facilities, stockrooms) and also the spaces that you pass through (the outdoor entrances, hallways, stairwells, bathrooms, common areas, mailrooms).

We ask that each department and program answer the following three questions:

- 1) Which of your current spaces/facilities work best in supporting your academic program (broadly defined) and/or day-to-day activities and why?
- 2) Which of your current spaces/facilities do not serve your academic program and/or day-to-day activities well, and why?
- 3) Please prioritize the five most important space/facilities needs (as opposed to wishes) of your department/program.

In addressing the above three questions, please consider how the characteristics of a given space influence the functionality of the space.

Physical Layout: location, size, shape, relationships, adjacencies, quantity

Quality of Space: lighting, acoustics, aesthetics (materials, finishes, colors), comfort (temperature, air quality, humidity)

Functional Modifications: furniture, equipment, sound attenuation, sound and light systems, specialized heating or cooling

Members of this Functional and Program Needs Subgroup would receive this information from all departments and programs within the OCDSB and then compile the information.

Technical Subgroup

This second subgroup will take on the task of assessing the physical condition of all the OCDSB facilities, update the current multi-year plans and ReCAPP database that will be the basis of the on-going Facilities Master Plan. This Technical Subgroup (based upon Facilities staff) will meet monthly throughout the year to assess and grade our facilities from a technical viewpoint. The task would be to look at all buildings according to the relevant criteria, including:

- Adherence to building code
- Adequacy of major building systems (plumbing, heating, electrical, lighting, ventilation, air conditioning, etc.)

- Adequacy of the building's enclosure (roofs, windows and external walls, etc.)
- Accessibility for persons with disabilities
- Aesthetic conditions
- Architectural and historic significance

The Technical Subgroup would create a standard set of definitions and grading scales that could be applied to every building, complete the assessment for every building and assemble a summary that allows comparison of physical condition of every building.

Next Steps

The continuing process would be to have the two subgroups of the FRWG complete their work, and follow the next steps:

- Integrate the findings from both the Technical and the Functional and Program Needs Subgroups to reach an overall assessment of the condition and needs of the schools within the OCDSB
- Work with Planning to integrate the findings from this process into the Capital Needs Forecast
- Work with senior staff to incorporate major findings from this process into ongoing budgeting and planning for renovation and other capital projects in the coming years
- Consolidate the Facilities Master Plan and present it to Board for consideration and approval

Summary

The FRWG would be able to develop the criteria for setting priorities based upon the outcomes of the formation of the Facilities Master Plan. This plan will outline all of the factors, the competing demands upon the few resources available, recommended courses of action and the funding streams available. This plan will be coordinated with both the Capital and Strategic Plans and be updated each year in an abbreviated process once established. The Board can then decide what its priorities are once they are fully informed on the state of the facilities and can have a full appreciation of the impact of their decisions.