

2021-22 Capital Priorities Program

Business Case – Written Component

School Board Name: 12 - Toronto DSB

Project Name: St. Margaret's Public School Replacement

Project Ranking: 7

Project Description: e.g. New 340 pupil place JK-8 replacement school

Panel: Elementary

Municipality: Toronto (Scarborough)

Project Category: Facility Condition

Project Type: New School

Child Care: Yes

If yes, CMSM / DSSAB Name and number:

City of Toronto - CMSM (211)

Joint-Use: No

EDC Eligible: No

Board Contact Information: *Daniel Castaldo 416-428-1857,
Daniel.castaldo@tdsb.on.ca*

1.0 RATIONALE FOR ACCOMMODATION NEED

Part A: Project Rationale

This business case will outline the rationale for replacing the existing St. Margaret's Public School, a JK to Grade 8 elementary school located in the West Hill neighbourhood of Scarborough.

The existing St. Margaret's PS building consists of a 2,888 m² (31,084 sq. ft.) school building constructed in 1971, and a large 16-unit port-a-pack that has been on-site since 2003 (16 years). This port-a-pack contains the majority of the instructional classrooms at the school and is in very poor condition.

The proposed capital project would see the existing St. Margaret's PS building and port-a-pack demolished and replaced with a new, 340 pupil place replacement school to accommodate current and future students within this community.

The school is situated on a suburban 7.4 acre site that could accommodate the construction of a new replacement school while the existing building remains operational. There would be no requirement to move the school off-site if this project were to be approved. A map showing the location of St. Margaret's PS can be found in Appendix A.

In 2020-21, the school was operating at 113% utilization with 277 students on-site. The permanent capacity of the facility is 245 pupil places. The port-a-pack that is presently on-site contains a total of 16 units, which are delineated in the following manner:

- 14 units as Classrooms/Instructional Spaces
- 1 unit divided into a Staffroom/Teacher Workroom
- 1 unit divided into Washrooms (Boys and Girls)

The port-a-pack is in very poor condition and has reached the end of its usable life. The port-a-pack was constructed in 1991 and has been on the site for the past 16 years. There have been numerous issues with the port-a-pack units over time (mold, faulty heat, water leaks etc.) that have required ongoing maintenance from TDSB Facilities Services staff.

The existing brick and mortar portion of St. Margaret's PS was constructed in 1971, is also in very poor condition, and is not designed in a manner that is conducive to a positive learning environment for students. The building is open concept, maze-like, and contains an extremely small gymnasium for a JK to Grade 8 school.

Further, St. Margaret's PS is situated in a highly-marginalized community that is in need of improved services and new state of the art community facilities. The replacement of this school would be of substantial benefit to students and families residing in this area now and well into the future.

Facility Condition at St. Margaret's PS

The current Facility Condition Index (FCI) of this school is 67%, which does not include the renewal backlog associated with the large port-a-pack on-site. The current renewal backlog at the school is \$4.12M. Over the next five years, renewal needs are projected to increase to \$5.34M, or 87% FCI. Of the \$5.34M in projected 5-year renewal backlog, over \$3M is identified as being high and urgent. This assessment of the facility certainly suggests that a full replacement is the most appropriate means of capital intervention.

Other Port-a-Packs in the Toronto District School Board

There are a total of seven port-a-packs across the system. As part of the TDSB's Long-Term Program and Accommodation Strategy, large, aging port-a-packs that are situated at schools with existing accommodation pressures, and that are not scheduled to be part of an accommodation study, have been identified as emerging Capital Priorities.

The following is a list of schools that currently have port-a-packs on-site with an explanation as to why they have not been identified as priority projects at this time.

Bennington Heights Jr. PS:

This is a small junior elementary school that is located in the south Leaside community. The port-a-pack consists of six units. This site has not been identified as a priority project at this time due to a pending accommodation study that will examine options for long-term student accommodation in the Leaside area. Schools in this area are experiencing accommodation pressures which will be exacerbated by massive long-term redevelopment in the general area. The outcome of that review will inform the next steps on this particular port-a-pack.

Gordon A. Brown MS:

This school is located in the O'Connor Drive / St. Clair Avenue area of East York. The port-a-pack consists of four units. This school went through a Pupil Accommodation Review that concluded in 2017. The review resulted in a realignment of middle school boundaries with junior school boundaries. Since the port-a-pack is small, it has not been identified as a priority replacement.

Grenoble PS:

This school is experiencing accommodation pressures due to residential intensification in the Flemington Park and Don Mills Road / Eglinton Avenue area. The port-a-pack consists of 16 units (14 units used as classrooms and 2 units used as washrooms and resource areas). There will be an accommodation study undertaken to identify the best location for new pupil places to be constructed, which is likely to be in a new school incorporated into a mixed-use building at the southwest corner of Don Mills Road and Eglinton Avenue East. The conclusion of this study along with the successful procurement of new school space will inform how this port-a-pack is addressed. The goal would be to demolish it.

L'Amoreaux Cl:

This is an operating secondary school located in north Scarborough. The port-a-pack consists of eight units and is used to accommodate the Adult ESL program at the school. Since the port-a-pack is not utilized for day-school students it has not been identified for priority replacement.

Secord ES:

Large port-a-pack identified as a Capital Priority Project

St. Margaret's PS:

Large port-a-pack identified as a Capital Priority Project

Yorkdale SS:

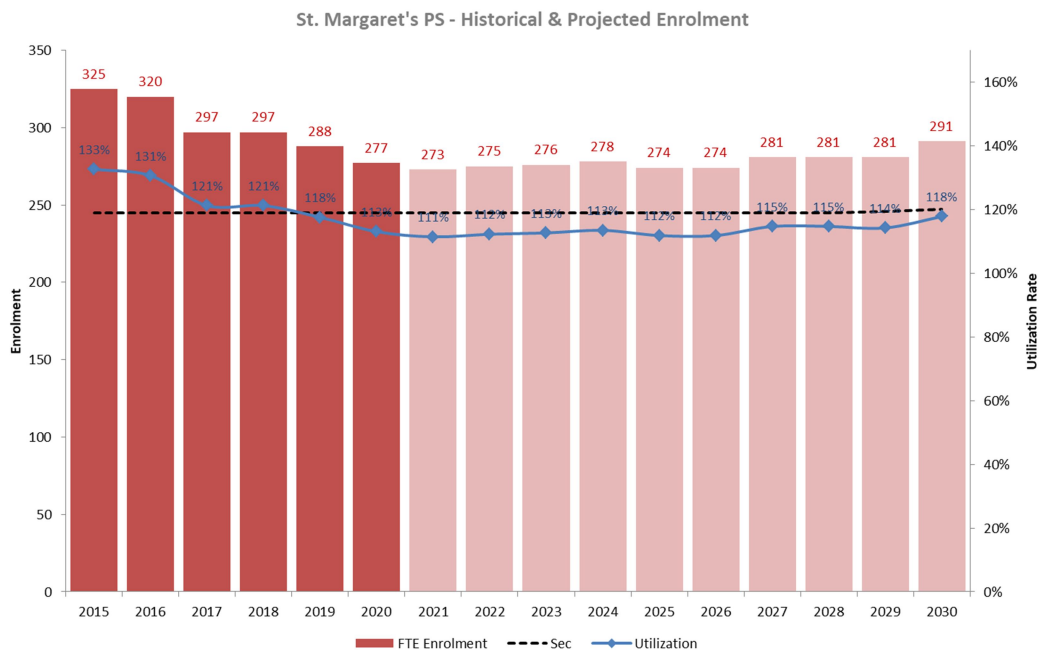
This is an adult day school located in the central part of North York. The port-a-pack consists of only two units and is used to accommodate the Adult programming at the school. Since the port-a-pack is exceptionally small and is not utilized for day-school students, it has not been identified for priority replacement.

Impact on St. Margaret's PS

The school is currently operating at 113% utilization. Projections suggest that enrolment will remain relatively stable over the long term. The graph below illustrates the status quo in terms of capacity and utilization rates.

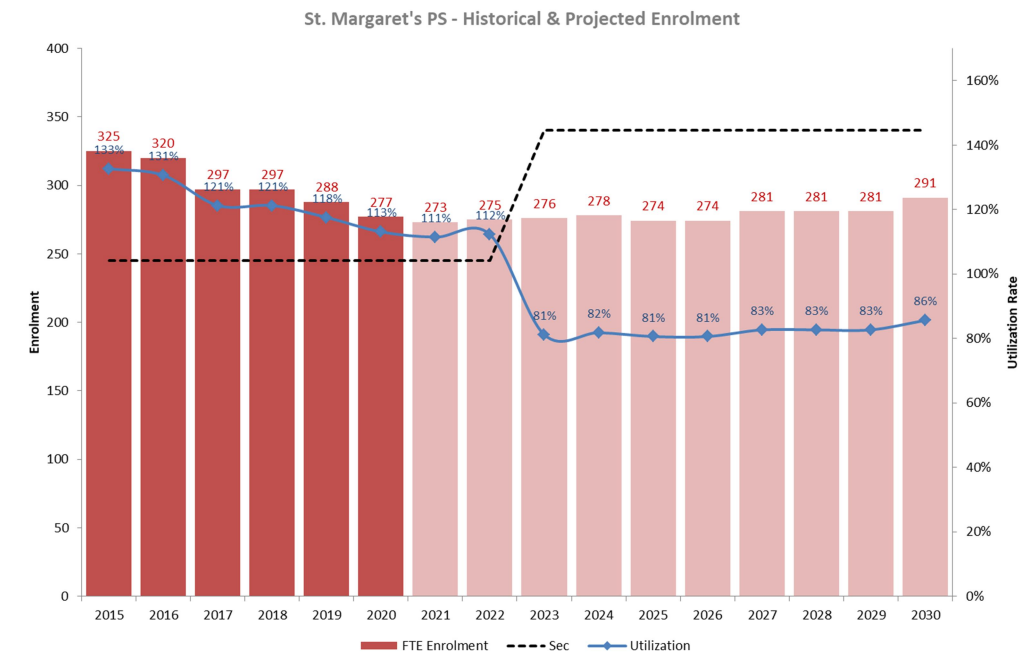
There has been a clear decline in enrolment since 2012, which correlates to a decline in the overall school aged population in the area. There has been no new residential development in the school's attendance area that would have otherwise offset the aging population.

The attendance area is comprised of a large number of mid and high-rise rental dwellings. This is a static housing stock that has the potential to be transient in nature, meaning that upward swings in enrolment could be realized at any point if more families were to occupy these dwellings. The current trend indicates that families are 'aging in place' and not moving on.



The proposed replacement school of 340 pupil places, as described in this business case, would provide students of the school with a new, state of the art facility that is desperately needed. The graph below illustrates the impact on the school's utilization rate should this new facility be approved.

Note that based on the school's high ranking on the Learning Opportunities Index, additional resources are allocated to support student success. These additional resources require that another classroom be included in the overall school build, which has been reflected in the proposed capacity of 340 pupil places. The impact on utilization over the long-term aligns with that of a well utilized facility. Upon completion of the project in 2023, the school is projected to be operating at 81% utilization with 276 students enrolled. Over the long-term and as enrolment increases, the school is projected to be operating at 86% utilization by 2030.



Part B: Alternative Accommodation Strategies

St. Margaret's PS is a small elementary school that is situated in a marginalized and high-needs area. Options to shift students away from the facility are not only minimal, as will be described, but would impact program viability overall. The population of the existing school is not large by general terms, so potentially reducing enrolment through boundary changes or other means puts the viability and strength of programming at risk.

The presence of a public school in a high-priority neighbourhood like this one is an essential community asset that should be retained and strengthened through investments like this proposal.

The schools that surround St. Margaret's PS are either operating at or near their respective capacities, or serve other system needs like special education (Maplewood HS) or indigenous programming (Eastview PS).

2.0 SCHOOL ENROLMENT AND CAPACITY OVERVIEW

<i>School Name</i>	<i>Current Utilization</i>	<i>Distance to Nearest School</i>	<i>School Summary</i>
<i>St. Margaret's PS</i>	<i>113%</i>	<i>-</i>	<p><i>St. Margaret's PS is a JK-8 elementary school located in the Kingston-Galloway Neighbourhood of Toronto. In 2020-21, the school was operating at 113% utilization with 277 students on-site (capacity 245). To address the historical and current accommodation pressure on the site and shortcomings of the permanent facility, a large 16-unit port-a-pack is attached the school building.</i></p> <p><i>Projections suggest that enrolment will remain stable over the mid to long-term.</i></p> <p><i>The school has been identified for replacement as a means to address the accommodation pressure at the school, the aging port-a-pack that is in poor condition, as well as overall facility issues associated with the brick and mortar school building. St. Margaret's PS is situated in a high-needs community that deserves a better facility and better student experience overall.</i></p> <p><i>The school building is in poor condition and has a projected 5-year FCI of 87%. A new facility would eliminate a significant amount of renewal backlog from the system.</i></p>
<i>Galloway Road PS</i>	<i>95%</i>	<i>340m</i>	<p><i>Galloway PS is a JK-8 school located north of the Guildwood Community. The school is currently operating at 88% utilization with 204 students (231 capacity).</i></p> <p><i>Projections suggest that enrolment at the school will increase over the mid to long term, reaching 255 students by 2024 (110% utilization). There are several active residential infill applications along Kingston Road that will contribute, in part, to enrolment increases over the long term.</i></p> <p><i>This is a small school building that does not have any available capacity to assist in addressing accommodation pressures from outside of the immediate area.</i></p> <p><i>Galloway PS is also ranked quite high on the Board's LOI measure at 40 of 473.</i></p> <p><i>The school is currently fully utilized and is projected to remain over-utilized for the mid and long term. There is no capacity available to address the accommodation/facility issues at St. Margaret's PS. Further, this school site is located on the south side of Lawrence Avenue, which provides a significant physical barrier to active transportation.</i></p> <p><i>A Pupil Accommodation Review had been identified in previous iterations of the Board's Long-Term Program and Accommodation Strategy, however, there are significant concerns from an equity lens of targeting two schools in such a high-needs area where these community assets serve as far more than schools. These buildings function as hubs that provide a wide array of amenities to the</i></p>

			<i>local communities.</i>
<i>West Hill PS</i>	<i>87%</i>	<i>1.7km</i>	<p><i>West Hill PS is a small JK-8 school located east of St. Margaret's PS. This school is currently operating at 75% utilization with 197 students (263 capacity). Projections suggest that enrolment will slightly increase over the mid to long term, reaching 227 students by 2030 (86%).</i></p> <p><i>Similar to the other elementary schools in the broader area, this is a small building that does not have any available capacity to assist in addressing accommodation pressures from outside of the immediate area. It is also well out of walking distance for all students in the St. Margaret's area.</i></p>
<i>Eastview PS</i>	<i>66%</i>	<i>1.3km</i>	<p><i>Eastview PS is a JK-8 school located on the north side of the GO rail line. The school is operating at 651% utilization with 280 students in a building with a capacity of 547 pupil places. Enrolment at this school has been hit hard by the COVID-19 pandemic. For reference, the school's enrolment in 2019-20 was 330 students (60% utilization).</i></p> <p><i>Projections suggest that enrolment will increase over the next five to ten years, reaching 446 students by 2025, or 82% utilization. By 2030 enrolment is projected to reach 505 students (92% utilization). The reason for the increase in enrolment is related to a significant development application within the school's attendance area that was recently circulated by the City of Toronto. This development, located at 4121 Kingston Road, proposes to introduce 1,000 new residential units in four towers ranging from 10 to 35 stories. The development is situated adjacent to the Guildwood GO station and has the potential for future phases to introduce even more density onto the current vacant land/surface parking. This hasn't been reflected in the school's projection, but will certainly increase the long-term enrolment perspective if it were to materialize.</i></p> <p><i>Eastview PS is unique in that it serves as a hub for students of First Nations background that reside in Scarborough. The school provides busing to students who wish to attend the school for Ojibwa language instruction.</i></p> <p><i>Eastview PS was included in a Pupil Accommodation Review (2009-10), and through this review it was expanded from a JK-6 to a JK-8 school. The review led to the closure of two local elementary schools, Peter Secor Jr. PS and Heron Park Jr. PS. The local senior school, Joseph Brant PS was converted into a JK-8 school.</i></p>
<i>George B. Little PS</i>	<i>70%</i>	<i>1.8km</i>	<p><i>George B. Little PS is a JK-8 elementary school located west of St. Margaret's PS on the opposite side of Morningside Park. In 2020-21, this school was operating at 70% utilization with 354 students (508 capacity).</i></p> <p><i>Projections suggest that enrolment could begin to decline over time as the community ages and aging families are not replaced by younger families with children. There is very little in terms of new residential development to offset this trend.</i></p> <p><i>That said, there are studies identified in the TDSB's Long-Term Program and Accommodation Strategy that would address any potential space issues in the area. For example, a future Pupil Accommodation Review has been identified that would include George B. Little PS.</i></p>

			<i>All students are outside of walking distance to George B. Little PS. The two school communities are separated by Morningside Park, a 600-acre ravine with a high degree of urban wilderness that includes Highland Creek – not conducive to student travel.</i>
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Socio-economic Considerations

St. Margaret's PS is located in a Neighbourhood Improvement Area (NIAs) as per the City of Toronto (West Hill) neighbourhood. Neighbourhood Improvement Areas are specially-selected and designated neighbourhoods in the City of Toronto found to have inequities on several indicators of well-being.

Currently 31 out of 140 neighbourhoods are designated as NIAs. As per the City's Toronto Strong Neighbourhoods Strategy 2020, West Hill, in which St. Margaret's PS is situated, is ranked the 23rd of 140 neighbourhoods across the city in terms of inequity and need.

These rankings are based on a World Health Organization research approach called the Urban Health Equity Assessment and Response Tool, and considers factors such as physical surroundings, economic opportunities, healthy lives and social development.

These findings align with the TDSB's indicator of need, which is called the Learning Opportunities Index, or LOI. The LOI ranks each school based on measures of external challenges affecting student success. The school with the greatest level of external challenges is ranked number one and is described as highest on the index. The LOI considers variables such as median income, percentage of families receiving social assistance, adults with low education, and lone-parent families.

As of the 2020 ranking, St. Margaret's PS was #16 out of 473 elementary schools across the TDSB. The following schools are ranked higher on the LOI list than St. Margaret's PS, but many do not currently face any accommodation pressure), do not have large, aging and poor condition port-a-packs on-site, or are scheduled to be included in accommodation studies that may lead to significant changes to boundaries, grades, programs, and resulting future capital projects.

1. Shoreham Public Sports and Wellness Academy

This school is also situated in the Jane-Finch community and has been identified to be included in an accommodation study in the TDSB's Long-Term Program and Accommodation Strategy. This study will be looking at changing school boundaries and grade ranges that could lead to future requests for Capital Priorities funding.

2. Yorkwoods Public School

This school is located in the Jane-Finch community and does not presently, nor has it recently, had an accommodation pressure that resulted in the need for portables or other measures to manage enrolment growth. Projections indicate that enrolment will remain stable over time.

3. Firgrove PS

Firgrove PS is also situated in the Jane-Finch community and does not presently, nor has it recently, had an accommodation pressure. The Toronto Community Housing Corporation community that surrounds the school will be undergoing a massive redevelopment that will introduce new market units into the area, ultimately driving enrolment increases at this school. There are no measures that need to be taken at this time to address student accommodation.

4. Flemington Public School

This school is situated in the Lawrence Heights community near the Allen Expressway and Lawrence Avenue West. This area went through a Pupil Accommodation Review in 2009-10 that suggested a series of JK-8 schools was the most appropriate way to provide elementary education in the community. Flemington PS is a JK-5 school that currently feeds into Lawrence Heights MS for Grades 6 to 8. The TDSB has identified that the area will be engaged in another Pupil Accommodation Review in the near future to confirm the student accommodation plan, which is likely to involve the replacement of Flemington PS.

5. Maple Leaf Public School

This school is located in the Jane-Falstaff community of North York. The school is currently underutilized and no interventions are required to address student accommodation issues. The school introduced a new Extended French program in 2018-19 that, over time, will occupy available space in the building.

6. HJ Alexander Community School

This school is located in the area of Weston Road and Lawrence Avenue West in North York. The facility was constructed in 1995 and is in good condition with a low FCI of 19%. The school is operating at 90% utilization and no accommodation or capital interventions are required at this time.

7. Willow Park Junior Public School

Willow Park Jr. PS is located west of St. Margaret's PS. The school is currently underutilized but will be undergoing an extensive renovation to incorporate a new five-room child care centre that was approved by the Ministry under the B16 initiative. Once completed, this child care centre will be an asset to the surrounding community, where a shortfall of subsidized spaces for pre-school aged children exists. There is no need for other interventions to address student accommodation.

8. Driftwood Public School

This school is situated in close proximity to Shoreham PSWA in the Jane-Finch community. This school is currently operating over capacity with portables on-site, and has been identified to be included in an accommodation study in the TDSB's Long-Term Program and Accommodation Strategy. This study will be looking at changes to school boundaries and grade ranges that could lead to future requests for Capital Priorities

9. Lawrence Heights Middle School

Lawrence Heights MS is situated in the same neighbourhood as Flemington PS, and will be included in the future Pupil Accommodation Review that will explore expansions of the junior schools in the area in JK to Grade 8 schools. This may result in the future closure of Lawrence Heights Middle School.

10. Greenholme Junior Middle School

Greenholme Junior Middle School is located in the Rexdale community of north Etobicoke. The school was included in a Pupil Accommodation Review that concluded in 2014. Through that process it was determined that the school should remain open, despite being underutilized. The school is situated within a cluster of homes owned and operated by the Toronto Community Housing Corporation.

11. Oakdale Park Middle School

Oakdale Park Middle School is located southeast of the Jane St. / Finch Ave. intersection. The school is not experiencing accommodation pressures at this time. There is no large, aging port-a-pack on-site like there is at St. Margaret's PS.

12. Lord Dufferin Junior and Senior Public School

This school is situated in the downtown core and although the school is not experiencing enrolment pressures at this time, it will be explored as a solution to address enrolment pressures at other schools nearby. The building was constructed in the 1990's and is not experiencing the same facility condition issues as St. Margaret's PS.

13. Brookview Middle School

This school is also situated in the Jane-Finch community and has been identified to be included in an accommodation study in the TDSB's Long-Term Program and Accommodation Strategy. This study will be looking at changing school boundaries and grade ranges that could lead to future requests for Capital Priorities funding.

14. Charles E. Webster Public School

This school is not experiencing any accommodation pressures at this time.

15. Bala Avenue Community School

This school is not experiencing any accommodation challenges at this time.

3.0 PROPOSED SCOPE OF WORK

Part A: School Project Scope

The existing St. Margaret's PS is proposed to be replaced with a new 340 pupil place JK to Grade 8 elementary school. The existing main facility and port-a-pack currently on-site would be demolished upon completion and occupancy of the new school.

The proposed new school would consist of the following primary instructional components:

- 3 Full Day Kindergarten Classrooms
- 9 Regular Classrooms
- 1 Art Room
- 1 Science Room
- 1 Special Education Room (Home School Program)
- 1 Instrumental Music Room
- 2 Resource Rooms (unloaded)
- Double Gymnasium Inc. Stage
- Learning Commons
- Other Operational Elements as per Ministry Space Benchmarks

The new school would be constructed on the school site while the existing St. Margaret's PS remains operational. The St. Margaret's PS school site is large and suburban in nature (7.4 acres), which offers ample space to section off for new school construction.

Preliminary soil and environmental testing has not identified any extraordinary concerns with the site. Preliminary schematic diagrams can be found in Appendix B.

The estimated cost of this project is \$19.1M, which includes allowances for the demolition of the existing facility (\$935K) as well as costs associated with site preparation/remediation (\$2.3M).

The City of Toronto, by delegated authority, is the approval authority for all site plan applications. Based on recent submissions by the TDSB, the City requires site plan design elements and conditions that are well beyond Ministry benchmark funding. These might include but are not limited to: decorative fencing; road and sidewalk widening/reconstruction; easements; internal site additional landscaping; and façade improvements. These conditions represent substantial increase in both time and cost of construction to the TDSB.

Many of these represent City of Toronto infrastructure projects that are normally funded through the City budget process. These requests represent a significant risk to the benchmark funding and often result in extremely long delays which further impact budgetary constraints.

Part B: Child Care Project Scope, if applicable

Is the board requesting child care funding to support child care space with the Capital Priorities project request? **Yes**

The City of Toronto has indicated that this is a municipal ward with a dearth of subsidized child care spaces for pre-school aged children.

Children's Services uses Toronto's Licensed Child Care Growth Strategy target of serving 50% of children aged 0-4 when assessing where to expand licensed child care. Current licensed child care capacity for infants, toddlers and preschoolers is added to any confirmed child care capital projects to determine the total number of spaces. This number is then divided by the number of children aged 0 to 4 to determine how far above or below the target the area is.

This analysis is undertaken at the ward and neighbourhood level (when required) to identify the areas where capital expansion should take place. All of the school sites recommended for new child care spaces fall within the City's medium to highest priority areas.

The City has indicated that to align with their child care strategy, a new five-room, 88 space, child care centre is proposed for this site. The new child care centre would serve infants (10), toddlers (30) and pre-school (48) aged children.

Part C: Site Selection and Acquisition

Does the school board already own a site for the requested project? Yes

4.0 PILOT FOR MODULAR CONSTRUCTION BUILD

Is your board interested in participating in a pilot for Modular Construction Build for this project? No

5.0 Joint-Use School Project Considerations

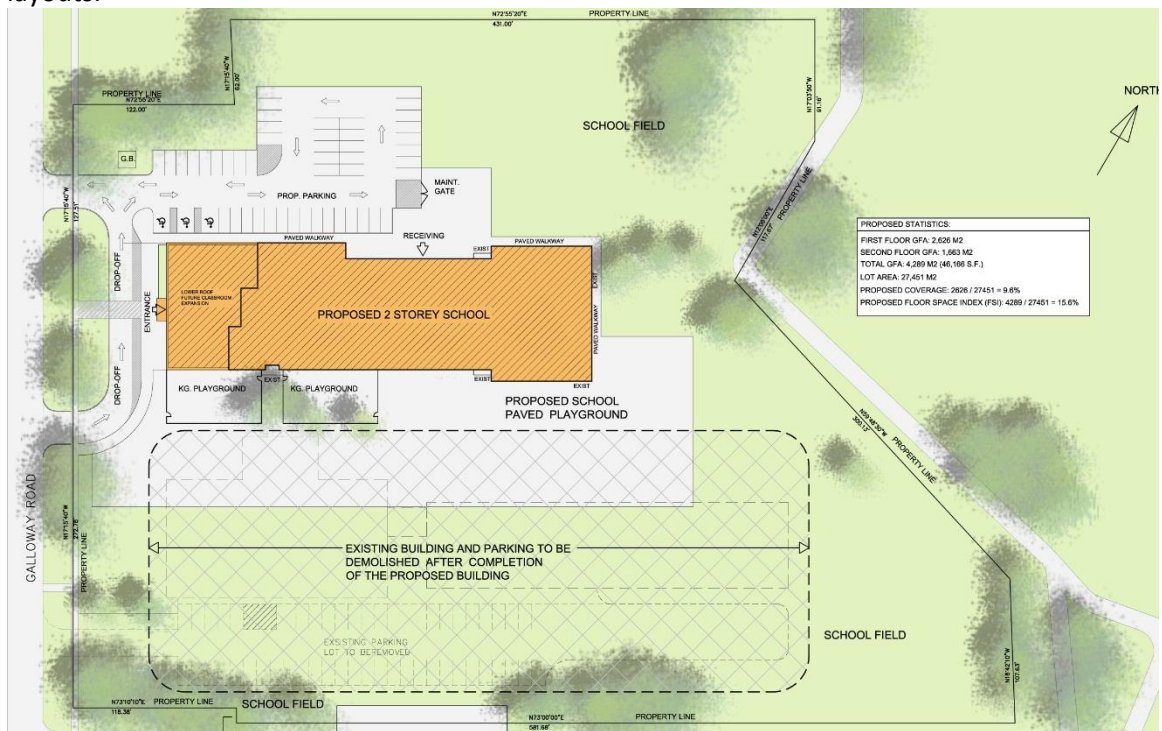
A meeting with the Toronto Catholic District School Board was held on May 14, 2021 to discuss potential partnership / joint venture opportunities. The TCDSB is including a proposal to replace the existing St. Martin de Porres Catholic Elementary School building with a new 450pp replacement school. This school is located south of Lawrence Avenue East and west of Morningside Avenue. St. Margaret's PS is located approximately 1.2km away, within the same general area.

Both school boards are amenable to exploring a potential joint venture involving the two proposed projects. No commitments have been made at this time, and both school boards would require approval from their respective boards of trustees before further investigation could occur.

Appendix A: Location Map

Appendix B: Schematic Diagrams

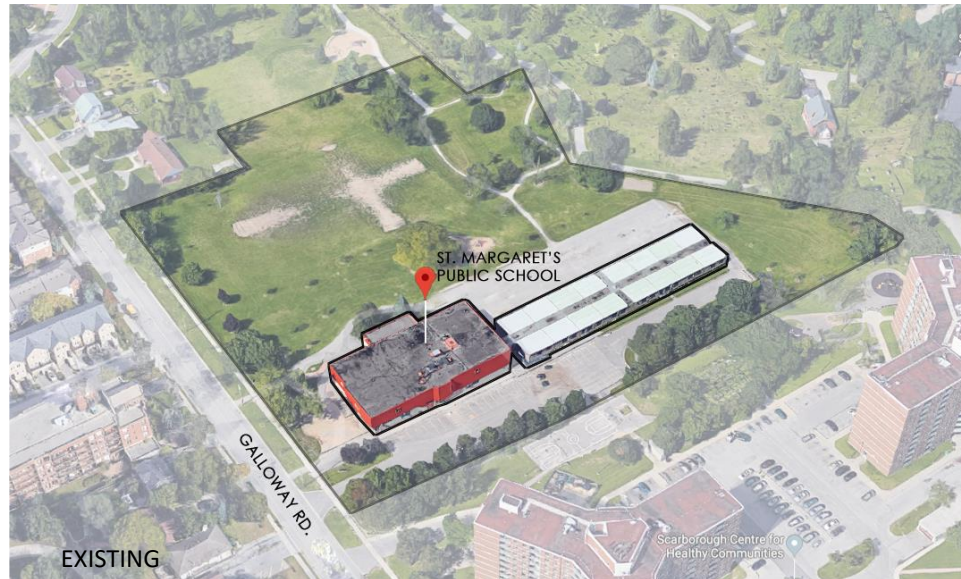
Etude's schematic design tries to adhere to these sizes and areas in the following schematic layouts.



Proposed Site Plan | Replacement Building



Schematic Design | Proposed Floor Plans

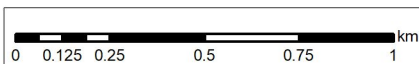
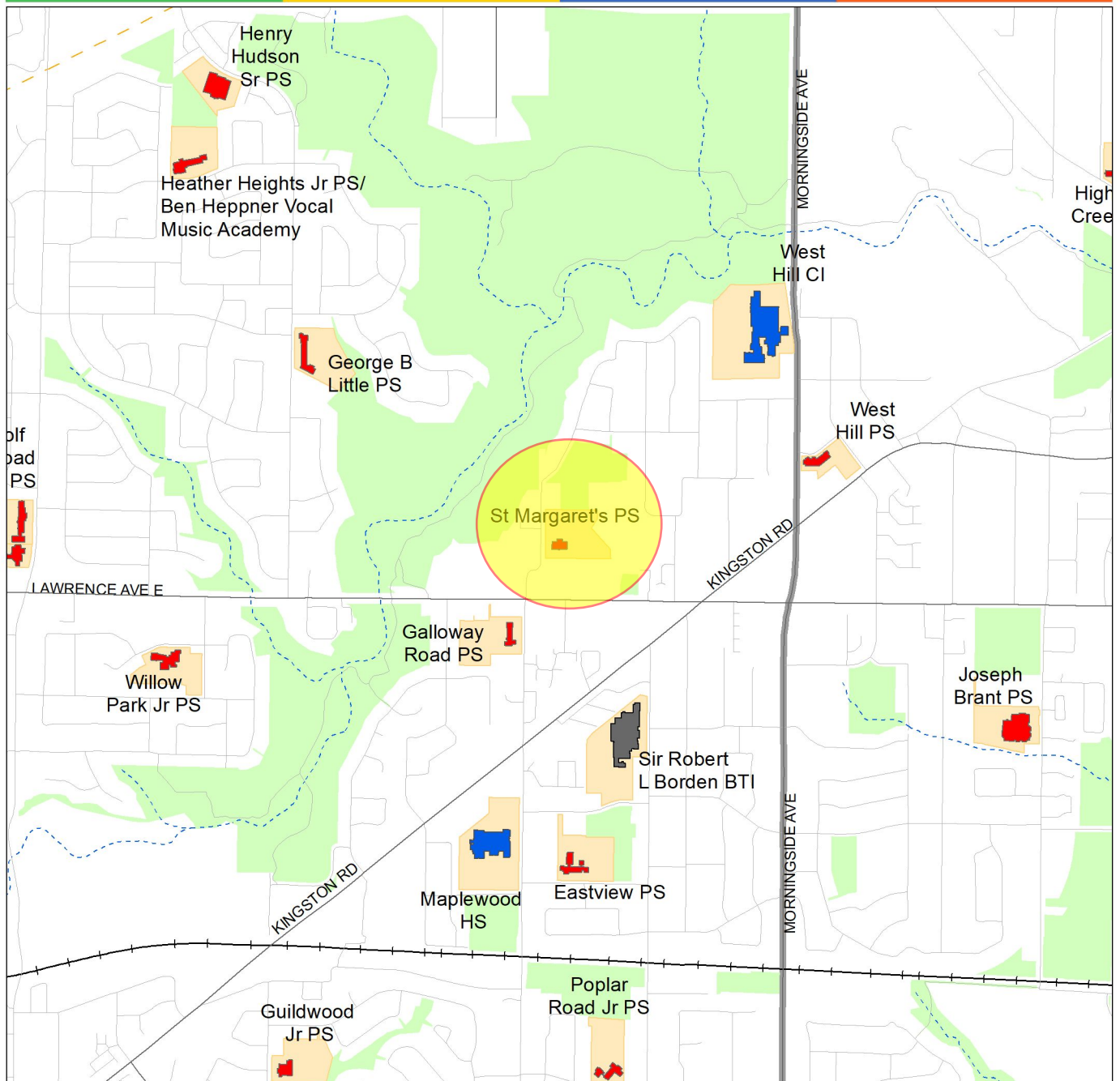


Building Replacement | Perspective sketch | Existing Building replaced with New Building



Toronto District School Board

Location of St Margaret's PS 235 Galloway Road

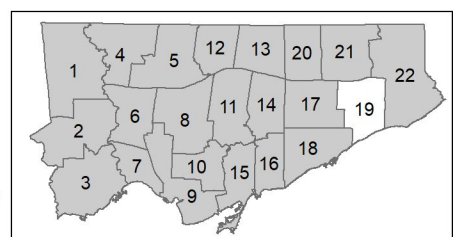


Produced by:
Planning Division, TDSB
September 2019
Source:
Base Map- Geospatial Competency Centre
Facility - Planning Division, TDSB
Data- City of Toronto



Legend:

- | | |
|--|---------------|
| ■ Elementary School | Major Road |
| ■ Secondary School | Railway |
| ■ Elementary & Secondary School | Utilityline |
| ■ Other TDSB Facility | Waterway |
| ■ Site | Ward Boundary |



School Board or District School Authority Number/Name

CMSM/DSSAB Number/Name

City of Toronto

[illegible]

NOTE: If School Name, School Address, City/Municipality, and Postal Code populate, enter the information below in the Comments

Notes:
¹ IN = Infant
² TOD = Toddler
³ PRS = Preschool
⁴ FG = Family Age Group

Comments

Since the 1000 remains highly supportive of providing new child care capacity across the City of Toronto, it is important to note that implementation of these capital projects is contingent upon the provision of the funding necessary to support the full cost of these projects, and continued discussion with the Ministry on solutions to address outstanding funding gaps on previously approved child care capital projects. Additionally, due to complexity and timelines, the child care space template has not been completed for this application. Should these projects be approved, the child care space template will be submitted as part of the AWP package.

This is to affirm that this Joint Submission has been jointly approved by the school board / district school authority and Consolidated Municipal Service Manager (CMSM) or District Social Services Administration Board (DSSAB) listed above.

The CMSM or DSSAB supports the need and confirms the proposed new space will not result in an operating pressure for the CMSM or DSSAB.

PLEASE PRINT & SIGN THIS FORM. UPLOAD TWO COPIES (EXCEL AND SCANNED WITH SIGNATURES) TO SFIS.

Please copy your school board's Regional Early Years Advisor and Capital Analyst, if this submission has implications for other projects submitted by your school board, note in the Business Case.

City of Toronto

Name of CMSM/CGSAD

Karen Gray, Director

Manager of Child Care and Early Years System [CNSM/DCSAB] Name

Toronto D50

Name of School Board _____

Karen Falconer

Director of Education (School Board) Name _____

Jacqueline Spence

Early Years Lead, System Superintendent Toronto DSB

Mala Puccetti

Capital Lead (School Board) Name

Manager of Child Care and Early Years System (CMEM/DESAE) Signature

May 20, 2021

Date

Director of Education (School Board) Signature

May 20th, 2021

Date

Early Years Lead (School Board) Signature

Date

Capital Lead (School Board) Signature

Date