

DATE: June 25, 2019

TO: Board of Trustees

FROM: Trustee Nathan Ip

SUBJECT: Motion re: Multi-Year Block Funding Model

REFERENCE: [Trustees' Handbook – Section 5.2.2 – Notices of Motion](#)

ISSUE

Notice of motion was served at the April 30, 2019, Board meeting.

BACKGROUND

On March 19, 2019, the Board of Trustees were presented with a report on the current deferred maintenance in our District building infrastructure, derived from value management studies. On April 30, 2019, the Board of Trustees received a report that outlined how a multi-year block funding model for school infrastructure could address the District's short-term and long-term infrastructure needs.

The March 19th report highlighted that:

- The total deferred maintenance value of 171 District school buildings is \$756,984,958.
- Of our 213 school buildings, 127 of them are 50 years old or older (opened in or prior to 1968) and by 2028, 156 schools will have reached that milestone.
- Approximately 39 per cent of the District's deferred maintenance is categorized in condition as "emergent" or "significant deficiencies", with an approximate value of \$295 million.
- Annual Infrastructure Maintenance Renewal (IMR) funding ranges anywhere from \$15 to \$30 million.

The April 30th report highlighted that

- Stable and predictable capital funding levels are required to address our mounting deferred maintenance deficit.
- Five-year funding blocks would enable the District to develop predictable maintenance renewal plans that would reduce the amount of deferred maintenance and enhance value through bulk purchasing.
- Under a conceptual block funding model of two per cent of replacement value, or approximately \$82 million per year, the District would be able to address the current deferred maintenance and manage major modernizations.

This motion proposes a funding level consistent with recommendations for investment in government-supported buildings by the Alberta Treasury in 2008 (Alberta's 20-Year Strategic Capital Plan), where funding in the two to three per cent of replacement value range is stated as best practice to sustain public infrastructure.

RELATED FACTS

- With a mounting deferred maintenance deficit of \$756 million dollars, coupled with significant growth pressures in new and growing neighborhoods, the current model and level of funding is not adequate to address the construction, maintenance and modernization of school buildings to serve the learning needs of students of the Edmonton Public School Board.
- The annual IMR funding is insufficient to address the deferred maintenance deficit in our school buildings.
- The number of projects which may be funded and the timing of funding announcements are unstable and unpredictable.
- The lack of certainty and adequate funding for school districts poses significant challenges when it pertains to the development and implementation of infrastructure strategies and maintenance plans.
- As outlined in Request for Information Report #037 (Attachment I), a multi-year block funding model could incorporate support for modernizations, replacement projects, and IMR.
- Block funding would provide greater flexibility to procure and bundle projects to maximize value and allow the building of schools at a time when neighborhoods are beginning to grow.
- Consistent block funding would provide flexibility that could better match funding cycles of community partners and agencies, positioning facility partnership opportunities with greater feasibility.
- The block funding conceptual model would enable the District to maintain current transportation services levels while minimizing the increase to parent fees and avoiding a redirection of operational funding from classrooms. School bus ride times, and class sizes are all directly impacted by infrastructure challenges.
- Adequate funding and greater flexibility would allow the District to look at more options for access to programs of choice and bus service provision levels without passing on the costs to families, which ultimately supports better educational experiences for students.
- An annual reporting requirement on how the funds were spent would ensure accountability and transparency relating to expenditures and efficiencies.
- School boards are presently the only locally elected authorities that do not receive some form of multi-year block grant for their infrastructure needs, such as taxation powers or municipal access to the Municipal Sustainability Initiative Fund that can be used to supplement capital projects, etc.
 - Metro jurisdictions across the province are facing similar challenges of deferred maintenance deficits and lack of predictable and sustainable infrastructure funding, and the proposed block funding model has the potential to serve these other jurisdictions as well.
- Finally, the block funding model as proposed is aligned to the current government's priority of reducing red tape and maximizing value for dollars, with the ability to bundle projects and to work with industry partners on cost-effective building practices.

RECOMMENDATIONS

1. That the Edmonton Public Schools Board of Trustees endorse a two per cent multi-year block funding model as outlined in Request for Information Report #037, and that the Board advocate for this model to the Premier of Alberta, Minister of Education and Minister of Infrastructure.
2. That the Board share the Request for Information Report #037 with the Mayor of Edmonton, Edmonton City Council and other metro school boards, and request a meeting with each party and our Board Chair and Infrastructure Committee Chair to discuss opportunities for joint advocacy.

OPTIONS

1. Approve the recommendation.
2. Provide feedback and request changes to the recommendation for approval.

NEXT STEPS

Should the Board of Trustees approve the recommendation, the Board Chair will write to the Premier of Alberta, Minister of Education and Minister of Infrastructure, the Mayor of Edmonton, Edmonton City Council and other metro school boards advocating for a two per cent multi-year block funding model.

ATTACHMENTS and APPENDICES

ATTACHMENT I [Request for Information Report #037](#)

ATTACHMENT II [Value Management Study Report \(March 19, 2019\)](#)

NI:km

DATE: March 19, 2019

TO: Board of Trustees

FROM: Darrel Robertson, Superintendent of Schools

SUBJECT: Multi-Year Block funding Models
(Response to Request for Information #037)

ORIGINATOR: Dr. Lorne Parker, Assistant Superintendent

RESOURCE STAFF: Terri Gosine, Geoff Holmes, Roland Labbe, Jennifer Thompson, Christopher Wright

REFERENCE:

ISSUE

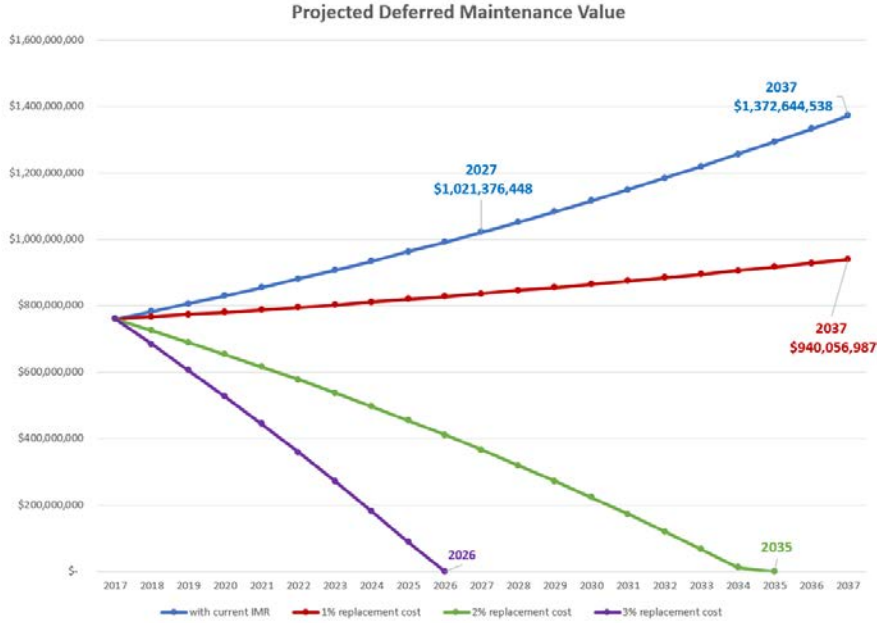
The following information was requested by Trustee Ip at the October 9, 2018, Caucus meeting: That Administration prepare a report that outlines how a multi-year block funding model for school infrastructure can address the District's short-term and long-term infrastructure needs. Please provide scenarios based on different levels of funding and cost efficiencies that can potentially be realized.

BACKGROUND

In August 2017, the District completed 171 school condition assessments that quantify the total value of deferred maintenance at \$756,984,958. A summary report of this data was presented at the March 5, 2019, Caucus meeting and is scheduled to be presented at the March 19, 2019, public Board meeting. The report summarized the condition assessment information, and contextualized the rising deferred maintenance value through condition, maintenance category, building age and historical funding received to address the rising deferred maintenance cost. The report also introduced some models that showed the positive influence of a block funding model, whereby the District would receive a per cent of total replacement cost for all buildings in the District (valued at \$4.1 billion in 2018) to use as they see fit to address deferred maintenance. This information report provides some additional depth into the scenarios and addresses the opportunities a block funding model may provide.

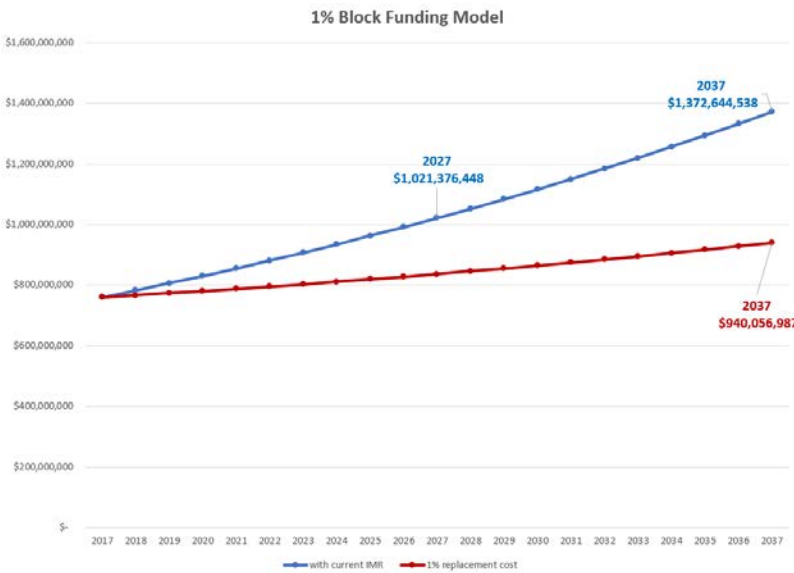
CURRENT SITUATION

Given the lack of adequate Provincial funding to plan and implement preventative maintenance, jurisdictions are currently placed in a position of focusing efforts on unplanned or reactive maintenance and repair, which is the least cost-effective approach. A planned, preventative maintenance program informed by accurate system and component data, funded to meet benchmarks for reinvestment or replacement of components, would be the most cost effective approach. If the current funding model persists, deferred maintenance will continue to grow.

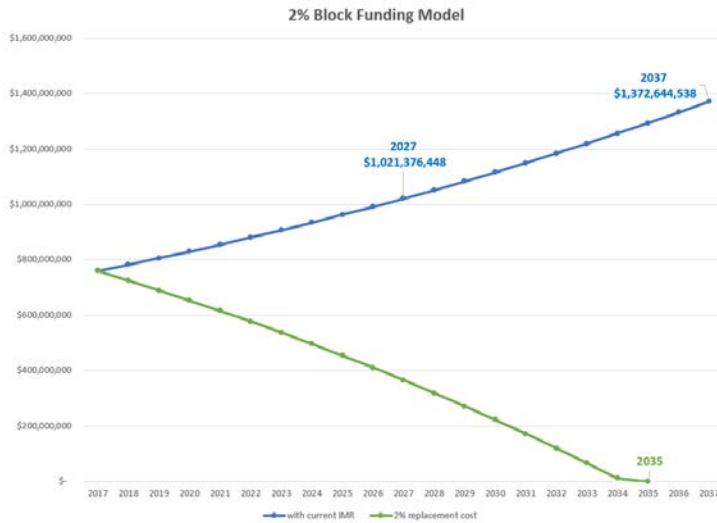


An innovative approach to dealing with deferred maintenance, like block funding, would provide a more proactive solution. The block fund could incorporate support for new school construction, modernizations, replacement projects, and Infrastructure Maintenance and Renewal funding (IMR). The District will continue to advocate for stable and predictable capital funding to help address the mounting deferred maintenance deficit.

Under a one per cent block funding conceptual model, approximately \$41 million per year, the District would see a reduction in the growth of deferred maintenance. In this funding model, deferred maintenance would still grow, but at a slower rate and the District would still need to request capital funding from the Province for new construction, major modernizations, replacement schools and modular classrooms.



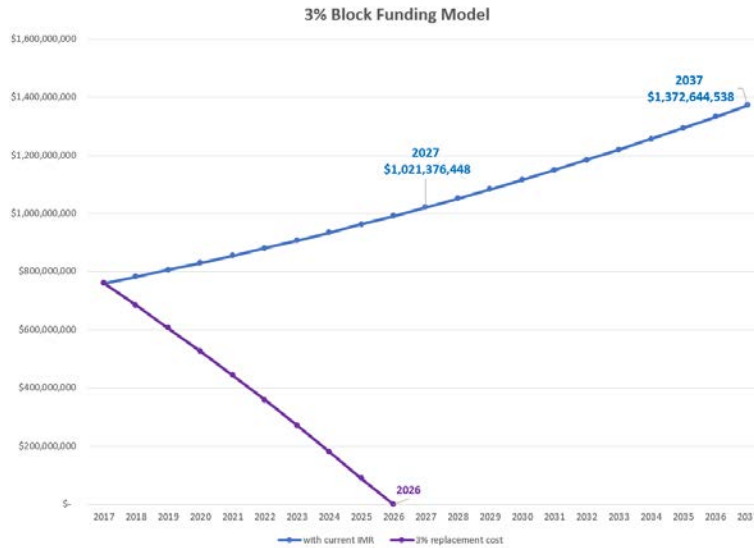
Under a two per cent block funding conceptual model, approximately \$82 million per year, the District would be able to address the current deferred maintenance and manage major modernizations. This funding model would permit the District to create a sustainable capital schedule allowing the replacement of some of the existing aged space. The two per cent model is in line with industry best practice which recommends two per cent of the replacement cost be reinvested into the infrastructure annually.



Under a three per cent block funding conceptual model, at approximately \$123 million per year, the District would be able to accomplish the entirety of the two per cent block funding conceptual model but on an accelerated schedule. This conceptual model could also include the procurement and distribution of new space, including new school construction and modular classrooms. Some of the benefits from the District managing the pace of new construction include:

- the increased ability to distribute programs and District Centres
- the ability to accommodate students as development occurs, instead of long distance designations while waiting for new schools
- the increased opportunity to pursue partnerships.

One of the greatest challenges for capital partnerships under the current model is the inability to predict the timing of funding for capital projects. If the District was in control of the funding schedule, there would be increased opportunities to partner with other entities as funding schedules could align.



All of these conceptual models are dependent on an assurance that funding would be ongoing for a minimum of 10 years and that the functional capacity of staff could deliver the infrastructure or component maintenance within the time period. From 2005 to 2017, there has been an average of \$81,504,154 spent on infrastructure per year (ATTACHMENT I). This average cost includes IMR funding, modernizations, replacement schools, new construction and modular classrooms. This rate is almost equivalent to the two per cent model. However, two thirds of the current \$81,505,154 in funding was for new construction, was unpredictable in yearly amount, and did not address the increase deferred maintenance.

A sliding scale to determine which of the three models would be appropriate to apply to a school jurisdiction could be based on a matrix of factors, such as: total deferred maintenance (total value or as a per cent of total replacement value), enrolment growth over a specified time period and the utilization rate of the district. If a District is caught up on deferred maintenance, in a relatively stable or low growth period with adequate space to accommodate students, then the one per cent model may deliver the infrastructure and maintenance required. However, if a District is growing at a steady or high rate, is well-utilized and has a large backlog of deferred maintenance, then a three per cent model might be more appropriate.

In place of the current funding approach, a model that provides five-year envelopes of block funding, at \$123 million per year or three per cent, would maximize the District’s flexibility and ability to be proactive and responsive in addressing deferred maintenance.

- Block funding would provide greater flexibility to procure and bundle projects to maximize value
 - The capacity of the construction industry under such a model could lead to completion of additional projects in a more timely fashion than would be realized in a conventional manner.
- Additional opportunities for partnerships with community partners would be feasible under a more consistent, block-funded system.
 - Block funding could allow for some measured debt servicing to supplement Provincial resources such as the ability to borrow or leverage block funding (bridge financing and energy performance contracts with industry partners).

- Block funding would increase the District's ability to bulk purchase and possibly finance solar panels in larger quantities.
 - Additional savings would be realized through the bulk purchase and installation and by accelerating the pace at which solar panels are installed, lower utility costs in the District could be realized in a shorter timeline resulting in additional cost savings.
 - Once the deferred maintenance is addressed in our older buildings, additional school buildings will be physically able to accept solar panels.
- The block funding conceptual model could include the ability of the District to maintain current transportation services levels while minimizing the increase to parent fees and avoiding a redirection of operational funding from classrooms.
 - The model would allow the District greater flexibility in locating infrastructure closer to where students reside, which would shorten ride times or eliminate them for students that would be walking distance to a school.
 - In contrast, any surplus from transportation fees collected could be returned to support school infrastructure.
- Annual reporting requirement on how the funds were spent would ensure long-term transparency relating to expenditures and efficiencies.
 - In the event that not all the funds were able to be used in a budget year, due to staffing capacity, for example, the remainder could likely go into Capital Reserve.
 - The remaining funds (over a certain amount) would be accompanied by a plan of how they would be subsequently used, subject to approval by the Province.

Piloting a block funding model would provide an opportunity for the District to become a regional leader in the application of block funding:

- creation of procedures, plans and best practices around the planning, procurement, project management and maintenance of school buildings under the model
- the knowledge and learnings could be shared with other jurisdictions in the province to enhance the delivery and maintenance of all school facilities
- the best practices would also extend to the District's stakeholder engagement processes
 - our current level of engagement in relation to mature communities would be maintained and could be enhanced by the fact that the District is able proceed with construction in a timely manner to realize the preferred models identified in the community consultations

In summary, consistent, predictable funding of a school jurisdiction's longer-term planning efforts, such as a 10-year vision, would generate greater efficiencies and flexibility than the separate annual capital funding processes.

KEY POINTS

- If the current funding model persists, deferred maintenance will continue to grow and building components will fail as structures continue to age.
- An innovative approach to dealing with deferred maintenance, like block funding, could provide a solution and could include capital funds for modernization and replacement projects, as well as addressing deferred maintenance by preserving or growing the amount of IMR funding available.

- Under a one per cent block funding conceptual model, at approximately \$41 million per year, the District would see a reduction in the growth of deferred maintenance.
- Under a two per cent block funding conceptual model, at approximately \$82 million per year, the District would be able to address the current deferred maintenance and manage major modernizations.
- Under a three per cent block funding conceptual model, at approximately \$123 million per year, the District would be able to accomplish everything listed under the two per cent block funding conceptual model on an accelerated schedule and also include the procurement and distribution of new space, including new school construction and modular classrooms.
- All of these conceptual models are dependent on the assurance that funding would be ongoing and that the functional capacity of staff could deliver the infrastructure or component maintenance within the time period.
- The block funding could:
 - Increase the District's ability to bulk purchase and possibly finance solar panels in larger quantities.
 - Maintain current transportation services levels while minimizing the increase to parent fees and avoiding a redirection of operational funding from classrooms.
 - Include the ability of the District to maintain current transportation services levels while minimizing the increase to parent fees and avoiding a redirection of operational funding from classrooms
- Piloting a block funding model would provide an opportunity for the District to become regional leaders in the application of block funding by creating procedures, plans, and best practices around the planning, procurement, project management and maintenance of school buildings under the model.
- This model would not require significant additional funds but would consolidate multiple funding sources under a block allocation that would significantly improve service level to community stakeholders.

ATTACHMENTS and APPENDICES

ATTACHMENT I Infrastructure Funding Received 2005 to 2017

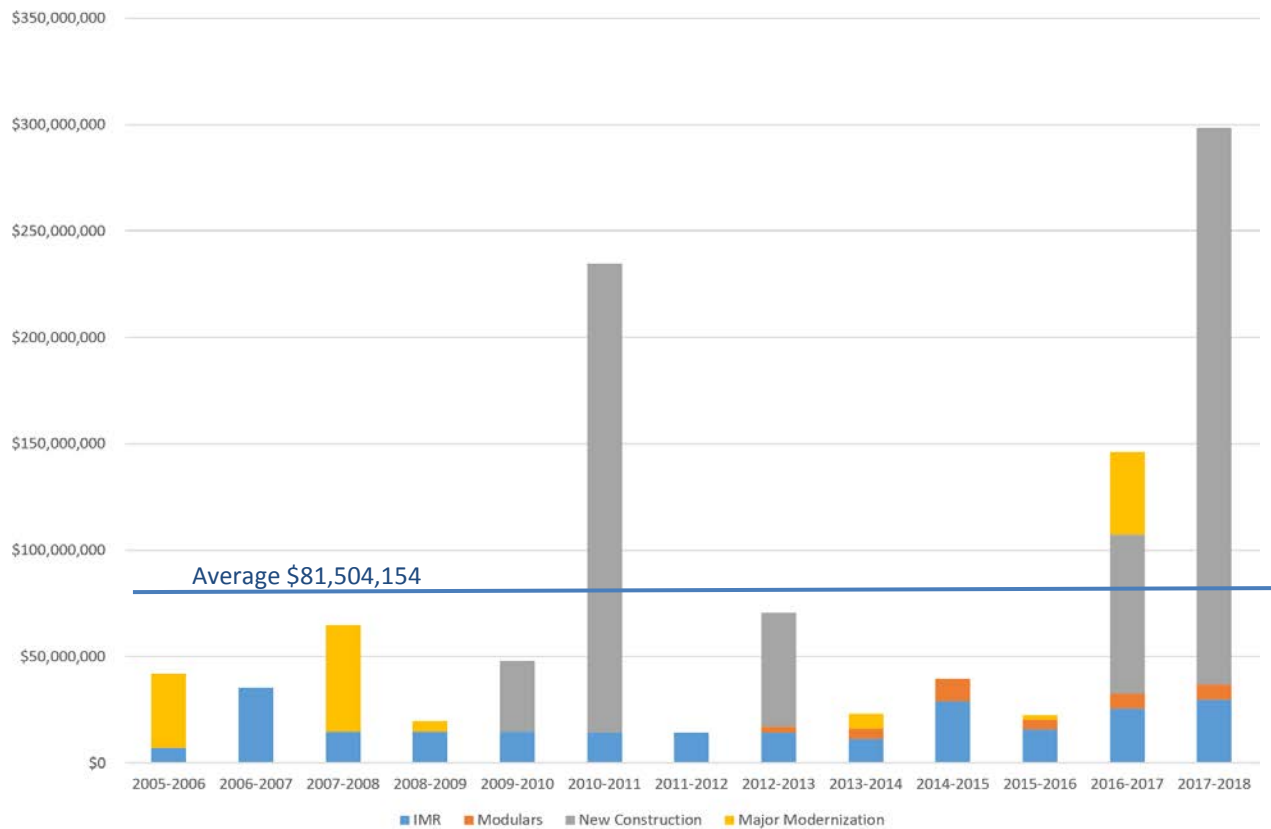
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Infrastructure Funding Received 2005 to 2017



Edmonton Public Schools

Infrastructure Investment 2005 to 2017



Year	IMR Funding	Modular Classrooms	New Construction	Major Modernization	Total Investment
2005-2006	\$6,920,000	\$0	\$0	\$35,000,000	\$41,920,000
2006-2007	\$35,577,136	\$0	\$0	\$0	\$35,577,136
2007-2008	\$14,900,000	\$0	\$0	\$50,000,000	\$64,900,000
2008-2009	\$14,800,000	\$0	\$0	\$5,000,000	\$19,800,000
2009-2010	\$14,818,287	\$0	\$33,156,958	\$0	\$47,975,245
2010-2011	\$14,420,094	\$0	\$220,224,720	\$0	\$234,644,814
2011-2012	\$14,502,989	\$0	\$0	\$0	\$14,502,989
2012-2013	\$14,345,635	\$2,802,000	\$53,216,512	\$0	\$70,364,147
2013-2014	\$11,363,900	\$4,670,000	\$0	\$7,200,000	\$23,233,900
2014-2015	\$29,253,631	\$10,274,000	\$0	\$0	\$39,527,631
2015-2016	\$15,650,399	\$4,670,000	\$0	\$2,200,000	\$22,520,399
2016-2017	\$25,673,307	\$7,005,000	\$74,700,167	\$38,700,000	\$146,078,474
2017-2018	\$29,665,644	\$7,005,000	\$261,838,621	\$0	\$298,509,265
Total (2005 to 2017)	\$241,891,022	\$36,426,000	\$643,136,977	\$138,100,000	\$1,059,553,999
Average (2005 to 2017)	\$18,607,002	\$2,802,000	\$49,472,075	\$10,623,077	\$81,504,154

IMR Funding – does not include the IMR funding for the ASAP I and II schools as this allocation is given to a third party and not Edmonton Public Schools for the 30-year maintenance period

New Construction and Major Modernization – counted in the year of completion

Modular Classrooms – counted by unit and multiplied by \$467,000, the unit cost to procure and install a modular classroom in 2018

DATE: March 19, 2019

TO: Board of Trustees

FROM: Darrel Robertson, Superintendent of Schools

SUBJECT: Value Management Study

ORIGINATOR: Dr. Lorne Parker, Assistant Superintendent

RESOURCE STAFF: Shauna Bland, Terri Gosine, Roland Labbe, Rory Mauricio, Ron McGowan, Jennifer Thompson, Christopher Wright

REFERENCE:

ISSUE

Similar to many school jurisdictions across Alberta, Edmonton Public Schools faces a mounting challenge in addressing building conditions of aging school building inventory. Identifying the condition and quantifying the value to address the conditions of our building inventory is an important component to developing strategies and action plans to address these challenges.

BACKGROUND

In the 2016-2017 school year, the District began the *Space for Students in Mature Communities* initiative to address aging buildings and low enrolment in three school clusters. A total of 15 schools were identified for community engagement to determine how to better serve these school communities. Modelled after the Lawton Cluster review, where three existing schools were identified for consolidation within a new Kindergarten to Grade 9 school (Ivor Dent School), Space for Students sought to find outcomes acceptable to the three community groups under a similar approach. In support of the process, independent condition assessments were commissioned for each school building to have up-to-date information related to the amount of deferred maintenance in these buildings. The 15 buildings were assessed to have a deferred maintenance deficit totaling \$106.5 million. The value of the information on the state of District school buildings led to the commissioning of an additional school building condition audit, conducted with the same format as provincial audits.

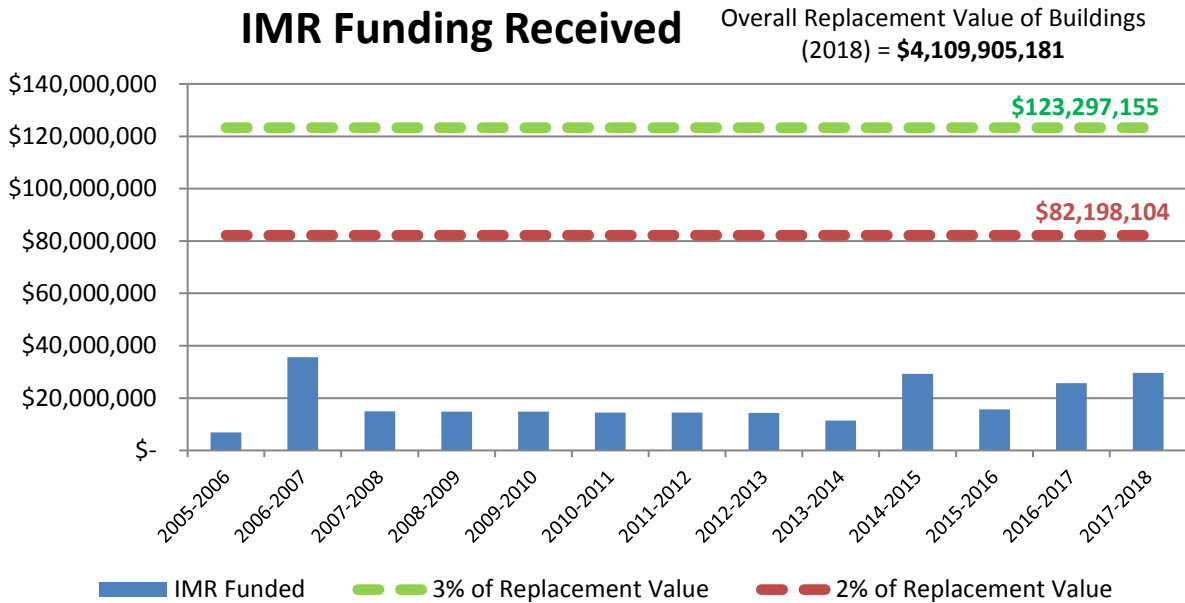
CURRENT SITUATION

The total deferred maintenance value of the 171 school buildings that had condition assessments completed is \$756,984,958 (Attachment I). The greatest value in terms of maintenance classification categories is the building envelope category at 26 per cent, followed by mechanical systems at 25 per cent, electrical systems at 18 per cent, interior-architectural at 17 per cent, with 14 per cent comprised of the three remaining categories. A description of the maintenance classification categories is provided in Attachment II.

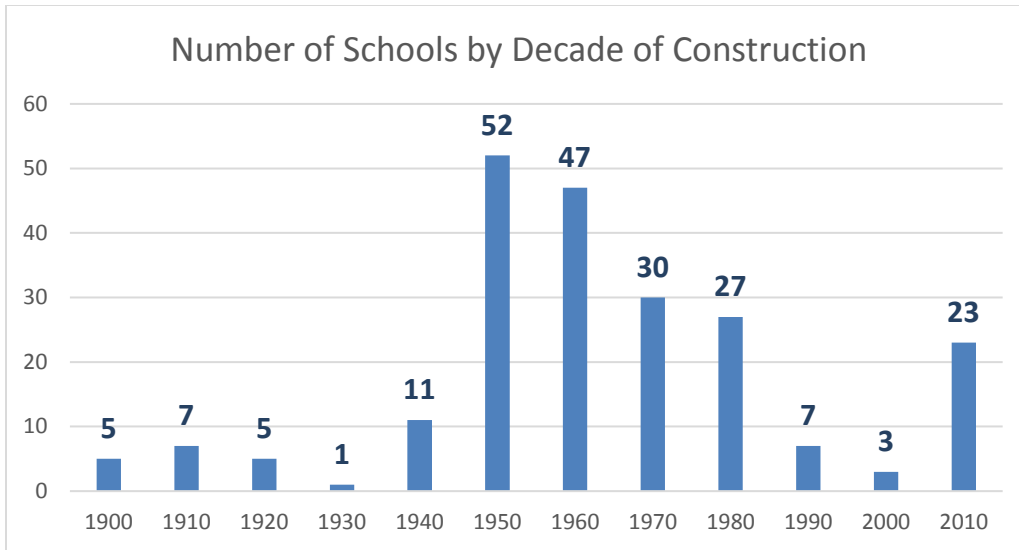
Many of the building envelope components of our schools are exposed to our harsh climatic conditions, including extreme cold and heat and associated freezing and thawing, which causes building materials and soils to expand and contract. Along with exposure to wind, rain and increasing solar ultraviolet light, building envelope components such as exterior walls, windows, doors, roofing, and roof openings are

vulnerable to the elements when not in like-new condition. Basement walls, floors and foundations, exterior ramps and stairs, and hard-surface areas like sidewalks, parking areas, asphalt play areas and pads are as vulnerable when subjected to freezing, thawing and ground heaving. Mechanical, electrical and interior walls, floors, plumbing and finishes, are subjected to daily wear and tear, not just by students and staff, but through partner and community use after school hours.

For many years, there has been insufficient funding to properly maintain our buildings. Industry standard for public infrastructure reinvestment suggests that between two and four per cent of replacement value should be invested annually to keep buildings in good order. The Government of Alberta’s 20-Year Strategic Capital Plan states: “Literature on maintenance costs suggests that annual costs to maintain a building are approximately 2 percent of its replacement cost.” The City of Edmonton and University of Alberta also confirm the two to four per cent rate. This assumes a beginning state that is new or like new. In terms of capital funds provided to our District, the provincial Infrastructure Maintenance Renewal (IMR) program represents the major funding source to address maintenance. The following graphic indicates the level of IMR the District has been receiving since 2005-2006, with a two to three per cent of replacement cost range indicating a minimum amount that should be reinvested annually.

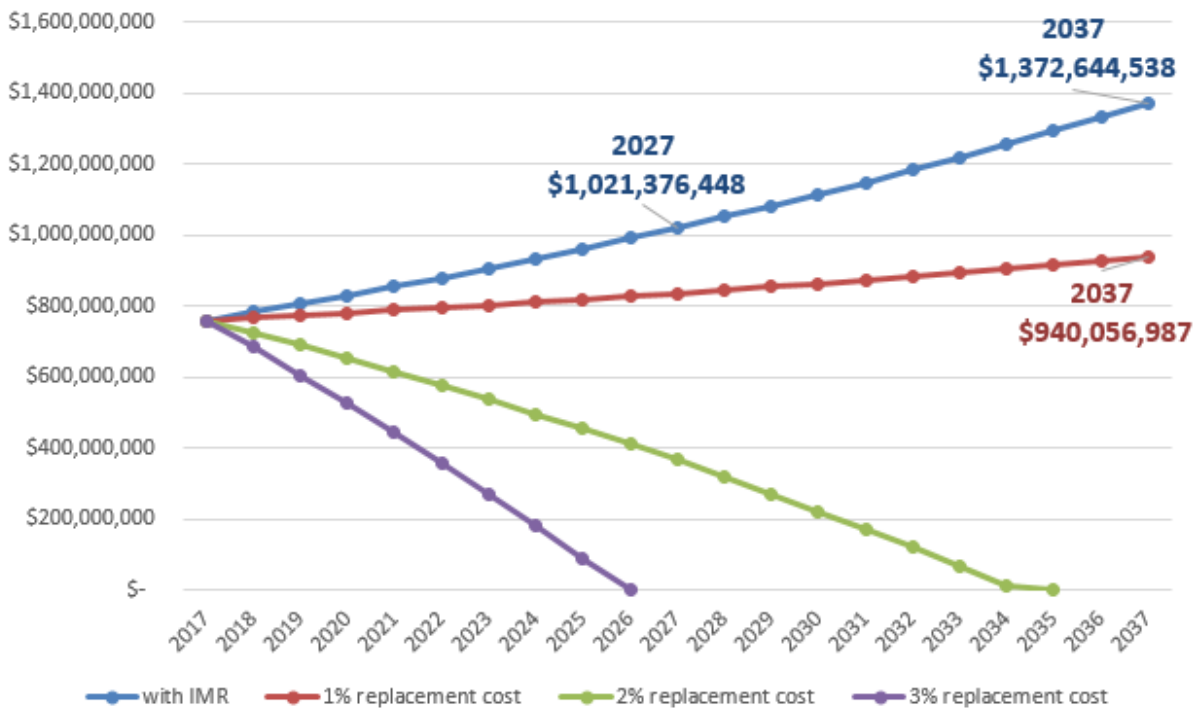


Funding is inadequate to meet a two to three per cent reinvestment benchmark level of funding. Reinvestment is not currently keeping pace with aging facilities and a growing deferred maintenance liability. As our buildings age, it is anticipated that replacement values will rise, with a corresponding two to three per cent increase in reinvestment funding needed. A reduction in capital funding and grants will contribute to a faster rise in the deferred maintenance total. Occasional funding for school modernizations or replacement schools can contribute to a more rapid reduction in deferred maintenance; however, funds for modernizations rarely cover all deferred maintenance areas. Overall funding for these types of projects is sporadic and unpredictable. While some construction has occurred with modernizations and replacement buildings, the overall age of the District’s schools will continue to increase.



This year, 127 of the District’s schools are 50 years old or older (opened in or prior to 1968). By 2028, 156 schools will be 50 years old or older. Approximately 39 per cent of the District’s deferred maintenance is categorized as “Emergent” or “Significant Deficiencies”, valued at approximately \$295 million, while annual IMR funding ranges anywhere from \$15 to \$30 million. In this context, the deferred maintenance deficit will continue to rise as buildings and components age without replacement. Under the current funding model, the magnitude of the increase will become unmanageable fiscally, and the ability to continue to operate some buildings could be at risk.

Projected Deferred Maintenance Value



The Projected Deferred Maintenance Value graph shows the various scenarios of how the District’s total deferred maintenance is affected through different funding mechanisms. The scenario “with IMR” assumes that the maintenance will continue to climb at the average rate it has between 2017 and 2018 where the average IMR amount received was \$25 million. The replacement cost scenarios assume the same growth but with a percent of replacement cost for all district buildings (\$4.1 billion in 2018) in place of IMR funding and capital funding for modernizations.

The assumptions in the graph (page 3) include:

- The replacement cost of the buildings remains constant at \$4.1 billion over the 20 year period
- The growth in deferred maintenance remains at 3%, the average rate of growth between 2017 and 2018
- The amount of IMR received each year is approximately \$25 million
- No space is added or removed

Given the lack of adequate funding to plan and implement preventative maintenance, jurisdictions are placed in a position of focusing efforts on unplanned or reactive maintenance and repair, the least cost-effective approach. A planned, preventative maintenance program informed by accurate system and component data, funded to meet benchmarks for reinvestment or replacement of components, would be the most cost effective approach.

The District will continue to advocate for stable and predictable capital funding to help address the mounting deferred maintenance deficit. This would include capital funds for modernization and replacement projects, as well as advocating for maintaining or growing the amount of IMR to be made available. Annual funding equivalent to 3 per cent of total replacement value (\$123 million) will result in a deferred maintenance decrease and a sustainable capital schedule would be realized to replace some of the existing aged space utilized by students. With annual funding equivalent to 2 per cent (\$82 million), the same result would be achieved over a longer time period.

In place of the current funding approach, a model that provides funding in five-year envelopes would increase the District’s flexibility, ability to be proactive and responsive in addressing deferred maintenance.

- Funding blocks would provide greater flexibility to procure and bundle projects to maximize value.
- The capacity of the construction industry under such a model could lead to completion of additional projects in a more timely fashion than would be realized in a conventional manner.
- Block funding could allow for some measured debt servicing to supplement Provincial resources.
- The District could engage in mature community conversations with greater certainty and transparency.
- Additional opportunities for partnerships with community partners would be feasible under a more consistent, block-funded system.

KEY POINTS

- The total deferred maintenance value of the 171 school buildings that had condition assessments completed is \$756,984,958.
- Building envelope components represent 26 per cent of the total, followed by mechanical systems at 25 per cent, electrical systems at 18 per cent, interior-architectural at 17 per cent, and 14 per cent comprised of the three remaining categories.
- Industry standard for public infrastructure reinvestment suggests that between two and four per cent of replacement value should be invested annually to keep buildings in good order.

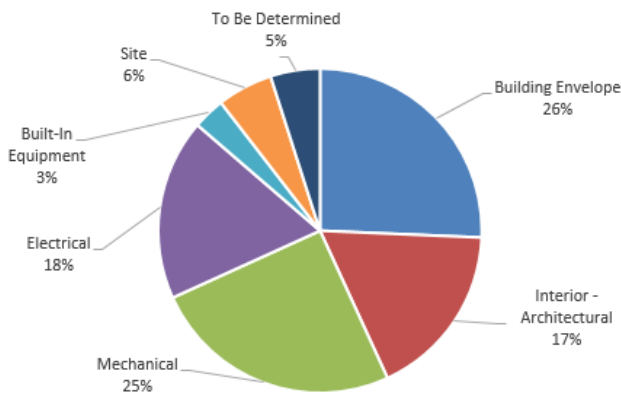
- Funding is inadequate to meet a two to three per cent reinvestment benchmark level of funding.
- Reinvestment is not currently keeping pace with aging facilities and a growing deferred maintenance liability.
- As our buildings age, it is anticipated that replacement values will rise, with a corresponding two to three per cent increase in reinvestment funding needed.
- A reduction in capital funding and grants will contribute to a faster rise in the deferred maintenance total.
- This year 127 schools are 50 years old or older (opened in or prior to 1968) and by 2028, 156 schools will be 50 years old or older.
- Approximately 39 per cent of the District’s deferred maintenance categorized as “emergent” or “significant deficiencies”, valued at approximately \$295 million.
- Annual IMR funding ranges anywhere from \$15 to \$30 million.
- Stable and predictable capital funding levels are required to address the mounting deferred maintenance deficit.
- Five-year funding blocks would help the District develop predictable maintenance renewal plans that could reduce the amount of deferred maintenance and enhance value through bulk purchasing.
- Debt financing matched to block funding would help to alleviate the emergent maintenance work, which is the most expensive and least cost effective approach.

ATTACHMENTS and APPENDICES

ATTACHMENT I	Overall Deferred Maintenance as of August 2017
ATTACHMENT II	Maintenance Classification Category Descriptions
ATTACHMENT III	Deferred Maintenance by Sector
ATTACHMENT V	Potential Dashboard Map
ATTACHMENT IV	Deferred Maintenance by School

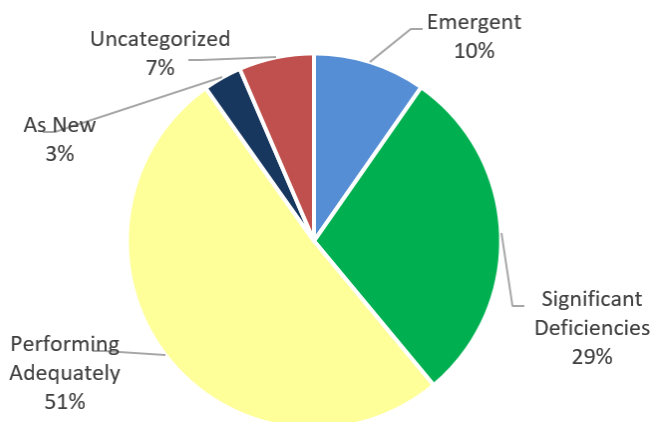
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Overall Deferred Maintenance as of August 2017



Maintenance Category	Amount	%
Building Envelope	\$ 194,277,166.87	26%
Interior-Architectural	\$ 132,358,585.64	17%
Mechanical	\$ 189,845,366.00	25%
Electrical	\$ 136,842,144.63	18%
Built-In Equipment	\$ 24,177,473.89	3%
Site	\$ 42,065,430.04	6%
To Be Determined	\$ 37,418,791.00	5%
Total	\$ 756,984,958.07	100%

Maintenance Category	Emergent	Significant Deficiencies	Performing Adequately	As New	Uncategorized	Total
Building Envelope	\$36,445,320	\$59,725,014	\$89,219,029	\$7,846,804	\$1,041,000	\$194,277,167
Interior-Architectural	\$20,691,633	\$28,252,345	\$75,200,163	\$744,745	\$7,469,700	\$132,358,586
Mechanical	\$11,597,870	\$84,705,424	\$79,743,339	\$10,601,733	\$3,197,000	\$189,845,366
Electrical	\$1,721,285	\$17,605,756	\$111,678,325	\$5,806,020	\$30,758	\$136,842,144
Built-In Equipment	\$400,280	\$6,518,826	\$17,109,998	\$148,370	\$0	\$24,177,474
Site	\$2,672,278	\$24,542,055	\$14,759,547	\$91,550	\$0	\$42,065,430
To Be Determined	\$0	\$0	\$0	\$0	\$37,418,791	\$37,418,791
Total	\$ 73,528,666	\$221,349,420	\$387,710,401	\$25,239,222	\$49,157,249	\$756,984,958



Condition Category	Amount	%
Emergent	\$ 73,528,666.52	10%
Significant Deficiencies	\$ 221,349,420.10	29%
Performing Adequately	\$ 387,710,400.73	51%
As New	\$ 25,239,221.72	3%
Uncategorized	\$ 49,157,249.00	7%
Total	\$ 756,984,958.07	100%

Maintenance Classification Category Descriptions

BUILDING ENVELOPE

Includes: foundations, basement walls and crawl spaces, building structural components and framing, exterior ramps and stairs, load bearing interior walls, exterior wall construction and finishes, exterior windows and doors roof coverings, and roof openings (i.e., skylights) etc.

INTERIOR-ARCHITECTURAL

Includes: interior wall construction and finishes, interior windows and doors, interior fittings (e.g., lockers, handrails), storage shelving, interior stair-ramp construction and finishes, floor and ceiling finishes, elevators and lifts, barrier free access, safety and fire codes, hazardous components etc.

MECHANICAL

Includes: plumbing, heating, ventilating and air-conditioning (HVAC), fire protection (i.e., sprinklers) etc.

ELECTRICAL

Includes: transformers, panel boards, switchboards and circuit boards, lighting, communication and security systems, data, emergency light and power etc.

BUILT-IN EQUIPMENT

Includes: commercial, office and CTS equipment, institutional equipment (e.g., theatre and stage, laboratory equipment), maintenance equipment, fixed furnishings (casework), fixed artwork (e.g., murals), window treatment, moveable built furnishings and accessories, special construction (e.g., greenhouse), etc.

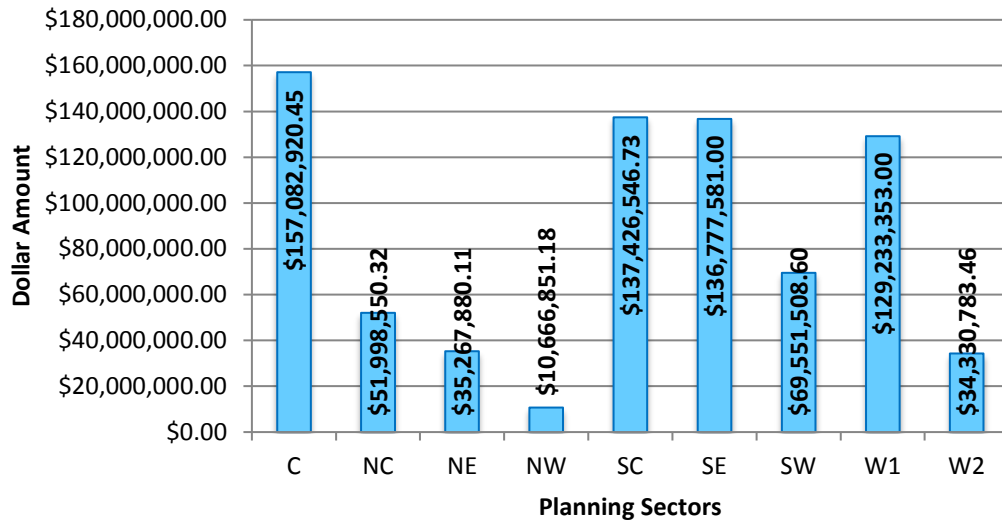
SITE

Includes: site grading, drive lanes within school property parking lot and pedestrian paving and surfacing, signage and markings, fences and gates, sports surfaces (e.g., tarmacs), landscaping, site electrical (e.g., car plugs), mechanical and utilities (e.g., storm sewer), etc.

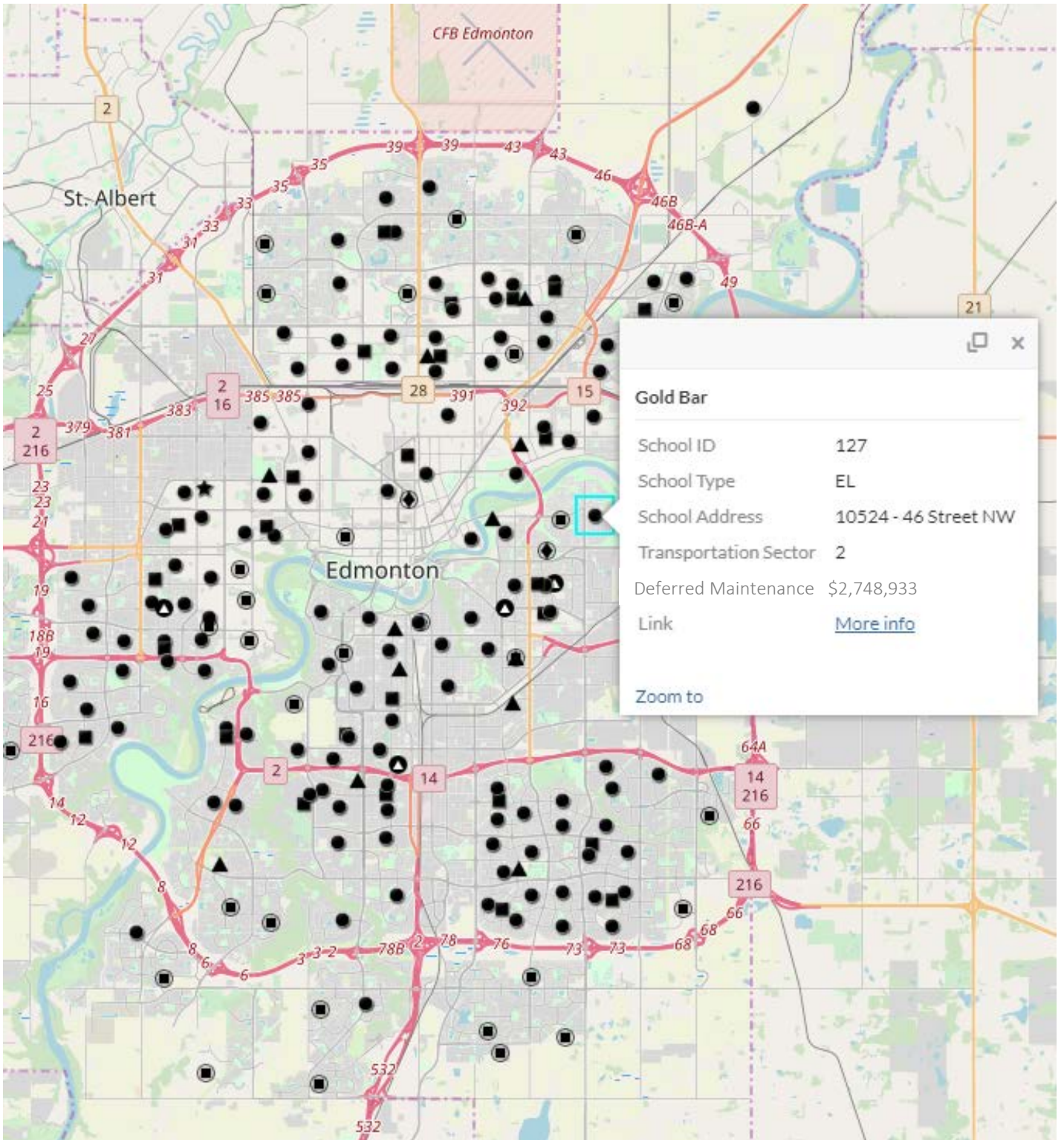
TO BE DETERMINED

Includes: mixed category items identified under a single cost (example: foundation, sidewalk, and gymnasium wall captured as one cost).

Deferred Maintenance by Sector



Potential Dashboard Map



Deferred Maintenance by School

School	Sector	Total	School	Sector	Total
Abbott	NE	\$ 4,622,871	Ellerslie Primary (South)	SE	\$ 3,572,008
Academy at King Edward	SC	\$ 4,917,484	Elmwood	W1	\$ 5,676,383
Afton	SC	\$ 5,938,134	Evansdale	NC	\$ 4,632,109
Aldergrove	W2	\$ 1,732,540	Fraser	NE	\$ 2,352,883
Allendale	SC	\$ 5,516,346	Garneau	SC	\$ 4,567,187
Athlone	C	\$ 5,942,969	George H Luck	SW	\$ 1,447,516
Avalon	SC	\$ 3,720,131	George P Nicholson	SW	\$ 1,894,606
Avonmore	SC	\$ 5,657,270	Glendale	W1	\$ 3,350,553
Bannerman	NE	\$ 1,970,583	Glengarry	C	\$ 5,674,307
Baturyn	NW	\$ 3,067,509	Glenora	W1	\$ 2,711,167
Beacon Heights	NE	\$ 2,500,040	Gold Bar	SC	\$ 2,748,933
Belmead	W2	\$ 2,507,690	Grace Martin	SE	\$ 4,533,861
Belmont	NE	\$ 2,385,363	Grandview Heights	SC	\$ 1,482,509
Belvedere	C	\$ 3,007,728	Greenfield	SW	\$ 4,041,886
Bisset	SE	\$ 3,706,119	Greenview	SE	\$ 4,275,891
Braemar	SC	\$ 5,341,349	Grovenor	W1	\$ 2,877,113
Brander Gardens	SW	\$ 2,565,759	Hardisty	SC	\$ 8,762,564
Brightview	W1	\$ 8,919,918	Harry Ainlay	SW	\$ 19,996,764
Britannia	W1	\$ 14,515,308	Hazeldean	SC	\$ 3,853,045
Brookside	SW	\$ 2,382,518	Hillcrest	W1	\$ 6,118,587
Calder	C	\$ 8,682,958	Hillview	SE	\$ 1,972,235
Callingwood	W2	\$ 3,050,325	Holyrood	SC	\$ 2,106,653
Centennial	W2	\$ 2,994,897	Homesteader	NE	\$ 3,362,893
Clara Tyner	SC	\$ 2,425,116	Horse Hill	NE	\$ 5,382,798
Coronation	W1	\$ 2,370,460	Idylwylde	SC	\$ 2,532,930
Crawford Plains	SE	\$ 4,630,670	Inglewood	C	\$ 3,517,970
Crestwood	W1	\$ 3,294,783	J. Percy Page	SE	\$ 9,136,111
D.S. MacKenzie	SW	\$ 4,458,196	J.A. Fife	NC	\$ 3,695,385
Daly Grove	SE	\$ 3,814,170	Jackson Heights	SE	\$ 2,717,786
Dan Knott	SE	\$ 6,477,148	James Gibbons	W1	\$ 608,801
Delton	C	\$ 8,967,268	Jasper Place	W1	\$ 15,178,104
Delwood	C	\$ 5,034,038	John A. McDougall	C	\$ 1,415,203
Dickinsfield	NC	\$ 4,584,822	John Barnett	NC	\$ 3,060,695
Donnan	SC	\$ 4,647,453	John D. Bracco	NE	\$ 1,558,327
Dovercourt	W1	\$ 2,052,242	Julia Kiniski	SE	\$ 4,507,125
Duggan	SW	\$ 3,718,617	Kameyosek	SE	\$ 3,323,375
Dunluce	NW	\$ 3,379,336	Kate Chegwin	SE	\$ 4,905,692
Earl Buxton	SW	\$ 2,711,430	Keheewin	SW	\$ 2,347,817
Edith Rogers	SE	\$ 5,328,876	Kenilworth	SC	\$ 5,183,504
Ekota	SE	\$ 3,020,794	Kensington	C	\$ 7,424,870
Ellerslie Campus (North)	SE	\$ 5,608,343	Kildare	NC	\$ 4,011,785

Deferred Maintenance by School

School	Sector	Total	School	Sector	Total
Killarney	C	\$ 6,421,121	Patricia Heights	W1	\$ 3,096,785
King Edward	SC	\$ 4,618,424	Pollard Meadows	SE	\$ 3,597,592
Kirkness	NE	\$ 3,112,434	Princeton	C	\$ 3,989,155
L.Y. Cairns	SC	\$ 5,179,301	Queen Alexandra	SC	\$ 5,003,666
Lago Lindo	NC	\$ 2,198,400	Queen Elizabeth	C	\$ 12,102,426
Lansdowne	SC	\$ 2,177,080	Richard Secord	SW	\$ 2,075,769
La Perle	W2	\$ 2,342,863	Rideau Park	SW	\$ 1,956,621
Lauderdale	C	\$ 4,374,382	Rio Terrace	W1	\$ 4,529,537
Laurier Heights	W1	\$ 5,601,601	Riverbend	SW	\$ 4,760,678
Lee Ridge	SE	\$ 3,112,231	Riverdale	C	\$ 1,392,367
Lendrum	SC	\$ 3,497,787	Rosslyn	C	\$ 11,899,375
Londonderry	NC	\$ 6,871,383	Rutherford	SC	\$ 3,223,959
Lorelei	NW	\$ 2,038,158	S. Bruce Smith	W2	\$ 4,126,288
Lymburn	W2	\$ 2,248,230	Sakaw	SE	\$ 3,596,026
Lynnwood	W1	\$ 2,952,781	Satoo	SE	\$ 3,067,679
M.E. Lazerte	NC	\$ 9,819,057	Scott Robertson	C	\$ 4,771,425
Malcom Tweddle	SE	\$ 2,349,834	Sherwood	W1	\$ 4,579,686
Malmo	SC	\$ 2,078,143	Sifton	NE	\$ 1,846,583
Mary Butterworth	NW	\$ 2,181,848	Spruce Avenue	C	\$ 6,450,470
Mayfield	W1	\$ 4,681,456	Steele Heights	NC	\$ 4,408,095
McArthur	C	\$ 5,535,684	Steinhauer	SW	\$ 2,355,309
McKee	SC	\$ 6,990,605	Stratford	W1	\$ 5,263,509
McKernan	SC	\$ 5,180,925	Sweet Grass	SW	\$ 3,946,571
McLeod	NC	\$ 2,496,365	T.D. Baker	SE	\$ 4,914,971
McNally	SC	\$ 9,684,967	Thornccliffe	W2	\$ 4,633,032
Meadowlark	W1	\$ 3,438,587	Tipaskan	SE	\$ 3,161,370
Mee-Yah-Noh	C	\$ 4,461,420	Velma E. Baker	SE	\$ 3,123,067
Menisa	SE	\$ 3,281,921	Vernon Barford	SW	\$ 5,265,308
Meyokumin	SE	\$ 3,407,548	Virginia Park	NE	\$ 1,784,492
Meyonohk	SE	\$ 3,957,473	W.P. Wagner	SE	\$ 19,075,436
Michael A. Kostek	W2	\$ 2,246,881	Waverley	SC	\$ 5,205,433
Minchau	SE	\$ 3,526,182	Weinlos	SE	\$ 5,076,047
Mount Pleasant	SC	\$ 2,734,997	Westbrook	SW	\$ 3,626,145
Northmount	NC	\$ 4,035,928	Westglen	C	\$ 5,446,183
Norwood	C	\$ 2,492,652	Westlawn	W1	\$ 9,452,734
Oliver	C	\$ 5,771,216	Westminster	W1	\$ 3,282,693
Ormsby	W2	\$ 4,565,453	Westmount	C	\$ 6,638,657
Ottewell	SC	\$ 5,353,446	Windsor Park	SC	\$ 2,224,338

Deferred Maintenance by School

School	Sector	Total	School	Sector	Total
Overlander	NE	\$ 3,495,504	Winterburn	W2	\$ 3,882,584
Parkallen	SC	\$ 4,096,031	York	NC	\$ 2,184,526
Parkview	W1	\$ 8,293,751	Youngstown	W1	\$ 6,386,814

Closed School	Sector	Total
Alex Taylor	C	\$ 3,990,300
Bennett Centre	SC	\$ 776,839
Eastwood	C	\$ 4,027,200
Lawton	NE	\$ 5,515,982
McCauley	C	\$ 2,367,290
McKay Avenue	C	\$ 2,495,500
Queen Mary Park	C	\$ 2,814,900