

# TORONTO CATHOLIC DISTRICT SCHOOL BOARD REGULAR MEETING Public Session

## AGENDA APRIL 19, 2018

**Barbara Poplawski, Chair**  
Trustee Ward 11

**Maria Rizzo, Vice Chair**  
Trustee Ward 6

**Ann Andrachuk**  
Trustee Ward 2

**Patrizia Bottoni**  
Trustee Ward 4

**Nancy Crawford**  
Trustee Ward 12

**Frank D'Amico**  
Trustee Ward 6

**Rhea Carlisle**  
Student Trustee

**Jo-Ann Davis**  
Trustee Ward 9

**Michael Del Grande**  
Trustee Ward 7

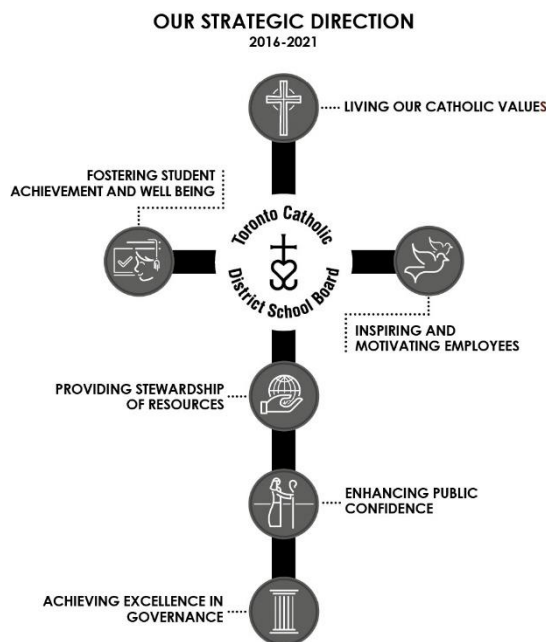
**Angela Kennedy**  
Trustee Ward 11

**Joseph Martino**  
Trustee Ward 1

**Sal Piccininni**  
Trustee Ward 3

**Garry Tanuan**  
Trustee Ward 8

**Joel Ndongmi**  
Student Trustee



### MISSION

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*

### VISION

*At Toronto Catholic we transform the world through witness, faith, innovation and action.*

Recording Secretary: Sophia Harris, 416-222-8282 Ext. 2293  
Acting Asst. Recording Secretary, Colin Johnston, 416-222-8282 Ext. 2659298

**Rory McGuckin**  
Director of Education

**Barbara Poplawski**  
Chair of the Board



**AGENDA  
REGULAR MEETING  
OF THE  
TORONTO CATHOLIC DISTRICT SCHOOL BOARD  
PUBLIC SESSION**

**Barbara Poplawski, Chair**

**Maria Rizzo, Vice Chair**

Thursday, April 19, 2018

7:00 P.M.

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Pages

1. **Call to Order**
2. **Memorials and Opening Prayer**
3. **Singing of O Canada**
4. **Roll Call & Apologies**
5. **Approval of the Agenda**
6. **Reports from Private Session**
7. **Notices of Motions**
8. **Declarations of Interest**
9. **Approval and Signing of Minutes of the Previous Meetings**
  - 9.a **Special Board (Student Achievement) - March 1, 2018**
  - 9.b **Special Board (Corporate Services) - March 8, 2018**
  - 9.c **Regular Board - March 22, 2018**

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10.e	Verbal Presentation regarding Share Life - Tim Lee Loy, Coordinator of Schools and Employee Campaigns	
<b>11.</b>	<b>Delegations</b>	
<b>12.</b>	<b>Consideration of Motions for which previous notice has been given</b>	
<b>13.</b>	<b>Unfinished Business from Previous Meetings</b>	
<b>14.</b>	<b>Matters recommended by Statutory Committees of the Board</b>	
14.a	Approved Minutes of the Special Education Advisory Committee Meeting held on April 18, 2018 (To Be Distributed)	
14.b	Approved Minutes of the Catholic Parent Involvement Committee (Nil as there has not been any recent meeting)	
<b>15.</b>	<b>Matters referred/deferred from Committees/Board</b>	
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22.	Adjournment	

**MINUTES OF THE SPECIAL MEETING OF THE  
TORONTO CATHOLIC DISTRICT SCHOOL BOARD**

**HELD THURSDAY, MARCH 1, 2018**

**STUDENT ACHIEVEMENT**

**PRESENT:**

**Trustees:** N. Crawford, Chair  
A. Kennedy, Vice Chair  
A. Andrachuk  
F. D’Amico  
J. A. Davis  
M. Del Grande  
B. Poplawski  
M. Rizzo  
G. Tanuan

**Student Trustees:** R. Carlisle  
J. Ndongmi

**Staff:** R. McGuckin  
D. Koenig  
L. Noronha  
A. Della Mora  
M. Caccamo  
S. Campbell  
F. Cifelli  
N. D’Avella  
P. De Cock  
C. Fernandes  
K. Malcolm  
G. Iuliano Marrello  
M. Puccetti

J. Shanahan  
J. Wujek  
J. Yan

A. Robertson, Parliamentarian

S. Harris, Recording Secretary  
C. Johnston, Acting Assistant Recording Secretary

#### **4. Roll Call and Apologies**

Apologies were extended on behalf of Trustees Bottoni, Martino and Piccininni.

#### **7. Declarations of Interest**

There was no Declaration of Interest.

The items dealt with at the Student Achievement and Wellbeing, Catholic Education and Human Resources Committee Meeting in PUBLIC Session were deemed presented.

MOVED by Trustee Crawford, seconded by Trustee Tanuan, that the items dealt with in PUBLIC Session be approved.

Results of the Vote taken as follows:

#### **In Favour**

#### **Opposed**

Trustees Andrachuk  
Crawford  
Davis  
D'Amico  
Del Grande

Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

Student Trustees Carlisle and Ndongmi wished to be recorded as in favour.

**(Public Minutes Distributed under Separate Cover at the  
March 1, 2018 Student Achievement and Wellbeing, Catholic Education  
and Human Resources Committee Meeting)**

MOVED by Trustee Andrachuk, seconded by Trustee Rizzo, that the meeting resolve back into Student Achievement and Wellbeing, Catholic Education and Human Resources Committee Meeting to return to PRIVATE Session and for DOUBLE PRIVATE Session.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Andrachuk  
Crawford  
Davis  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**PRESENT (After PRIVATE and DOUBLE PRIVATE Sessions):**

**Trustees:** N. Crawford, Chair  
A. Kennedy, Vice Chair  
F. D’Amico  
M. Del Grande  
B. Poplawski  
M. Rizzo  
G. Tanuan

**Staff:** R. McGuckin  
S. Harris, Recording Secretary

The items dealt with at the Student Achievement and Wellbeing, Catholic Education and Human Resources Committee Meeting in PRIVATE and DOUBLE PRIVATE Sessions were deemed presented.

MOVED by Trustee Kennedy, seconded by Trustee D’Amico, that the items dealt with in PRIVATE and DOUBLE PRIVATE Sessions be approved.



Results of the Vote taken as follows:

**In Favour**

**Opposed**

Trustees Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**(Double Private Minutes Distributed under Separate Cover at the  
March 1, 2018 Student Achievement and Wellbeing, Catholic Education  
and Human Resources Committee Meeting)**

MOVED by Trustee Crawford, seconded by Trustee Kennedy, that the meeting  
resolve back into Student Achievement and Wellbeing, Catholic Education and  
Human Resources Committee Meeting.

Results of the Vote taken, as follows:

**In Favour**

**Opposed**

Trustees Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo

Tanuan

The Motion was declared

CARRIED

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SECRETARY

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CHAIR

**MINUTES OF THE SPECIAL MEETING OF THE  
TORONTO CATHOLIC DISTRICT SCHOOL BOARD**

**HELD THURSDAY, MARCH 8, 2018**

**Corporate Services**

**PRESENT:**

**Trustees:** G. Tanuan, Acting Chair  
A. Andrachuk  
P. Bottoni  
N. Crawford  
J. A. Davis  
M. Del Grande  
A. Kennedy  
B. Poplawski  
M. Rizzo

**Staff:** R. McGuckin  
D. Koenig  
L. Noronha  
P. Matthews  
P. De Cock  
M. Puccetti  
J. Volek  
J. Yan

A. Robertson, Parliamentarian

S. Harris, Recording Secretary

C. Johnston, Acting Assistant Recording Secretary

#### **4. Roll Call and Apologies**

Apologies were received on behalf of Student Trustees Carlisle and Ndongmi who were unable to attend the meeting.

The items dealt with at the Corporate Services, Strategic Planning and Property Committee Meeting PUBLIC and PRIVATE Sessions were deemed presented.

MOVED by Trustee Davis, seconded by Trustee Tanuan, that all matters discussed in PUBLIC and PRIVATE Sessions be approved.

Results of the Vote taken, as follows:

#### **In favour**

#### **Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
Davis  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

**CARRIED**

**(PRIVATE and PUBLIC Minutes Distributed Separately at  
the March 8, 2018 Corporate Services, Strategic Planning  
and Property Committee Meeting)**

MOVED by Trustee Andrachuk, seconded by Trustee Bottoni, that the meeting resolve back into Corporate Services, Strategic Planning and Property Committee meeting.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
Davis  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

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SECRETARY

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CHAIR

**MINUTES OF THE REGULAR MEETING**  
**OF THE**  
**TORONTO CATHOLIC DISTRICT SCHOOL BOARD**  
**HELD THURSDAY, MARCH 22, 2018**  
**PUBLIC SESSION**

**PRESENT:**

**Trustees:** B. Poplawski, Chair  
M. Rizzo, Vice-Chair  
A. Andrachuk  
P. Bottoni  
N. Crawford  
F. D’Amico – by teleconference  
M. Del Grande  
A. Kennedy  
S. Piccininni  
G. Tanuan

**Student Trustees:** R. Carlisle  
J. Ndongmi

**Staff:** R. McGuckin  
D. Koenig  
M. Puccetti  
P. Matthews  
L. Noronha  
A. Della Mora  
V. Burzotta  
M. Caccamo  
S. Camacho  
S. Campbell  
N. D’Avella  
L. Di Marco

C. Fernandes  
K. Malcolm  
G. Iuliano Marrello  
J. Wujek  
D. Yack  
J. Yan

S. Harris, Recording Secretary  
C. Johnston, Acting Assistant Recording Secretary

A. Robertson, Parliamentarian

**4. Roll Call and Apologies**

Apologies were extended on behalf of Trustees Davis, Martino and Piccininni.

**5. Approval of the Agenda**

MOVED by Trustee Andrachuk, seconded by Trustee Bottoni, that the Agenda, as amended to include the Addendum, be approved.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Trustee Kennedy, that the Agenda be reopened to include Inquiries from Trustees Kennedy and Rizzo.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Bottoni, seconded by Trustee Rizzo, that the Agenda, as amended, be approved.



Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

The Chair introduced and welcomed Steve Camacho to the meeting and advised that he joined the Board on March 19, 2018 in the capacity of Chief Information Officer and brings a wealth of knowledge to that newly-created portfolio.

**6. Reports from Private Session**

MOVED by Trustee Rizzo, seconded by Trustee Kennedy, that the matter dealt with in PRIVATE Session regarding a joint venture with Former Duke of York Ps Potential Partnership with Young People's Theatre be approved.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford

D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**8. Declarations of Interest**

Trustees Del Grande and Kennedy declared an interest in Item 17b) 2018-2019 Preliminary Teacher Staffing Projections as their family members are employees of this Board. Trustees Kennedy and Del Grande said they would not participate in the discussions nor vote on the item.

**9. Approval and Signing of Minutes of the Previous Meetings**

MOVED by Trustee , seconded by Trustee , that Items 9a), 9b) and 9c) be adopted as follows:

- 9a) Special Board (Student Achievement) February 1, 2018 approved.**
- 9b) Special Board (Corporate Services) February 8, 2018 approved.**
- 9c) Regular Board February 22, 2018 approved.**

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni

Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

## **10. Presentations**

MOVED by Trustee Kennedy, seconded by Trustee Crawford, that Items 10a) and 10b) be adopted as follows:

- 10a) Monthly Report from the Chair of the Board** received.  
**&**  
**10b) Monthly Report from the Director of Education** received.

Results of the Vote taken, as follows:

### **In favour**

### **Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Trustee Bottoni, that Item 10c) be adopted as follows:

**10c) Monthly Report from the Student Trustee(s) received..**

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**10d) Share Life – Tim Lee Loy, Coordinator of Schools and Employee Campaigns** the presenter was unable to attend.

## 11. Delegations

MOVED by Trustee Kennedy, seconded by Trustee Tanuan, that Item 11a) be adopted as follows:

- 11a) **Tom Fitzsimmons regarding Enrollment Pressure at St. Brigid Catholic School** received and referred to staff to come back with a report with viable solutions at the April 5, 2018 Student Achievement and Wellbeing, Catholic Education and Human Resources Committee meeting.

Results of the Vote taken, as follows:

### In favour

### Opposed

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Kennedy, seconded by Trustee Andrachuk, that Item 11b) be adopted as follows:

- 11b) **Jeff Miller regarding St. Brigid Catholic School Registration (French Immersion)** received and referred to staff to come back with a report with viable solutions at the April 5, 2018 Student Achievement and Wellbeing, Catholic Education and Human Resources Committee meeting.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**11c) Ashleigh Millar regarding Staffing Projections for French Immersion Program at St. Brigid Catholic School** absent.

**14. Matters Recommended by Statutory Committees of the Board**

MOVED by Trustee Andrachuk, seconded by Trustee Tanuan, that Item 14a) be adopted as follows:

**14a) Approved Minutes of the Special Education Advisory Committee (SEAC) Meeting held on February 21, 2018** received Minutes and one recommendation regarding the *Auditor Report – Chapter 3, Section 3.12 – School Boards' Management of Financial and Human Resources*, that Case management software for centralized tracking of special-education service referrals and backlogs be acted upon and provide information to SEAC.

MOVED by Trustee Rizzo, seconded by Trustee Bottoni, that consideration of Student Trustees' membership on SEAC be deferred until such time as Ministry staff responds to questions.

Trustee Rizzo challenged the ruling of the Chair that the motion was out of order.

Results of the Vote taken on the Chair's ruling, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Poplawski  
Tanuan

Bottoni  
Rizzo

The Chair's ruling was upheld.

Trustee Piccininni arrived at 8:36 pm.

MOVED in AMENDMENT by Trustee Crawford, seconded by Trustee Rizzo, that "*provide information to SEAC*" be replaced with "*and provide timely progress updates on implementation to SEAC.*"

Results of the Vote taken on the Amendment, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Amendment was declared

CARRIED

Results of the Vote taken on the Motion, as amended, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion, as amended, was declared

CARRIED

**CONSENT AND REVIEW**

The Chair reviewed the Order Paper and the following items were questioned:

- 17a) Trustee Andrachuk
- 17b) Held
- 17c) Trustee Andrachuk
- 17e) Trustee Del Grande



MOVED by Trustee Andrachuk, seconded by Trustee Kennedy, that the Item not questioned be approved.

**MATTER AS CAPTURED IN THE ABOVE MOTION**

- 17d) Report of the Governance and Policy Committee regarding Update to Conflict Resolution (H.M.19)** that the Board accept the recommendation of the Governance and Policy Committee and approve the Conflict Resolution Policy (H.M.19) as amended and proposed in Appendix A.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**17. Reports of Officials Requiring Action of the Board of Trustees**

MOVED by Trustee Andrachuk, seconded by Trustee Rizzo, that Item 17a) be adopted as follows:

**17a) Statements of the Board for the Implementation of Education Development Charges (EDC) Bylaw** that the following statements, in accordance with Ontario Regulation 20/98 Section 9(1), and Sections 257.60(1) and Section 257.60(2) of the Education Act be approved:

1. Staff have examined the Board's operating budget for potential savings that could be applied to reduce growth-related net education land costs. While the Board is currently carrying an Accumulated Surplus amount, these funds are either being restricted as appropriate operating budget contingency or will be used in future years for reinvestment in the operational needs of the Board and towards the end goal of student achievement and wellbeing. Based on this assessment, the Board has no operating surpluses to use to reduce the proposed Education Development Charges.
2. The Board has pursued opportunities to share space to address growth-related needs; however, no such sharing arrangements have been secured but the Board remains open to considering alternative accommodation arrangements.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

Trustee Rizzo declared a Conflict of Interest in Item 17b).

Trustees Del Grande, Kennedy and Rizzo left the horseshoe at 8:45 pm due to a Conflict of Interest in Item 17b), as earlier indicated.

MOVED by Trustee Tanuan, seconded by Trustee Andrachuk, that Item 17b) be adopted as follows:

**17b) 2018-2019 Preliminary Teacher Staffing Projections** that the Board of Trustees approve the preliminary staffing projections for 2018-2019 as outlined in this report.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Piccininni  
Poplawski  
Tanuan

The Motion was declared

CARRIED

Trustees Del Grande, Kennedy and Rizzo returned to the horseshoe at 8:49 pm.

MOVED by Trustee Trustee Piccininni, seconded by Trustee Bottoni, that Item 17c) be adopted as follows:

**17c) Toronto Catholic District School Board (TCDSB) Representation on the Ontario Catholic Schools Trustees Association (OCSTA) Board of Directors 2018-2020** that Trustees Andrachuk and Del Grande be nominated.

MOVED by Trustee Crawford, seconded by Trustee Tanuan, that nominations close.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

Trustees Andrachuk and Del Grande were declared TCDSB's representatives on the Ontario Catholic Schools Trustees Association (OCSTA) Board of Directors 2018-2020.

MOVED by Trustee Del Grande, seconded by Trustee Rizzo, that Item 17e) be adopted as follows:

**17e) Photographing and Filming of Individuals at Board and Committee Meetings** received.

MOVED in AMENDMENT by Trustee Crawford, seconded by Trustee Kennedy, that the report be referred to the Governance and Policy Committee.

Results of the Vote taken on the Amendment, as follows:

<b><u>In favour</u></b>	<b><u>Opposed</u></b>
Trustees Andrachuk	D'Amico
Bottoni	Del Grande
Crawford	Rizzo
Kennedy	Tanuan
Piccininni	
Poplawski	

The Amendment was declared

CARRIED

Results of the Vote taken on the Motion, as amended, as follows:

<b><u>In favour</u></b>	<b><u>Opposed</u></b>
Trustees Andrachuk	Del Grande
Bottoni	Rizzo
Crawford	Tanuan
D'Amico	
Kennedy	
Piccininni	

Poplawski

The Motion, as amended, was declared

CARRIED

**18. Listing of Communications**

MOVED by Trustee Crawford, seconded by Trustee Tanuan, that Item 18a) be adopted as follows:

- 18a) Letter from the Consul General of the Republic of Poland in Toronto regarding the 100<sup>th</sup> Anniversary of the Independence of Poland** received and referred to staff to come back with a report at the April 5, 2018 Student Achievement and Wellbeing, Catholic Education and Human Resources Committee.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

**19. Inquiries and Miscellaneous**

MOVED by Trustee Kennedy, seconded by Trustee Tanuan, that Item 19a) be adopted as follows:

- 19a) From Trustee Kennedy regarding Venue of SEAC meetings** received and referred to staff to come back with a report regarding the reconfiguration of the Large Committee Room to assist with acoustics and to investigate whether SEAC meetings could be held in the Boardroom where there is a sound system.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Rizzo, seconded by Trustee Bottoni, that Item 19b) be adopted as follows:

**19b) From Trustee Rizzo regarding Lunchroom Supervisors** received and referred to staff.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Trustee Bottoni, that the meeting resolve back into PRIVATE Session.



Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
D'Amico  
Del Grande  
Kennedy  
Piccininni  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

Trustee Piccininni left the meeting at 9:08 p.m.

Trustee D'Amico left the teleconference meeting at 9:08 p.m.

The meeting reconvened with Trustee Poplawski in the Chair.

**PRESENT:**

**Trustees:** B. Poplawski, Chair  
M. Rizzo, Vice-Chair  
A. Andrachuk  
P. Bottoni  
N. Crawford  
M. Del Grande  
A. Kennedy  
G. Tanuan

**Staff:**

R. McGuckin

S. Harris, Recording Secretary

## **6. Reports from Private Session**

MOVED by Trustee Rizzo, seconded by Trustee Bottoni, that the items dealt with in PRIVATE session regarding Trustees having Access to Invoices of Expenses listed on Cheque Register and Women Representation in the Boardroom, as well as a Human Resources matter in DOUBLE PRIVATE Session be approved.

Results of the Vote taken, as follows:

### **In favour**

### **Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

**CARRIED**

## 22. Adjournment

MOVED by Trustee Andrachuk, seconded by Trustee Kennedy, that the meeting adjourn.

Results of the Vote taken, as follows:

### **In favour**

### **Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
Del Grande  
Kennedy  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

The meeting adjourned at 10:30 pm.

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SECRETARY

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CHAIR



## **Chair's Monthly Report March 26 to April 20, 2018**

Following are highlights for the period of March 26<sup>th</sup> to April 20<sup>th</sup>

### **March 29**

- Along with the Director delivered greetings at the TCDSB Student Environment Conference at the Ontario Science Centre

### **April 5**

- Delivered greetings at the annual Mayor's School Cricket Awards at Central Tech Stadium

### **April 9**

- Along with the Director attended and delivered greetings at the Autism Day Flag Raising Ceremonies at the CEC

### **April 17**

- Along with Director, Trustees and Senior Staff attended and delivered greetings at the Innovative Exemplary Practice Awards at the CEC



## **Director's Monthly Report March 26 to April 20, 2018**

Following are highlights for the period of March 26 to April 20

### **March 27**

- Along with the Field Superintendents attended the Principals K-12 meeting for Areas 5 and 6, at Monsignor Fraser Isabella site and for Areas 7 and 8, at St. John Paul II Secondary School to consult about the Equity Action Plan

### **March 28**

- Along with the Field Superintendents attended the Principals K-12 meeting for Areas 1 and 2, at St. Dorothy Elementary School and for Areas 3 and 4, at Monsignor Fraser Norfinch to consult about the Equity Action Plan

### **March 29**

- Along with the Chair delivered greetings at the TCDSB Student Environment Conference at the Ontario Science Centre

### **April 4**

- Attended the student Cardboard Car Construction and Races at St. Bruno/St. Raymond Elementary School

### **April 5**

- Delivered greetings to the 2018 Teachers' Symposium for Indigenous Education at the Native for Canadian Centre in Toronto
- Along with the Chair attended the annual Mayor's School Cricket Awards event at Central Tech Stadium
- Along with Senior Staff met with ALPHA Education at the CEC

### **April 6**

- Met with students from Father Henry Carr to explore Engineering mentorship opportunities to assist them in pursuing a career in Engineering

### **April 9**

- Along with the Chair attended and delivered greetings at the Autism Day Flag Raising Ceremonies at the CEC

**April 10**

- Along with Superintendent Michael Caccamo attended the Annual Meagan's Walk Crane Ceremony at Sick Kids Hospital

**April 11**

- Attended International Day of Pink at Blessed Cardinal Newman in partnership with the Toronto Police Services ensuring that all students can learn and play in a safe, welcoming and nurturing environment

**April 12**

- Delivered greetings at the official launch of the Employee and Family Assistance Program (EFAP) at the CEC

**April 13**

- Had the pleasure of attending the Indigenized Learning for Reconciliation workshop at Notre Dame Catholic Secondary School
- Attended the Social Justice Committee's Spotlight Schools initiative to mitigate poverty at Fraser Norfinch Campus

**April 17**

- Along with the Chair, Trustees and Senior Staff attended and delivered remarks at the Innovative Exemplary Practice Awards at the CEC

**April 20**

- Will attend the Catholic Principals' Council of Ontario Gala Dinner and Awards Ceremony in Toronto

**April 21**

- Along with Senior Staff will attend the Trust 15 Gala at the Woodbine Centre

## **April Student Trustee Board Report**

### **CSLIT General Assembly:**



On February 27, the Student Trustees had the chance to introduce themselves to the General Assembly made up of various TCDSB high school students. This was a great opportunity for students to meet the candidates and network with them. Student Trustee Elections will be happening on April 24 at the next CSLIT meeting.

### **Upcoming Events:**

The Student Trustees Rhea Carlisle and Joel Ndongmi had the opportunity to meet with Vanessa Pinto, Nick D'Avella and Frank Pio to organize an Indigenous Education Week for elementary and high school students. This would consist of a student-crafted indigenous history package with conferences here at the Catholic Education Centre for elementary and high school students. Ideally, this will help TCDSB students gain a greater appreciation for Indigenous culture.

The Student Trustees are also looking into implementing a forum, separate from the CSLIT General Assemblies, solely for the purpose of giving students a way to express their concerns about their school community and resources, due to the concerns students expressed at our annual Presidents' Council earlier this school year.



## REPORT TO

## REGULAR BOARD

### MULTI-YEAR STRATEGIC PLAN – ANNUAL UPDATE

*In everything he did he had great success, because the Lord was with him.  
1 Samuel 18:14*

Created, Draft	First Tabling	Review
March 12, 2018	April 19, 2018	<a href="#">Click here to enter a date.</a>
Gina Iuliano Marrello, Superintendent of Learning, Student Success Marina Vanayan, Sr. Coordinator, Research Department Dan Koenig, Associate Director of Academic Affairs		
<b>INFORMATION REPORT</b>		

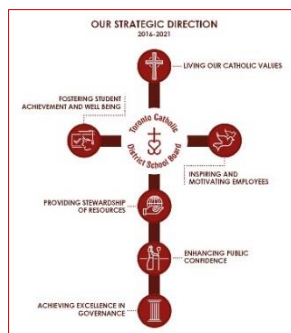
#### **Vision:**

*At Toronto Catholic, we transform the world through witness, faith, innovation and action.*

#### **Mission:**

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*



**Rory McGuckin**  
Director of Education

**D. Koenig**  
Associate Director  
of Academic Affairs

**Maia Puccetti**  
Acting Associate Director  
of Planning and Facilities

**L. Noronha**  
Executive Superintendent  
of Business Services and  
Chief Financial Officer



## **A. EXECUTIVE SUMMARY**

This Report contains an annual review on the status of the TCDSB Multi-Year Strategic Plan 2016-2021, as at August 31, 2017.

*The cumulative staff time required to prepare this report was 250 hours*

## **B. PURPOSE**

1. To provide to the Board of Trustees an annual report on the status of the MYSP goals.
2. On March 3, 2016, at the Student Achievement and Well Being, Catholic Education and Human Resources Committee, the Board of Trustees passed a motion:

*That an annual report to the Board of Trustees indicating those specific metrics being used to measure annual progress against each approved MYSP goal be provided.*

## **C. BACKGROUND**

1. **April 4, 2012** – Board approved its first Multi-Year Strategic Plan 2012-2015. It was determined that feedback would be provided on a cyclical basis.
2. **May 29, 2014** – At Student Achievement and Well Being, Catholic Education and Human Resources Committee, staff presented the results from the stakeholder surveys. Trustees approved a motion requesting staff come back with a report to the Student Achievement and Well Being, Catholic Education and Human Resources Committee summarizing progress against the goals and focus areas for the final year.
3. **September 11, 2014** – At Student Achievement and Well Being, Catholic Education and Human Resources Committee, staff presented a MYSP Interim Report Card that evaluated the board's progress in achieving the goals as outlined in the MYSP. The process was informed by stakeholder feedback and staff assessments. It also reported on next steps to be taken to move the board closer to achieving its goals.

4. **September 30, 2014** – The MYSP Report Card was distributed to all TCDSB stakeholders.
5. **February 19, 2015** – At Regular Board, staff presented a report to inform Trustees of considerations and planning for the development of the next version of the TCDSB Multi-Year Strategic Plan.
6. **March 3, 2016** – At Student Achievement and Well Being, Catholic Education and Human Resources Committee, Trustees approved the Multi-Year Strategic Plan, which would be in place from 2016-2021.
7. **September - December 2016** – Senior staff and senior leaders within TCDSB reviewed and provided metrics for the current Multi-Year Strategic Plan.
8. **January 26, 2017** – At the Regular Board meeting, the *Annual Report on Metrics for the TCDSB Multi-Year Strategic Plan* was provided to Trustees.
9. **January 2018 - April 2018** – Senior staff and senior leaders within TCDSB reviewed and updated the structure for reporting back on the Multi-Year Strategic Plan.

#### **D. EVIDENCE/RESEARCH/ANALYSIS**

1. The current Multi-Year Strategic Plan, as amended in 2016, will be in place September 2016-2021.
2. The TCDSB Multi-Year Strategic Plan consists of 6 Strategic Directions, 9 Priority Actions, and 38 Strategic goals.
3. Informed by the Ontario Ministry of Education document, *Multi-Year Strategic Planning 2017*, staff developed a new framework and template for assessing and reporting back on the Strategic Goals. The process is described below with details provided in a separate document, *Multi-Year Strategic Plan 2016-2021: 2016-2017 Report Back*, (**APPENDIX**).
4. Senior staff with responsibility for each of the 6 Strategic Directions reviewed each of the Priority Actions and Goals and engaged in the following process: stated targets for 2016-2017; considered the evidence with regard to meeting

the target; indicated the status of each Goal by assessing whether the target was met.

5. Staff used the following scale, adapted from the Ontario Ministry document, *Multi-Year Strategic Planning 2017*, to determine the Status of Goals/Targets:
  - Action Required – Target not yet met
  - Monitor – Approaching target
  - On Target – Target met
6. Areas of Focus/Next Steps were outlined for Goals where applicable.
7. The document, *Multi-Year Strategic Plan 2016-2021: 2016-2017 Report Back*, (**APPENDIX**), provides a comprehensive review and status update of all the Directions, Priorities, and Goals as well as Areas of Focus/Next Steps.
8. For each Goal, the following information is provided: Targets, Evidence, and Status. A review of the 38 goals indicates evidence of meeting or approaching targets in 30 of the 38 goals, representing 79%. Ongoing monitoring and actions will be needed to continue to make progress towards realizing our MYSP.
9. Below is a highlight for each Strategic Direction looking back and moving forward:

**Living Our Catholic Values:** 2016-17 marked the year of the Parish in our three-year of Pastoral Plan. This current school year, 2017-2018, marks the year of the School.

**Fostering Student Achievement and Well-Being:** There is evidence of achievement in many areas; Mathematics (Primary, Junior, and Applied) remains below target and is an area of focus.

**Enhancing Public Confidence:** There is evidence of improved transparency, communication, and engagement; a Parent Survey is planned.

**Providing Stewardship of Resources:** TCDSB has eliminated the accumulated deficit 2 years ahead of the Multi-Year Recovery Plan; monthly and quarterly reporting are in place to ensure fiscal responsibility and continued alignment with the Multi-Year Strategic Plan.

**Achieving Excellence in Governance:** Improved efficiency has been achieved; ongoing professional learning is planned.

**Inspiring and Motivating Employees:** There is evidence of achievement in the area of succession planning; implementation of a new Employee Family Assistance Plan is in progress.

## **E. METRICS AND ACCOUNTABILITY**

1. Staff will continue to monitor the Directions, Priorities, Goals and Targets set for the Multi-Year Strategic Plan.
2. Staff will provide an update on the status of the Multi-Year Strategic Plan in October, 2018, as per *The Calendar of Annual Reports*.
3. To inform the next version of the Multi-Year Strategic Plan, staff will undertake a review of current practices in terms of scope, number, and specificity of goals to ensure that they are Strategic, Measureable, Achievable, Reasonable/Relevant, Time-Bound (*SMART* goals).

## **F. CONCLUDING STATEMENT**

This report is for the consideration of the Board.

# MULTI-YEAR STRATEGIC PLAN 2016-2021

## 2016 - 2017 Report Back

*Presented to Board on April 19, 2018*







## OUR MISSION

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*

## OUR VISION

*At Toronto Catholic, we transform the world through witness, faith, innovation and action.*

## OUR STRATEGIC DIRECTION

2016-2021

### FOSTERING STUDENT ACHIEVEMENT AND WELL BEING

*To support our students in achieving academic excellence and meeting the Ontario Catholic School Graduate Expectations*



### PROVIDING STEWARDSHIP OF RESOURCES

*To establish integrated decision-making structures and processes to support responsive and responsible allocation of resources*



### ACHIEVING EXCELLENCE IN GOVERNANCE

*To lead and model best practices in Board governance*



### LIVING OUR CATHOLIC VALUES

*To understand and apply Catholic Teaching to all that we do*



### INSPIRING AND MOTIVATING EMPLOYEES

*To create a learning and work environment that is equitable and diverse, and that supports professional learning, innovation and collaboration*



### ENHANCING PUBLIC CONFIDENCE

*To create enhanced, regular communication with all stakeholders*



# TCDSB Multi-Year Strategic Plan 2016-2021

## 2016 - 2017 Report Back

Presented to Board on April 19, 2018

TORONTO CATHOLIC SCHOOL BOARD

80 Sheppard Ave East

Toronto, ON M2N 6E8

Phone (416) 222-8282

[www.tcdsb.org](http://www.tcdsb.org)

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## Multi-Year Strategic Plan Report Back: OVERVIEW

The Multi-Year Strategic Plan contains 6 Strategic Directions, 9 Priority Actions, and 38 Goals. In this Report Back, for each **goal**, **targets** for 2016 – 2017 are identified, and supporting **evidence** is included.

The **status** of each goal is updated using the following scale:

- **On Target** – Target met
- **Monitor** – Approaching Target
- **Action Required** – Target not yet met

**Areas of Focus/Next Steps** are identified where applicable, a target of 75% positive result has been identified in alignment with Ministry standards (Level 3). Where the target has been achieved, a revised target has been identified. Throughout this document, reference to **BLIP Areas of Focus** have been identified.



### TCDSB System-wide surveys

Comprehensive surveys are administered annually to collect feedback from students and teachers in all schools. The following surveys will be referenced throughout the document.

	PANEL	SURVEY	GRADES	N in 2016-2017
STUDENT VOICE SURVEYS	Elementary	Safe and Caring Catholic School Climate Survey (SCCSC)	All Grade 6 and 8 students	10382
	Secondary	My School My Voice (MSMV)	Sample of Grade 10 and 12 students	4831
		Safe Schools Survey	Sample of students in all Grades (9 – 12)	4943
TEACHER VOICE SURVEYS	Elementary	Student Success BLIP/SEF	All teachers	1515
	Secondary	Student Success BLIP/SEF	All teachers	710

<https://www.tcdsb.org/Board/MYSP/Pages/Multi-Year-Strategic-Plan-2016-2021.aspx>



STRATEGIC  
DIRECTION

## A

## LIVING OUR CATHOLIC VALUES



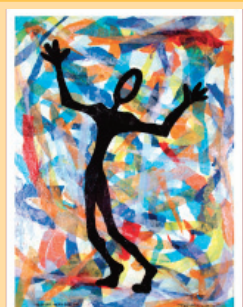
## PRIORITY ACTION #1

To understand and apply Catholic Teachings to all that we do:

## GOAL

Students will be instructed in a curriculum that is rooted and informed by the Ontario Catholic School Graduate Expectations.

A1.1



A SELF-DIRECTED, RESPONSIBLE, LIFELONG LEARNER

## TARGET

75% of students will respond positively to:

## STUDENT VOICE SURVEY QUESTION:

I am familiar with the Ontario Catholic School Graduate Expectations.

## EVIDENCE

Survey results indicate students are instructed in curriculum informed by the Ontario Catholic Graduate Expectations.

*Students were familiar with the Ontario Catholic School Graduate Expectations:*

- Elementary 78%
- Secondary 74%

## AREAS OF FOCUS/NEXT STEPS:

- Develop a principal voice survey which will include a question related to this goal with a target of 75% positive response
- Following consultation, add a question related to this goal to the teacher voice survey with a target of 75% positive response.

On Target

STATUS

**A1.2**

## GOAL

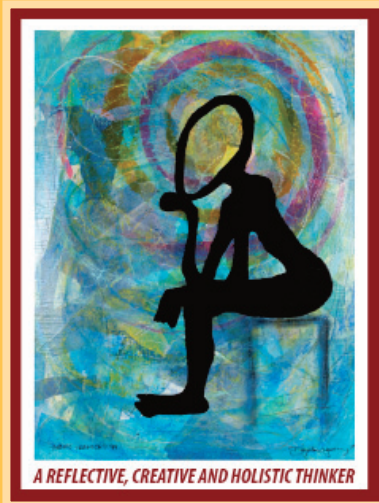
Staff and Trustees will participate in ongoing faith development through liturgical celebrations and opportunities for spiritual retreats.

## TARGET

School staff will have the opportunity to participate in monthly liturgical celebrations.

Central staff and Trustees will have the opportunity to participate in monthly liturgical celebrations.

School Administrators and Business Leaders will participate in spiritual retreats.



## EVIDENCE

All schools hold one Faith Day, and monthly liturgical celebrations as per the liturgical calendar.

### Liturgical celebrations at the CEC:

- Heart of Welcome Mass (September)
- Thanksgiving Mass (October)
- Remembrance Day Mass (November)
- Advent Reflections (December)
- Advent Mass (December)
- Epiphany Cheer (January)
- Ash Wednesday (February/March)
- Lenten Reflections (February - April)
- Easter Mass (March/April)
- End of Year Mass (June)
- Daily Masses and weekly Rosary
- First Friday Masses (Monthly)
- Last Friday Adoration (Monthly)

### Special invitations:

- A Catholic Call to Service Mass (October)
- Young Disciples Ignite (Teaching Mass) (October/November)
- Memorial Mass (November)
- 25 Year Recognition Mass (February)
- Catholic Education Week (Province-wide) Mass (May)
- Pastoral Plan Launch (May)
- Retirement Mass (May)

### 2016-2017 participation in spiritual retreats:

- Principals 149/200 = 74.5%
- Vice Principals 86/112=77.0%
- Business Leaders 32/64=50.0%

### AREAS OF FOCUS/NEXT STEPS:

- 90% of School Administrators and Business Leaders will take part in spiritual retreats.

On Target

**STATUS**

**GOAL**

Parents will be supported in their integral role of nurturing the relationship between home, school and parish.

**BLIP AREA OF FOCUS:**

- Home, School, Parish and Community Partnerships.

**A1.3****TARGET**

Every school will access their school parent involvement funds.

Encourage all schools to apply for a Parent Reaching Out (PRO) Grant.

Parents will be provided with opportunities to enhance their learning and skills to support and increase parent engagement.

Increase parent engagement through TCDSB staff collaboration with Catholic School Parent Council (CSPC), Catholic Parent Involvement Committee (CPIC) and Ontario Association for Parents in Catholic Education (OAPCE).

**EVIDENCE**

In 2016-17, 28% of schools accessed their Ministry provided parent involvement funds in the School Block Budget (\$500.00).

In 2016-17, 109 schools (54%) applied for a Pro Grant. Of these, 58% have accessed the funds.

Increased parent attendance at all parent engagement events.

As part of the pastoral plan, parents were invited to discuss ways to nurture the home, school and parish relationship.

Increased and improved communication with parents through: email, websites (through the portal), newsletters, face-to-face meetings, surveys, videos, webcasts, conferences, workshops and resources.

Outreach by CSPC, CPIC and OAPCE has resulted in increased two-way communication with parents.

**AREAS OF FOCUS/NEXT STEPS:**

- 75% of schools will access parent involvement funds.
- 75% of schools will apply for and access PRO grant funds.
- Promote use of grant funds in all schools.
- Implement a Parent School Climate survey for parent voice with a target of 75% positive response.
- Monitor and promote consistent communication strategies.
- Collect attendance data at parents events.

**Action Required****STATUS**

## GOAL

**A1.4**

Senior Team and Trustees will develop decision-making processes and ensure setting policy priorities that reflect Catholic social values (e.g., stewardship of God's creation, option for the poor and vulnerable, etc.).

## TARGET

All Policies will be reviewed using the MYSP Strategic Directions, Priorities, and Goals.

Environmental responsibility will be promoted through board-wide initiatives as governed by B.M.06 Environmental Practice Policy.

## EVIDENCE

All policies reviewed, where applicable, have been aligned with MYSP, which includes Living Our Catholic Values, consistent with the TCDSB Meta Policy M.01.

TCDSB has committed to improving our environment through:

- Commitment to a plastic bottle-free zone
- Expansion of water-filling stations in schools
- Participation in Earth Hour
- Taking part in community clean-up events
- Providing students with learning opportunities focused on environmental issues
- Reducing energy consumption
- Expansion of eco-friendly and energy efficient schools
- A waste management program across all schools (reduce, recycle and reuse)
- Green-cleaning practices in schools

On Target



**STATUS**

STRATEGIC  
DIRECTION

## B

FOSTERING STUDENT ACHIEVEMENT  
AND WELL-BEING

## PRIORITY ACTION #2

To support our students in achieving academic excellence and meeting the Ontario Catholic School Graduate Expectations:

## GOAL

Students will meet or exceed the provincial average in literacy and numeracy as measured in Education Quality and Accountability Office (EQAO) assessments.

System target goal of 75% as reflected in the BLIP.

B2.1

## TARGET

TCDSB students will meet or exceed Ontario EQAO results.

## ONTARIO RESULTS IN 2016-2017:

- Primary Reading 74%
- Primary Writing 73%
- Junior Writing 79%
- Grade 9 Academic Math 83%
- Primary Math 62%
- Grade 9 Applied Math 44%
- Junior Math 50%
- Junior Reading 81%
- OSSLT 81%

## EVIDENCE

TCDSB EQAO results that met or exceeded the provincial average: Primary Reading, Writing and Mathematics; Junior Writing; Grade 9 Applied and Academic Mathematics.

## TCDSB RESULTS IN 2016-2017:

## Above the provincial average:

- Primary Reading 76%
- Primary Writing 78%
- Junior Writing 82%
- Grade 9 Academic Math 83%
- Primary Math 63%\*
- Grade 9 Applied Math 46%\*

## Below the provincial average:

- Junior Math 48%
- Junior Reading 80%\*\*
- OSSLT 80%\*\*

NOTE: \*Below Ministry Target of 75% / \*\*Above Ministry Target of 75% as outlined in BLIP.

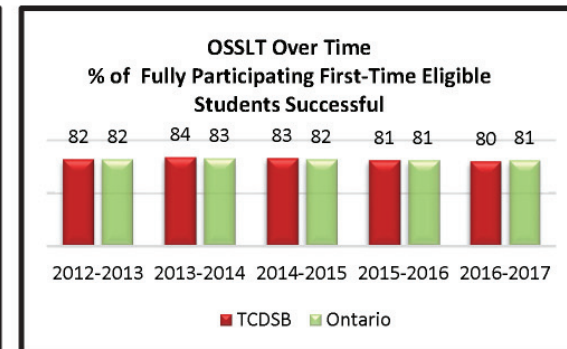
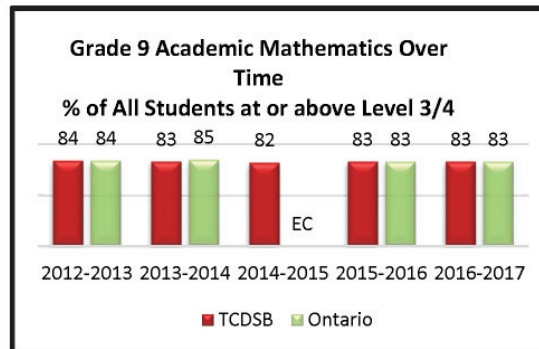
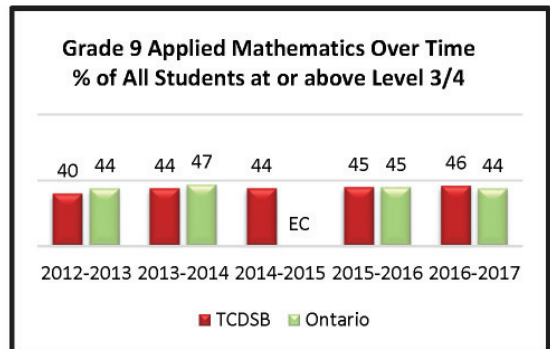
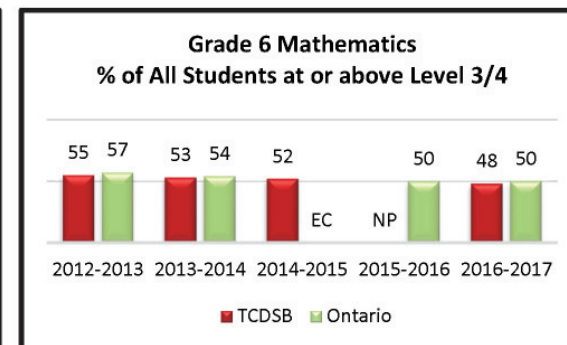
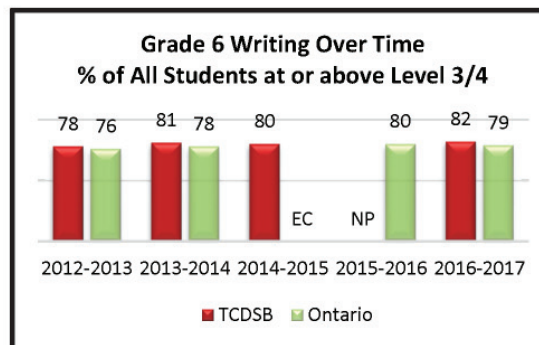
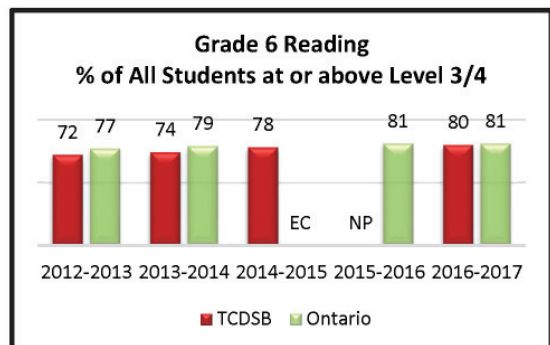
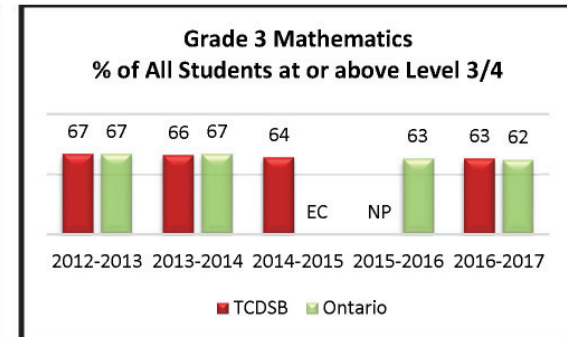
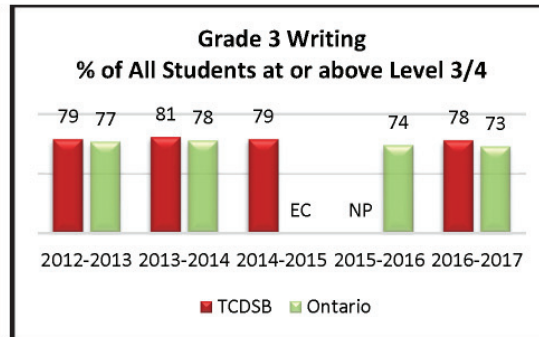
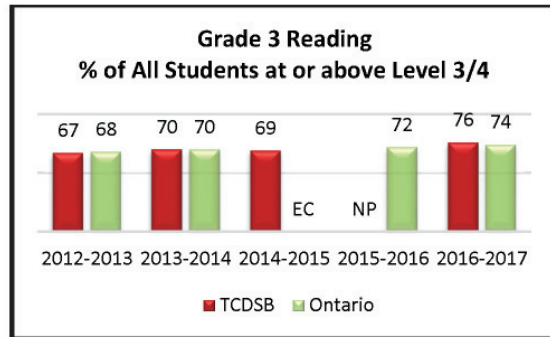
## AREAS OF FOCUS/NEXT STEPS:

- Continue to provide targeted support in areas where Ministry/BLIP targets have not been met (Primary, Junior and Grade 9 Applied Mathematics).

Action Required

STATUS

## EQAO Trends Over Time



**GOAL**

Students will exceed the provincial average in credit accumulation and graduation rate.

BLIP provincial indicators of achievement.

**TARGET**

TCDSB students will exceed provincial credit accumulation rate and graduation rate released in 2016-2017:

**In Ontario:**

- 82% of Grade 11 students accumulated 23 or more credits, representing a 10% increase since 2006-2007
- 87% of students graduated in 5 years.

**EVIDENCE**

TCDSB has met the credit accumulation target and surpassed the graduation rates target:

**In the TCDSB:**

- 82% of Grade 11 students accumulated 23 or more credits, representing a 14% increase since 2006-2007
- 90% of students graduated in 5 years.

Monitor

B2.2

**Graduation Rate Over Time**

Percentage of students graduating

Grade 9 cohort year	2009-2010	2010-2011	2011-2012
TCDSB	87%	88%	90%
Ontario	84%	86%	87%
Graduation year	2013-2014	2014-2015	2015-2016

STATUS



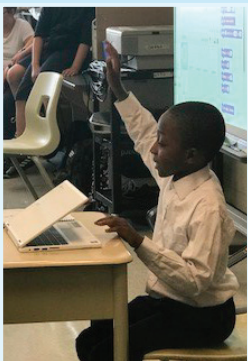
## GOAL

Staff will implement effective assessment practices (for/ as learning) that incorporate learning goals, co-created success criteria and provide descriptive feedback to support student learning.

### BLIP AREA OF FOCUS:

- Assessment for, as, of Learning.

**B2.3**



## TARGET

75% of teachers will respond positively to:

### **TEACHER VOICE SURVEY QUESTIONS:**

In my school:

- students and educators build a common understanding of what students are learning by identifying, sharing, and clarifying the learning goals and success criteria.
- during learning, timely, ongoing, descriptive feedback about student progress is provided based on student actions and co-constructed success criteria.

75% of students will respond positively to:

### **STUDENT VOICE SURVEY QUESTIONS:**

- I understand learning goals and success criteria.
- My school emphasizes:
- Giving and receiving timely feedback on how to improve my work.
  - Gathering information about your learning before, during and at the end of a unit of study.

## EVIDENCE

Survey results show that we have met the target goal in elementary.

Teachers indicated *implementing and routinely using*:

- Elementary - 80%
- Secondary - 73%

Teachers indicated *implementing and routinely using*:

- Elementary - 79%
- Secondary - 75%

Students *agreed*:

- Elementary - 93%
- Secondary - 84%

Students reported it was *emphasized*:

- Elementary - 82%
- Secondary - 58%

Students reported it was *emphasized*:

- Elementary - 81%
- Secondary - 54%

### **AREAS OF FOCUS/NEXT STEPS:**

- Develop a principal voice survey which will include a question related to this goal with a target of 75% positive response.
- More focused PD on assessment practices with emphasis on increasing engagement of secondary students.
- Area Superintendents will continue to focus on assessment practices as part of their SLIP visits.

Action Required

**STATUS**



**GOAL**

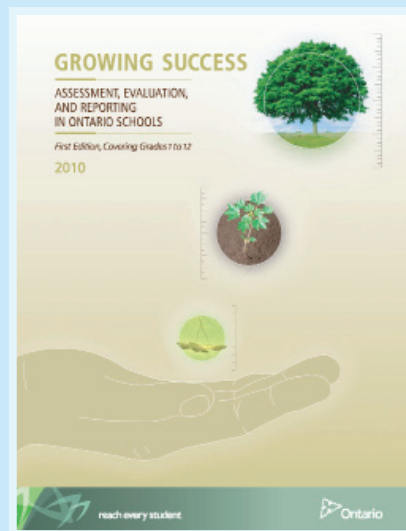
Staff will share assessment practices with parents to ensure parent engagement with a common understanding of assessment for/as learning.

**BLIP AREA OF FOCUS:**

- Assessment for, as, of Learning.

**B2.4****TARGET**

Staff will provide parents with information regarding assessment practices, based on the Ministry of Education's *Growing Success* document, on the Board website and at the local school level.

**EVIDENCE**

Parents are provided with information regarding assessment strategies through:

- Board website
- School sharing of SLIP
- School sharing of EQAO Data
- Curriculum Night
- Literacy and Numeracy Nights;
- School newsletters
- CSPP and CPIC - meetings and information sessions.

**AREAS OF FOCUS/NEXT STEPS:**

- Develop a principal voice survey which will include a question related to this goal with a target of 75% positive response.
- Following consultation, add a question related to this goal to the teacher voice survey with a target of 75% positive response.
- Implement a Parent School Climate Survey which will include questions related to sharing of assessment practices as reflected in the BLIP.

**Monitor****STATUS**

## PRIORITY ACTION #3

To support our students' ability to apply critical and innovative thinking in all subjects:

### GOAL

Use evidence-based teaching and learning strategies to provide students opportunities to become discerning believers, effective communicators, reflective thinkers, self-directed learners, collaborative contributors, caring family members and responsible citizens.

#### BLIP AREA OF FOCUS:

- Nurturing Our Catholic community
- School and Classroom Leadership.

B3.1

### TARGET

75% of teachers will respond positively to:

#### TEACHER SURVEY VOICE QUESTIONS

In my school:

- students demonstrate a wide range of transferable skills such as teamwork, advocacy, leadership and global citizenship.
- teaching and learning in the 21st Century is collaborative, innovative and creative within the global context.
- Comprehensive education and career/life planning programs meet the learning needs, interests and aspirations of all students and provide opportunity to complete the Ontario Catholic Graduate Expectations.

75% of students will respond positively to:

#### STUDENT VOICE SURVEY QUESTIONS:

My school emphasizes:

- Using information in new situations or relating it to problems in the real-world.
- Deciding the value of information or ideas; determining whether conclusions make sense.

### EVIDENCE

Survey results indicate that explicit teaching in this area needs to continue to support student critical and innovative thinking.

#### Teachers indicated *implementing and routinely using*:

- Elementary - 76%
- Secondary - 72%
- Elementary - 69%
- Secondary - 65%
- Elementary - 61%
- Secondary - 68%

#### Secondary students reported it was *emphasized*:

- 51%
- 58%

#### AREAS OF FOCUS/NEXT STEPS:

- Develop a principal voice survey which will include a question related to this goal with a target of 75% positive response.
- Following consultation, add a question related to this goal to the student voice survey with a target of 75% positive response.
- Continue to integrate the teaching of critical thinking in professional development consistent with BLIP strategies for School and Classroom Leadership.

Action Required

STATUS

## B3.2

## GOAL

Use differentiated instruction to ensure that individual learning needs are accommodated and to engage students fully in their learning.

**BLIP AREA OF FOCUS:**

- Student Engagement.

## TARGET

75% of teachers will respond positively to:

**TEACHER VOICE SURVEY QUESTION:**

In my school:

- instruction and assessment are differentiated in response to student strengths, needs and prior learning.

75% of students will respond positively to:

**STUDENT VOICE SURVEY QUESTION:**

In my school:

- There are optional programs available to meet my needs.

## EVIDENCE

Survey results indicate that teachers are incorporating differentiated instruction to address student learning needs.

Teachers indicated *implementing and routinely using*:

- Elementary - 80%
- Secondary - 72%

Secondary students *agreed*:

- 71%

**AREAS OF FOCUS/NEXT STEPS:**

- Develop a principal voice survey which will include a question related to this goal with a target of 75% positive response.
- Following consultation, add a question related to this goal to the teacher voice survey with a target of 75% positive response.
- Add a question related to accommodation of student learning style to elementary and secondary student voice surveys, with a target of 75% positive response.
- Provide more focused PD on differentiated instruction consistent with BLIP strategies for engaging students.

Monitor



STATUS

## GOAL

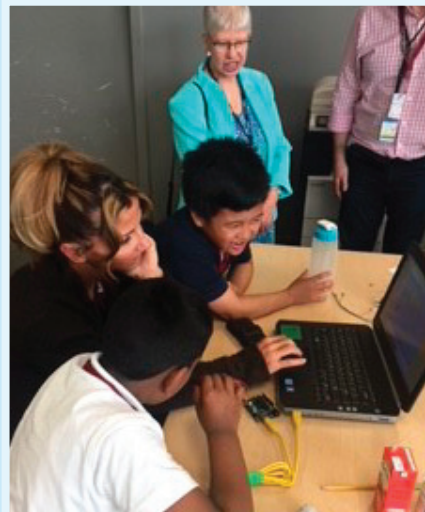
Support investments in technology that continue to foster digital literacy, creativity, innovation and collaboration.

### BLIP AREA OF FOCUS:

- Pathways Planning and Programming
- Curriculum Teaching and Learning.

## TARGET

Annually invest in technology to support 21st Century skills.



## EVIDENCE

Investments in 2016-2017 included:

### Secondary

- Every secondary school received 20 Windows Cloudbooks and one mobile cart (storage and charging); 640 in total distributed.
- 7 schools received \$2500 each in top-up funding to assist with participation in FIRST Robotics.

### Elementary

- Every school received a TechTub Trolley (storage and charging) and 6 Chromebooks; additional TechTubs and sets of 6 Chromebooks were allocated to schools based on enrollment; 1662 in total distributed.
- 15 schools were given a Makey Makey and attended a workshop with Grade 5 students.
- Each school received one Code & Go Robot Mouse for Early Years to introduce and explore coding in K-2 (in process of being rolled out).
- For the Elementary Microsoft Windows 10, Cloudbook, and Minecraft Pilot, Holy Family received a donated set of HP Cloudbooks; St. Andrew received a donated class set of Dell Cloudbooks.

### Both Elementary and Secondary

- Creation of a model MakerSpace to promote STEAM.
- AppleTVs were distributed, one per elementary, 93 to secondary schools based on enrollment; to be used with existing iPad allocations in order to promote sharing and collaboration.
- Laptops for Teachers Program - 100 laptops to teachers who completed 6 training modules and the *Use of Information & Communication Technology (ICT) for Learning*.

On Target

STATUS

## PRIORITY ACTION #4

To create welcoming, healthy and equitable learning environments for all students:

**B4.1**

### GOAL

Provide all students with equitable access to learning and technology and strive to close the opportunity gap so that the most vulnerable students achieve their full potential.

#### AREAS OF FOCUS/NEXT STEPS:

- For ELLs and students with special needs, 10% reduction in achievement gaps on EQAO assessments. For ELLs, gaps range from 0% (Gr. 9 Applied Math) to 19% (Gr. 3 Reading); for students with special needs, gaps range from 15% (Gr. 9 Applied Math) to 34% (Gr. 6 Math).
- Assistive Technology staff will track school requests for support.
- Teachers to begin the use of *Steps to English Proficiency* (STEP) to inform ongoing instruction and assessment of ELLs in all classrooms.
- Expansion of orientation centre (Gr. 9 - 12) to include newcomer centre (K - Gr. 12).

### TARGET

Based on achievement levels and demographic needs, there will be equitable distribution of program supports and resources in schools.

**Reduce achievement gaps for English Language Learners (ELLs).**

**Reduce achievement gaps for students with Special Needs.**

**The Assistive Technology team will support school implementation of Special Equipment Amount (SEA) Technologies for all students with SEA claims.**

### EVIDENCE

**To close the opportunity gap, schools receive:**

- program supports (e.g., 5th Block, Empower, After School Programs, After School Numeracy and Literacy Tutoring) and funding based on achievement and demographics.
- for elementary *Renewed Math Strategy (RMS)*:  
-*Intensive Support* - all schools have at least one program support listed above  
-*Increased Support Schools* - 80% of the 31 schools have at least one program support.
- for Secondary schools, *Achieving Excellence in Applied Courses (AEAC)* has expanded to include 4 *Intensive Support* and 21 *Increased Support*. Staff in these schools are provided with additional PD and resources to support their students in Applied Level Courses.
- computer allocations including donations which take into account a variety of factors: enrolment, demographic information and related course registration.
- implement the Spotlight Schools Initiative to mitigate the effects of poverty (12 schools) in alignment with BLIP area of focus Nurturing Our Catholic Community.

**All schools will have WiFi access.**

**For ELLs, there are gaps in achievement in all EQAO assessments.**

**For students with Special Needs, gains were made in literacy; large gaps remain in numeracy.**

**The Assistive Technology team has responded to all requests for support.**

Action Required

STATUS

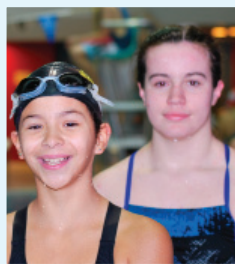
## GOAL

Strive to ensure that the physical, emotional, intellectual and spiritual needs of all students are met.

### **BLIP AREA OF FOCUS:**

- Student Engagement and Well-being.

**B4.2**



## TARGET

75% of teachers will respond positively to:

### **TEACHER VOICE SURVEY QUESTION:**

In my school:

- in our planning, we understand the various challenges faced by our students and families (this includes spiritual, socio-economic, emotional, social and physical needs).

75% of students will respond positively to:

### **STUDENT VOICE SURVEY QUESTIONS:**

- Our school meets the spiritual needs of students and provides spiritual direction and guidance.
- My school is a happy and welcoming place to learn.
- My school is a healthy and active place to be.
- Adults in my school have high expectations for me.

## EVIDENCE

Survey results indicate that students physical, emotional, intellectual and spiritual needs are met.

Teachers indicated *implementing and routinely using:*

- Elementary - 81%
- Secondary - 75%

Students *agreed:*

- Secondary - 75%
- Elementary - 88%
- Secondary - 76%
- Elementary - 90%
- Secondary - 73%
- Elementary - 89%
- Secondary - 74%

### **AREAS OF FOCUS/NEXT STEPS:**

- Develop a principal voice survey which will include a question related to this goal with a target of 75% positive response.
- Following consultation, add a question related to this goal to the teacher voice survey with a target of 75% positive response.
- Add a related question to the elementary student voice survey with a target of 75% positive response.

On Target

**STATUS**

**GOAL**

Strive to ensure that all students are eating nutritionally and are physically fit.

**BLIP AREA OF FOCUS:**

- Student Engagement and Well-being.

**B4.3****TARGET**

75% of students will respond positively to:

**STUDENT VOICE SURVEY QUESTIONS:**

- How often do you eat healthy meals?
- Vigorous physical exercise is exercise that makes you sweat and breathe harder (e.g., fast walking, jogging, running, skating, team sports, etc.). On average, how many hours a day do you engage in vigorous physical exercise?

100% of schools will participate in Daily Physical Activity (DPA).

There will be an annual review of Student Nutrition Programs by staff.

**EVIDENCE**

Evidence shows that schools are meeting students' nutritional and physical fitness needs in Elementary with room for improvement in Secondary.

**Students indicated regularly:**

- Elementary - 71%
- Secondary - 52%

**Students reported at least one hour a day:**

- Elementary - 80%
- Secondary - 66%

Feedback is collected informing implementation of DPA. Moving forward, principal will be asked to report on DPA status.

**Student Nutrition Programs:**

- All secondary schools
- 137 elementary schools

**AREAS OF FOCUS/NEXT STEPS:**

- Provide additional opportunities for secondary students to take part in physical activity and learn about good nutrition.
- Following consultation, add a question related to this goal to the student, teacher and principal voice surveys with a target of 75% positive response.

**Monitor****STATUS**



## GOAL

Provide all students with safe, healthy learning environments by promoting a positive school climate, inclusive and accepting of all pupils, and by promoting the prevention of bullying.

### BLIP AREA OF FOCUS:

- Student Engagement and Well-being.

**B4.4**

## TARGET

75% students will respond positively to:

### STUDENT VOICE SURVEY QUESTIONS:

- How safe do you feel in your school?
- Our school is concerned about bullying and tries to help students.
- All students get along regardless of race, culture, gender and ability level.

Increase number of schools participating in Stop the Stigma initiative.



## EVIDENCE

Survey indicates that schools are providing students with a safe, healthy learning environment.

### Students felt safe:

- Elementary - 96%
- Secondary - 91%

### Students agreed:

- Elementary - 81%
- Secondary - 76%

### Students agreed:

- Elementary - 76%
- Secondary - 70%

### Number of schools with Stop the Stigma initiative:

- Elementary - increased from 8 in 2015-2016 to 21 in 2016-2017
- Secondary - all schools participating since 2013-2014.

### AREAS OF FOCUS/NEXT STEPS:

- Continue to expand Stop the Stigma in elementary schools by 5 per year.

Monitor

**STATUS**



STRATEGIC  
DIRECTION

## ENHANCING PUBLIC CONFIDENCE

**PRIORITY ACTION #5**

To create enhanced, regular communication with all stakeholders we will:

**GOAL**

Improve communication and consultation, that reflect the mission, vision and values of the board.

**C5.1****TARGET**

All major Board-wide initiatives and decisions will be supported by a comprehensive, strategic communication and stakeholder engagement plan.

**EVIDENCE****Implementation of leading edge communications and social media-based tools:**

- Instagram introduced with close to 1,000 initial users
- Twitter, growth to 27.6K followers from 10K in 2015 creating over 1.5M impressions each quarter
- E-News, direct email to CSPC Chairs, monthly mailer of key topics/stories for school newsletters
- Use of online community calendars in local papers (SNAPd and Mirror-Guardian/Toronto.com newspapers).

**Representative and high participation rates in major consultations that offered feedback:**

- **School Cash Online:** 5,056 responses
- **Budget Survey:** 4,360 survey responses and over 3,500 stakeholder comments submitted
- **Draft Revised Secondary Admissions Policy:** 2,931 responses

**On Target****STATUS**

## GOAL

Ensure timely and sensitive responses to stakeholder questions and concerns.

C5.2

## TARGET

Stakeholder questions and concerns will be acknowledged within 1-2 business days and answered within 5-10 business days.

## EVIDENCE

System-level stakeholder questions and concerns were addressed within 24 hours through:

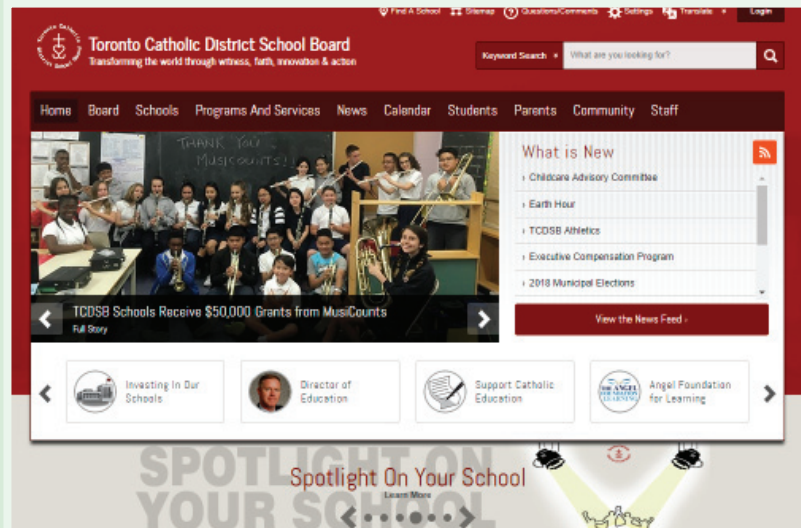
**Virtual Town Halls**, broadcasted live on the internet via the Board website. This allowed for immediate responses to stakeholders during consultations for the Long Term Accommodation and Program Plan, and Budget Consultations. On average close to 150 viewers were online and staff answered questions submitted in real time (about 1 question per broadcast minute).

**The ASK THE DIRECTOR blog.** This was used as a *Questions and Answers* (Q & A ) tool, for stakeholders to receive customized answers to their specific concerns. This generated over 50 questions that were answered during a two-week period and posted online.

### AREAS OF FOCUS/NEXT STEPS:

- Following consultation, add a question related to this goal to the parent and principal voice surveys.

Monitor



STATUS

C5.3

**GOAL**

Create opportunities for meaningful dialogue, feedback and input from the community.

**TARGET**

All major program initiatives will be subject to consultation under the Board's Community Engagement Policy (T.07) with a level of engagement (from 6 priority rankings) specified prior to the beginning of each consultation.

Continue to meet with all Community Advisory Committees (i.e., African-Canadian, Filipino, Portuguese, Spanish, Indigenous Education, Catholic Social Justice Committee) to engage in dialogue.

**EVIDENCE**

The following processes and tools are in place to drive greater dialogue and feedback:

- Customized Google Translator Tool (in 103 languages)
- Consultations in the Round
- Virtual Town Halls livestream
- Ask the Director Q & A blog
- Consultation Micro websites

Major 2016-2017 program initiatives that involved consultation include:

- Annual Budget
- Multi-year Recovery plan
- Long Term Accommodation and Program Planning (LTAPP)
- Draft Secondary School Admission
- MYSP
- Parent and Student Charter of Principles

In 2016-2017, each Community Advisory Committees met 4 times.

Ongoing dialogue with community to provide feedback on the three-year pastoral plan.

On Target

**STATUS**

## GOAL

Build and maintain community partnerships.

## TARGET

Staff will enhance and improve existing partnerships.

Staff will increase partnerships in alignment with TCDSB system priorities across discipline areas.



## EVIDENCE

Expansion of current programs within the following business sectors to enhance experiential learning and career opportunities:

- Colleges and Universities
- Hospitals
- Public services
- Technology

There have been enhancements in the partnerships within the following Central Departments, aligned with system priorities:

- 21st Century Learning
- Equity, Diversity and Indigenous Education
- Mental Health
- Nurturing Our Catholic Community
- Safe Schools
- Special Services
- Student Success

### AREAS OF FOCUS/NEXT STEPS:

- Annually, the Partnership Development Department will consult with TCDSB Central Department staff to determine the status of partnerships and to create a centrally maintained list.

Action Required

STATUS

C5.4

**GOAL**

Ensure public accountability and transparency in all processes and policies.

**C5.5****TARGET**

The Board's website will be updated on a daily basis.

All Board policies will be posted on the Board website ("Policy Register").

All Regular Board and Board Committee meeting agendas will be posted 5 days prior to the date of the meeting.

Approved meeting minutes and meeting video telecasts will be posted within 24 hours.

Board policies will be scheduled for a review cycle at least five (5) years from the date they were last reviewed.

**EVIDENCE**

Website updated daily. In 2016-2017, Page Hits per year:

- Board and school - 10,335,713
- Board Internet Home Page - 2,296,820
- Policy Page - 14,330

Board policies have been posted on the Board website.

Agendas posted within 5 days.

Meetings are made transparent online through:

- PDF and HTML documents
- Real time streamed video
- Archived videos

Agendas, approved minutes and other documentation are posted within 24 hours when possible.

The Policy Development team continues to update policies as required and work through the backlog of outdated policies.

**On Target****STATUS**

## GOAL

Strive to ensure equitable treatment of all stakeholders.

C5.6

## TARGET

Annually report on stakeholder and community engagement activity as well as stakeholder feedback.

There will be barrier free access to stakeholders.

All communications will utilize innovative best practices to increase stakeholder involvement to bridge across demographic, social, cultural and language based barriers.

All staff will be inserviced on the Board's policy H.M.14 *Harassment and Discrimination in the Workplace*.

## EVIDENCE

Director's Annual report provided to Trustees in September.

TCDSB compliance with Accessibility for Ontarians with Disabilities Act (AODA) standards.

The Board has created an active Google Translator tool.

All key documents are made available online in the language of the user's choice.

The Board continues to expand its social media presence.

27,6 K Twitter followers, which produces on average 1.5 million impressions quarterly.

All schools staff were inserviced locally on policy H.M.14; 49 additional staff inservices and/or individual training sessions were held.



On Target

STATUS

STRATEGIC  
DIRECTION

## D

## PROVIDING STEWARDSHIP OF RESOURCES



## PRIORITY ACTION #6

To establish integrated decision-making structures and processes to support responsive and responsible allocation of resources we will:

## GOAL

Ensure all students have the appropriate resources they need to support their learning within the available budget.

D6.1

## TARGET

Ensure that practices and procedures are established through the budget setting process that facilitate the optimal allocation of resources to students in order to support their learning.



## EVIDENCE

## Practices include:

- budget allocations are based on enrollment and socio-economic/demographic needs
- allocation of human resources and professional learning days for school staff based on student achievement (RMS and AEAC)
- new curriculum resources are supplied to all schools
- technology is centrally allocated based on school need, equity and previous allocations
- implement the Spotlight Schools Initiative to mitigate the effects of poverty (12 schools).

## AREAS OF FOCUS/NEXT STEPS:

- Expansion of the Spotlight Schools Initiative to create and implement a new initiative called Equity - Poverty Action Networks (E-PAN) in up to 20 schools.
- Provide an allocation to lower socio-economic schools based on funds from the strategic investments.

On Target

STATUS

**D6.2**

## GOAL

**Increase the use of research and evidence to guide decisions and actions in teaching, administration and governance.**

### **BLIP AREA OF FOCUS:**

- Curriculum Teaching and Learning.

### **AREAS OF FOCUS/NEXT**

#### **STEPS:**

- Implement a Parent School Climate Survey for parent voice with a target of 75% positive response.
- Encourage greater participation in teacher voice surveys.
- Annually plan 2 PD sessions for administrators on the analysis and use of student data.
- All schools will upload on the board website their School Learning Improvement Plans annually, by the first week of October.
- Implementation of new design standards in new secondary schools.

## TARGET

**All schools will participate in surveys measuring student voice and teacher voice.**

**All schools led by their School Improvement Team (SIT) or Student Success Team (SST) will identify their urgent critical needs based on an analysis of data.**

**The Planning and Facilities Department will use data to inform their decisions to recommend capital priorities and school renewal plans, and energy management programs.**

**All policy development and review is guided by the Meta Policy M.01.**

**At least 10% of Board policies will be reviewed annually.**

## EVIDENCE

### **Student Voice Participation:**

Safe and Caring Catholic School Climate Survey

- 10382 students
- Student Transition Survey
- 3223 students
- Safe Schools Survey
- 4943 students
- My School, My Voice Survey
- 4831 students

### **Teacher Voice Participation:**

Elementary *Student Success BLIP/SEF Survey*

- 1515 teachers
- Secondary *Student Success BLIP/SEF Survey*
- 710 teachers

**Field and Central Superintendents reviewed all SLIPs to ensure that the urgent critical needs reflected student data through the following processes: Fall Regional PD, SLIP visits and midpoint checks for administrators, and Field SOs report back to Senior Team on SLIP visits.**

**Identified energy consumption reduction by building.**

**Building Automation Systems have been installed in all new schools to inform decision about heating, cooling and electrical systems.**

**Other energy saving measures (LED lighting, building envelope upgrades, and rooftop solar photovoltaic panel installations), funded through school renewal, have been undertaken.**

**In 2016-2017, 51 policies were reviewed (31%).**

**Monitor**

**STATUS**



## PRIORITY ACTION #7

To ensure fiscal responsibility at all levels of the organization we will:

### GOAL

Establish informed, accountable and ethical decision-making for policy development and resource management.

**D7.1**

### TARGET

All decision-making for policy development and resource management follow the TCDSB Consultation Policy, ensuring that they are informed, accountable, equitable and ethical.

All policy development and review is guided by the Meta Policy M.01.

At least 10% of Board policies will be reviewed annually.

All resource management decisions during the annual budget planning process will be guided and informed by the Community Consultation Policy.



### EVIDENCE

All relevant stakeholders are consulted on new policies and policies reviewed.

The allocation of resources reflects the MYSP.

In 2016-2017, 51 policies were reviewed (31%).

The Board of Trustees has annually determined the level of community engagement required for the budget expenditure and revenue estimates.

#### AREAS OF FOCUS/NEXT STEPS:

- Report the number of policies developed and revised with associated level of consultation where applicable.
- Ensure all allocations of budget, resources and capital priority submissions to schools are done on an equitable basis informed by socio-economic/demographic data (i.e., poverty mitigation in priority neighbourhoods).

On Target

**STATUS**

## GOAL

Align operational and capital budgets with the Multi-Year Strategic Plan.

D7.2

## TARGET

All operational and capital budgets are aligned with the MYSP Strategic Directions.

Ensure new school and major capital investments reflect pedagogical needs in support of MYSP.

## EVIDENCE

Staff engage comprehensive staffing modelling tools that ensure compliance with the Education Act and fulfill strategic system initiatives associated with the MYSP (*Achieving Excellence in Governance; Inspiring and Motivating Employees*).

**The Annual Budget includes the following investments which support the MYSP:**

- construction of classroom space (*Stewardship of Resources*)
- Student Nutrition Program funding through the Angel Foundation (*Student Achievement and Well-being*)
- investing in an Employee Assistance Program (*Inspiring and Motivating Employees*)
- providing water at no cost to students (*Living our Catholic Values*).

Engaged with curriculum leaders when designing new schools and major building improvements. 21st Century design elements included in all construction (e.g., Learning Commons to replace libraries and/or cross-curricular labs).

On Target

STATUS

D7.3

**GOAL**

Maintain a sustainable balanced budget that reflects ecological justice principles.

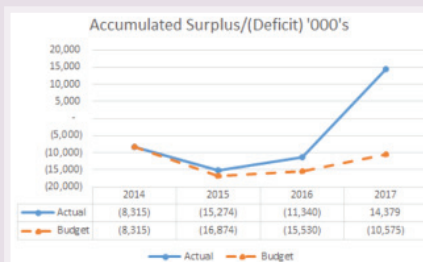
**TARGET**

Achieve a balanced budget and maintain a minimum Accumulated Surplus in Reserve of 1% and make strategic investments with socioeconomic and ecological justice as guiding principles.

Increase awareness and implementation of energy strategies to improve building performance.

Expansion of site greening projects.

Continue to fund and implement energy saving measures in schools, as aligned with the Board's energy management plan.

**EVIDENCE**

TCDSB is forecasted to eliminate the Accumulated Deficit ahead of the Multi-Year Recovery Plan (MYRP) 4 year schedule.

Informed by the Pope's encyclical *Laudato si*, investments to support the most vulnerable students in the TCDSB community include support for the Angel Foundation's Nutrition Programs, additional development of indigenous curriculum and resource supports, and additional facilities to share the precious gift of water resources at no cost to students via water bottle filling stations. In 2016-2017, 73 water bottle filling stations were installed (bringing the total to 109).

Allocated dedicated funds from the budget to support and continually expand eco-friendly and energy efficient schools.

In 2016-2017, the following projects were completed:

- 4 Full Day Kindergarten (FDK) Play areas
- 20 School Yard Greening projects
- 4 Asphalt with School Yard Greening.

Greenhouse gas reduction of \$7.092 million helped fund energy saving renewal work, including LED lighting conversions, solar PV panels (4 installations), building automation systems, and commissioning and retro-commissioning of building mechanical systems.

On Target

**STATUS**

## GOAL

**D7.4**

Ensure regular financial analysis of the Board's operating revenues and costs in comparison to the Board's operating budget.

## TARGET

Conduct monthly detailed program reporting and provide quarterly financial analysis and forecasting for internal and external reporting.

## EVIDENCE

Monthly reports are distributed electronically to all Schools, CSPCs, and all stakeholders, including trustees.

On Target

Publicly report financial updates on a quarterly basis, as well as the Annual Financial Year-End Report.

**D7.5**

Create a TCDSB Board Policy and develop procedures to regulate financial reporting and internal control requirements which governs reporting frequency (i.e., monthly, quarterly).

TCDSB Policy FM.08 (Finance and Accounting Procedures) and the associated Procedures for Effective Financial Management and Control of Operations and Accounting provide clear and consistent direction to govern financial reporting and internal control of accounting operations.

Provide quarterly financial, risk analyses and forecasting reports to Board and the Ministry of Education (all of which are published on the TCDSB website for public distribution).

On Target

**STATUS**

STRATEGIC  
DIRECTION

## ACHIEVING EXCELLENCE IN GOVERNANCE



## PRIORITY ACTION #8.....

To lead and model best practices in Board governance we will:

## GOAL

E8.1

Build trustees', senior staffs' and students' capacity for governance.

## TARGET

Trustees, senior staffs and students will take part in learning opportunities in the area of governance.

## EVIDENCE

Presence of parliamentarian at all monthly Board meetings to provide timely feedback on matters related to meeting procedures and governance protocols.

Participation in Board meetings provide student trustees with learning opportunities in governance; this learning is then used to lead CSLIT and ECSLIT meetings.

AREAS OF FOCUS/NEXT STEPS:

- Senior staff will commit to completing two Ontario Catholic School Trustees Association (OCSTA) modules per year on good governance over the next three years.
- In the new trustee term, trustees and senior staff will take part in workshops on governance.
- In 2018-2019, parliamentarian to provide an area of focus before the start of a regular board or committee meeting.

Monitor



STATUS

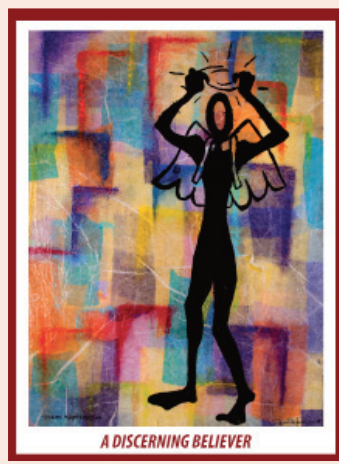
**E8.2**

## GOAL

Provide professional learning to strengthen leadership, accountability and transparency at all levels.

## TARGET

All system leaders will participate in ongoing professional learning focused on the Catholic School Leadership Framework.



## EVIDENCE

### Professional learning completed:

- Head Start
- Issues Series
- Succession Series
- Leadership Development Events
- Principal Meetings
- Aspiring Leader sessions
- Transition Series

### Program and Facility workshops offered to Trustees.

### AREAS OF FOCUS/NEXT STEPS:

- Initiate professional learning for staff and administrators specifically linked to the Catholic School Leadership Framework domain of Securing Accountability.

On Target

STATUS

	GOAL	TARGET	EVIDENCE	
E8.3	Regularly review board meetings and committee meetings for the purpose of continually improving evidence-based decision making and accountability.	<p>There will be tracking of all action after items for all Board and Committee meetings.</p> <p>There will be completion of all pending items within the prescribed timelines as stated in Board Agendas.</p>	<p><b>Tracking of all action after items:</b></p> <ul style="list-style-type: none"><li>All approved motions are posted on the TCDSB website (effective October 2017).</li></ul> <p><b>Completion of all pending items:</b></p> <ul style="list-style-type: none"><li>Senior staff review Action After items on a weekly basis.</li></ul>	On Target
E8.4	Develop appropriate managerial and trustee governance oversight to carry out the annual plan in a fiscally responsible and transparent process.	<p>An annual report back of the Multi-Year Strategic Plan (MYSP) will provide status information for each of the 6 strategic directions.</p> <p>The budget will reflect the MYSP and provincial priorities.</p>	<p>The MYSP, with status assessment, has been presented to the Board of Trustees on an annual basis.</p> <p>The budget reports to stakeholders reflect the 6 MYSP strategic directions and provincial priorities.</p> <p>The Board's Audit Committee oversees budget priorities to ensure there is alignment with the MYSP.</p>	On Target
				STATUS

**PRIORITY ACTION #9**

To create a learning and work environment that is equitable and diverse, and that supports professional learning, innovation and collaboration we will:

**GOAL**

Create a culture of respect and professionalism that recognizes and supports excellence and innovation at all levels of the organization.

**BLIP AREA OF FOCUS:**

- Staff Engagement and Well-being.

**F9.1****TARGET**

Increase the number of Exemplary Practices submitted for the annual award ceremony.

Provide schools with opportunities to share innovative practices.

Build capacity amongst teachers/administrators to lead the 21st Century Innovator sessions.

Increase the understanding of the Respectful Workplace Policy.

**EVIDENCE**

In 2016-2017, there were 37 Exemplary Practices awards submitted (a 16% increase from 2015-2016).

Online sharing of exemplary practices by participating schools.

Increased number of teachers/administrators who are leading 21st Century Innovator sessions:

- 87% participate rate in 2015-2016
- 90% in 2016-2017

A video, *The Respectful Workplace Guidelines - Addressing Harassment and Discrimination (HM14 Policy)*, was created and disseminated to all staff:

- posted on TCDSB website
- viewed annually by staff

**On Target****STATUS**



F9.2

**GOAL**

Ensure ongoing leadership development grounded in the Catholic Leadership Framework for superintendents, principals, vice-principals, business management staff and aspiring leaders.

**TARGET**

Provide a variety of leadership opportunities for all school and system leaders.

**EVIDENCE****Leaders took part in sessions focussed on:**

- leadership efficacy
- equity
- wellness

**Leadership development through:**

- Mentor/Mentee program (employees in new positions)
- Foundation Series (aspiring leaders)
- VP transition series (aspiring Vice Principals)
- Head Start (Summer Institute for short listed Vice Principals & Principals)
- Issues Series (first year Vice Principal)
- Succession Series (first year Principal)
- Leadership Strategy Events (all system/school leaders)
- Principal Meetings

**AREAS OF FOCUS/NEXT STEPS:**

- Develop a mentorship program and provide professional learning opportunities to business system leaders.
- Leadership Strategy sessions used Google Docs to collect feedback in order to inform the design of future sessions and thus build capacity.
- Launched a new Leadership Development Portal to provide information and enhance Catholic Leadership formation.

Monitor

**STATUS**

**F9.3**

## GOAL

Ensure effective succession planning strategies are in place for recruiting, selecting, cultivating, empowering and retaining leaders.

## TARGET

Monitor the number of Principals, Vice Principals, Superintendents retiring or eligible to retire.

Develop strategies to support succession and transitioning.



## EVIDENCE

Annually a summary statistical report is created to inform succession planning.

In the spring, the Principal and Vice Principal transfers, placements and new appointments are reviewed by senior staff.

Biannual information sessions for aspiring leaders.

### AREAS OF FOCUS/NEXT STEPS:

- Consider incentives and additional strategies to promote leadership and succession planning.

Monitor

STATUS

F9.4

GOAL

Ensure that staff recruitment and promotion processes are transparent, inclusive, and reflect the mission, vision and values of the board.

TARGET

- Compliance with legislation regulating hiring process for teaching staff.
- Increase the number of opportunities for interviews to include a broad range of applicants in order to reflect the diversity of our stakeholders.
- Improve transparency in the hiring process throughout the organization.
- Support conflict of interest procedures in interviews and all HR practices.

EVIDENCE

- Recruitment procedures are compliant with hiring practices legislation Regulation 274.
- Interviews are tracked monthly. There has been an increase in the number of candidates interviewed and hired (see chart below).
- Initiated a process for inviting candidates from minorities to self-identify and track their success on interviews and promotion.
- Met with prospective VP and SO candidates to discuss requirements of the position and how to prepare for the interview.
- All interview candidates received opportunities to debrief after unsuccessful interviews.
- Exit interviews were conducted with business leaders to gather feedback and inform next steps regarding Human Resources practices.
- Expanded the Vice Principal Transition Series to all eight superintendency areas.

AREAS OF FOCUS/NEXT STEPS:

- Plan a Workforce Census to include voluntary self-identity statistics.
- Prepare quarterly data analytics reports to monitor the number of minority candidates for recruitment and promotion opportunities.
- Provide cultural specific interview preparatory sessions.
- Track and record recruitment interview statistics for all job categories.

Action Required

Recruitment interview statistics

YEAR	CANDIDATES INTERVIEWED	CANDIDATES HIRED
2015-2016	572	421
2016-2017	954	561

Note: Recruitment interview statistics do not include non-union and APSSP.

STATUS

**F9.5**

## GOAL

Recognize excellence and support professional growth through performance appraisal, mentorship and other system strategies.

## TARGET

Enhance and expand current performance appraisal and mentorship strategies.

Increase completion rates of Annual Learning Plans (ALP) by teachers and Annual Growth Plans (AGP) by administrators.

## EVIDENCE

### Strategies currently in place:

- Headstart
- Leadership Transition series
- Foundations Series, Issues/Succession
- Renewal series

There has been an increase in ALP and AGP completion rates:

ALP Completion Rates	2015-16	2016-17
Elementary Teachers	80%	84%
Secondary Teachers	65%	73%

AGP Completion Rates	2015-16	2016-17
Vice Principals	57%	60%
Principals	59%	86%

### AREAS OF FOCUS/NEXT STEPS:

- Implement a Leadership Goals Planning Tool for business leaders and create an appraisal process.
- Progressing towards having 100% completion rate on ALP and AGP.

Action Required

STATUS

F9.6



GOAL

Work collaboratively and proactively with unions and associations to continue to build positive relationships of trust and mutual respect.

TARGET

Meet on an ongoing basis with federation and association executives to dialogue and address any emerging issues in a timely manner.

EVIDENCE

Monthly meetings with senior staff, school leaders and executives from all associations.

Senior team regularly reviews committee agendas (e.g., Principal Meetings, CPIC, Director’s Liaison, Health and Safety, Secondary School Advisory Council [SSAC] and CSPC to ensure issues are being addressed in a timely manner).

Consultation took place with employee groups regarding a new Employee Family Assistance Plan (EFAP) to promote wellness.

AREAS OF FOCUS/NEXT STEPS:

- Implement a staff attendance support program with input from all employees.
- Implement the EFAP.

Monitor

STATUS

## Multi-Year Strategic Plan Report Back: SUMMARY OF STATUS RESULTS

PRIORITY	GOAL	STATUS
<b>STRATEGIC DIRECTION A • LIVING OUR CATHOLIC VALUES • PRIORITY ACTION #1</b>		
<b>A1.1</b>	Students will be instructed in a curriculum that is rooted and informed by the Ontario Catholic School Graduate Expectations.	On Target
<b>A1.2</b>	Staff and Trustees will participate in ongoing faith development through liturgical celebrations and opportunities for spiritual retreats.	On Target
<b>A1.3</b>	Parents will be supported in their integral role of nurturing the relationship between home, school and parish.	Action Required
<b>A1.4</b>	Senior Team and Trustees will develop decision-making processes and ensure setting policy priorities that reflect Catholic social values.	On Target

<b>STRATEGIC DIRECTION B • FOSTERING STUDENT ACHIEVEMENT AND WELL-BEING • PRIORITY ACTION #2</b>		
<b>B2.1</b>	Students will meet or exceed the provincial average in literacy and numeracy as measured in Education Quality and Accountability Office (EQAO) assessments.	Action Required
<b>B2.2</b>	Students will exceed the provincial average in credit accumulation and graduation rate.	Monitor
<b>B2.3</b>	Staff will implement effective assessment practices (for/as learning) that incorporate learning goals, co-created success criteria and provide descriptive feedback to support student learning.	Action Required
<b>B2.4</b>	Staff will share assessment practices with parents to ensure parent engagement with a common understanding of assessment for/as learning.	Monitor

<b>STRATEGIC DIRECTION B • FOSTERING STUDENT ACHIEVEMENT AND WELL-BEING • PRIORITY ACTION #3</b>		
<b>B3.1</b>	Use evidence-based teaching and learning strategies to provide students opportunities to become discerning believers, effective communicators, reflective thinkers, self-directed learners, collaborative contributors, caring family members and responsible citizens.	Action Required
<b>B3.2</b>	Use differentiated instruction to ensure that individual learning needs are accommodated and to engage students fully in their learning.	Monitor
<b>B3.3</b>	Support investments in technology that continue to foster digital literacy, creativity, innovation and collaboration.	On Target

<b>STRATEGIC DIRECTION B • FOSTERING STUDENT ACHIEVEMENT AND WELL-BEING • PRIORITY ACTION #4</b>		
<b>B4.1</b>	Provide all students with equitable access to learning and technology and strive to close the opportunity gap so that the most vulnerable students achieve their full potential.	Action Required
<b>B4.2</b>	Strive to ensure that the physical, emotional, intellectual and spiritual needs of all students are met.	On Target
<b>B4.3</b>	Strive to ensure that all students are eating nutritionally and are physically fit.	Monitor
<b>B4.4</b>	Provide all students with safe, healthy learning environments by promoting a positive school climate, inclusive and accepting of all pupils, and by promoting the prevention of bullying.	Monitor

<b>STRATEGIC DIRECTION C • ENHANCING PUBLIC CONFIDENCE • PRIORITY ACTION #5</b>		
<b>C5.1</b>	Improve communication and consultation, that reflect the mission, vision and values of the board.	On Target
<b>C5.2</b>	Ensure timely and sensitive responses to stakeholder questions and concerns.	Monitor
<b>C5.3</b>	Create opportunities for meaningful dialogue, feedback and input from the community.	On Target

PRIORITY	GOAL	STATUS
<b>STRATEGIC DIRECTION C • ENHANCING PUBLIC CONFIDENCE • PRIORITY ACTION #5</b> <i>(continued)</i>		
<b>C5.4</b>	Build and maintain community partnerships.	Action Required
<b>C5.5</b>	Ensure public accountability and transparency in all processes and policies.	On Target
<b>C5.6</b>	Strive to ensure equitable treatment of all stakeholders.	On Target

<b>STRATEGIC DIRECTION D • PROVIDING STEWARDSHIP OF RESOURCES • PRIORITY ACTION #6</b>		
<b>D6.1</b>	Ensure all students have the appropriate resources they need to support their learning within the available budget.	On Target
<b>D6.2</b>	Increase the use of research and evidence to guide decisions and actions in teaching, administration and governance.	Monitor
<b>STRATEGIC DIRECTION D • PROVIDING STEWARDSHIP OF RESOURCES • PRIORITY ACTION #7</b>		
<b>D7.1</b>	Establish informed, accountable and ethical decision-making for policy development and resource management.	On Target
<b>D7.2</b>	Align operational and capital budgets with the Multi-Year Strategic Plan.	On Target
<b>D7.3</b>	Maintain a sustainable balanced budget that reflects ecological justice principles.	On Target
<b>D7.4</b>	Ensure regular financial analysis of the Board's operating revenues and costs in comparison to the Board's operating budget.	On Target
<b>D7.5</b>	Publicly report financial updates on a quarterly basis, as well as the Annual Financial Year-End Report.	On Target

<b>STRATEGIC DIRECTION E • ACHIEVING EXCELLENCE IN GOVERNANCE • PRIORITY ACTION #8</b>		
<b>E8.1</b>	Build trustees', senior staffs' and students' capacity for governance.	Monitor
<b>E8.2</b>	Provide professional learning to strengthen leadership, accountability and transparency at all levels.	On Target
<b>E8.3</b>	Regularly review board meetings and committee meetings for the purpose of continually improving evidence-based decision making and accountability.	On Target
<b>E8.4</b>	Develop appropriate managerial and trustee governance oversight to carry out the annual plan in a fiscally responsible and transparent process.	On Target

<b>STRATEGIC DIRECTION F • INSPIRING AND MOTIVATING EMPLOYEES • PRIORITY ACTION #9</b>		
<b>F9.1</b>	Create a culture of respect and professionalism that recognizes and supports excellence and innovation at all levels of the organization.	On Target
<b>F9.2</b>	Ensure ongoing leadership development grounded in the Catholic Leadership Framework for superintendents, principals, vice-principals, business management staff and aspiring leaders.	Monitor
<b>F9.3</b>	Ensure effective succession planning strategies are in place for recruiting, selecting, cultivating, empowering and retaining leaders.	Monitor
<b>F9.4</b>	Ensure that staff recruitment and promotion processes are transparent, inclusive, and reflect the mission, vision and values of the board.	Action Required
<b>F9.5</b>	Recognize excellence and support professional growth through performance appraisal, mentorship and other system strategies.	Action Required
<b>F9.6</b>	Work collaboratively and proactively with unions and associations to continue to build positive relationships of trust and mutual respect.	Monitor

79% of Goals were on target or approaching target.



**TORONTO CATHOLIC DISTRICT SCHOOL  
BOARD TRUSTEES 2017 - 2018**

**Wards**

1.	Joseph Martino	416-512-3401
2.	Ann Andrachuk	416-512-3402
3.	Sal Piccininni	416-512-3403
4.	Patrizia Bottoni	416-512-3404
5.	Maria Rizzo, Vice-Chair	416-512-3405
6.	Frank D'Amico	416-512-3406
7.	Michael Del Grande	416-512-3407
8.	Garry Tanuan	416-512-3408
9.	Jo-Ann Davis	416-512-3409
10.	Barbara Poplawski	416-512-3410
11.	Angela Kennedy	416-512-3411
12.	Nancy Crawford	416-512-3412
	Rhea Carlisle, Student Trustee	416-512-3417
	Joel Ndongmi, Student Trustee	416-512-3413

**Rory McGuckin**, Director of Education  
**Barbara Poplawski**, Chair of the Board

80 Sheppard Avenue East,  
Toronto, Ontario M2N 6E8  
[www.tcdsb.org](http://www.tcdsb.org)  
Phone: 416-222-8282

**APRIL 13, 2018**





## REPORT TO

## REGULAR BOARD

## APPLICATION OF GYMNASIUM ADDITION MATRIX – PHASE 1 (ALL WARDS)

*"I can do all things through Him who strengthens me."  
Philippians 4:13 (NRSVCE)*

Created, Draft	First Tabling	Review
April 3, 2018	April 19 2018	
M. Iafrate, Senior Coordinator, Renewal D. Friesen, Senior Coordinator, Capital Development M. Farrell, Coordinator, Materials Management P. de Cock, Comptroller, Business Services F. Cifelli, D. Yack, J. Shanahan, J. Wujek, K. Malcolm, M. Caccamo, P. Aguiar, S. Campbell Superintendents of Learning, Student Achievement and Well-Being		
<b>RECOMMENDATION REPORT</b>		

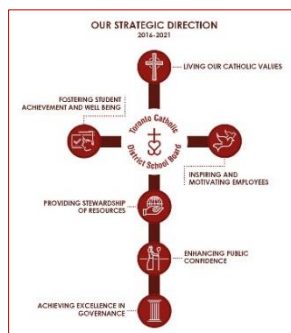
**Vision:**

*At Toronto Catholic we transform the world through witness, faith, innovation and action.*

**Mission:**

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*



Rory McGuckin  
Director of Education

D. Koenig  
Associate Director  
of Academic Affairs

M. Puccetti  
(Acting) Associate Director  
of Planning and Facilities

L. Noronha  
Executive Superintendent  
of Business Services and  
Chief Financial Officer

## **A. EXECUTIVE SUMMARY**

The Board approved gymnasium matrix includes criteria that provides a higher ranking for projects that attract full or partial “external” funding. This report recommends revisions to the priority ranking for elementary school gymnasium additions, to give priority to schools recently approved for a childcare addition. There is an opportunity to leverage savings by retrofitting the existing gymnasium and change rooms for the new childcare facilities, and using the balance of childcare funding, along with Proceeds of Disposition (POD), to fund the construction of a new gymnasium addition. This strategy requires the Ministry of Education approval.

The Ministry of Education has indicated that it would be willing to support an exemption under *O.Reg. 193/10*, to allow the TCDSB to use POD to expand gymnasiums at the following sites where childcare additions have been approved: Father Serra (Ward 1), St Bernard (Ward 3), St Kevin (Ward 7) and St Margaret (Ward 5) Elementary Schools, as per the letter dated March 29, 2018 from the Ministry of Education to the Chair, referenced in **Appendix A**.

This report further recommends that the Board proceed to build gymnasium additions at the four schools noted above, as approved by the Ministry. Furthermore, this report recommends that the Board seek Ministry approval to undertake other gymnasium additions that have been approved for childcare additions as listed in **Appendix B**, to be funded from both POD and the balance resulting from childcare retrofits.

*The cumulative staff time required to prepare this report was 25 hours.*

## **B. PURPOSE**

1. The Board approved a set of criteria and points to prioritize the top elementary and secondary schools for gymnasium additions, June 2017. This report recommends revisiting the rankings to take into consideration potential cost savings associated with the recently approved funding for childcare additions, and redirecting those savings, with Ministry approval to fund a larger gym addition.

## C. BACKGROUND

On June 8, 2017 the Board approved a criteria matrix to prioritize schools as noted below:

	Criteria	Points
	Combined stage & gymnasium s.f. area as compared to EDU Space Benchmark based on OTG.	Yes/No
1	External funding opportunities to fully or partially fund gymnasium addition (minimum 50%)* Note: Original score of 30 adjusted to reflect partial funding leverage form childcare additions	15
2	Combined stage & gymnasium s.f. area/by OTG	10
3	Facility Condition Index of School (FCI)	10
4	LTAP recommends a major addition or replacement school	10
5	Space deficiency of exterior play space based on 175 s.f./pupil	5
6	Current school utilization rate	4
7	School utilization rate by 2026	4
8	Access to other play or physical activity space in building	3
9	Barrier-free access to existing gymnasium, from within the building and from the site/exterior.	3
10	Site Size	2

\*Note: The point value for the *External Funding Criteria* proportionally adjusted to reflect partial funding opportunities.

1. On November 9, 2017, the Board approved the application of the matrix, and ranked all TCDSB schools, identifying the top twenty (20) elementary schools as well as top ten (10) secondary school, in addition to ranking the top schools by Trustee Ward. As noted in the November 2017 report to Corporate Services, Strategic Planning and Property Committee, 107 TCDSB elementary schools have combined stage and gymnasium area below 3000 square feet (sq. ft.).

2. On January 24, 2018, the Chair of the Board sent a letter to the Ministry of Education seeking funding for a multi-year phased gymnasium addition program. The Minister of Education sent a response letter to the Chair on March 29, 2018, ( **Appendix A**), stating that she would be “prepared to grant an exemption under *O. Reg 193/10* to allow the TCDSB to use POD to expand Gymnasiums at the following sites where childcare additions have been approved, subject to a proper assessment of specific requests.”
3. **Appendix B** provides a list of all schools approved for childcare additions. The schools are listed by priority ranking, indicating schools with the smallest gymnasiums at the top of the list.
4. The estimated cost of building a gymnasium addition ranges from \$1.5 M. to \$2.5 M, depending on specific site and building conditions. Approximately \$500,000 to \$750,000 of “external” funding could be realized from retrofitting existing space for the childcare rather than building an addition. The balance of childcare funding could be used towards partially funding the gymnasium addition.
5. Site Plan Approval (SPA) would be required if the gymnasium addition with change-rooms etc., is larger than 600 sq. m. (6458 sq. ft.). In order to minimize disruption to the school, the gymnasium addition would be built first and then the childcare retrofit could take place. The estimated project timeline is three years, subject to approvals and the SPA process.
6. The Board received approval of funding for three (3) childcare additions in January 2017 (currently in preliminary design) and for thirteen (13) additions in December 2017 (preparation of RFP for consultants underway). A three-room childcare was approved for St Margaret Elementary School in March 2018 as part of the Capital Priorities funding announcement. Refer to **Appendix C** for the list of approved childcare additions schools and funding amounts.

## **D. EVIDENCE/RESEARCH/ANALYSIS**

### Cost and Space Benefit Analysis of this approach:

1. There are cost-savings and other benefits from combining various construction projects together under one scope. A similar approach was undertaken recently for four capital projects; St Paschal Baylon, St Clement,

St Augustine of Canterbury and St Eugene Elementary Schools – where a larger gym addition was incorporated with a multiple-classroom addition project. POD funded two of these projects. The savings in mobilization and overhead costs are estimated at about 2% of the construction cost. This would represent a potential estimated saving of \$350,000 to \$400,000 for the four gymnasium addition/childcare retrofit projects noted in the report, subject to final construction costs.

2. The projects at St. Augustine and St. Clement, currently under construction, include retrofits of existing school space for childcare centres that were funded originally as additions. The Ministry approved using the balance of the childcare funding to add new classroom spaces as part of the gymnasium additions. This was done to optimize the use of the site and flow of space within the school.
3. In the case of schools located on small sites, the construction of a one-storey childcare addition would significantly affect future expansion of the building, (future gymnasium addition) and reduce outdoor play space.
4. School renewal upgrades, including site improvement work, should be considered in addition to undertaking the childcare retrofit and gymnasium addition. This could leverage further cost-savings by grouping work under one general contract. In addition, if applicable, an elevator could also be included as part of the gymnasium addition work. The total project cost would be determined by the amount of addition renewal work, the inclusion of an elevator as well as other potential space re-location or re-configuration work. New change rooms as well as a barrier-free washroom are assumed to be part of the new gymnasium addition.

## **E. METRICS AND ACCOUNTABILITY**

1. As per the Ministry's letter of March 29, a business case, with costs estimate, would be submitted to the Ministry for approval for the four approved project, "to indicate how any gymnasium-related investment of POD would demonstrate merit over general school renewal needs".
2. **Appendix B** provides a list ranking the schools prioritized for gymnasium additions that have been approved for childcare additions. It is recommended

that other projects that are prioritized on the list be submitted to the Ministry for funding approval.

3. The total estimated project cost for a childcare retrofit and gymnasium addition, with elevator and ancillary renewal work would be between \$3.0 M and \$5.0. M.
4. A subsequent report detailing the estimated project costs for the four (4) top ranked schools will be provided to the Board, with a request to proceed using a combination of childcare funding surplus and POD. The total *maximum* estimated project budget required to undertake the four projects identified in the Ministry's letter is \$20 M., with \$6.7 M to be provided from the existing approved childcare allocation, subject to further design development and costing information.
5. The City of Toronto Children and Youth Services would also need to review and approve the revised timeline – as this could potentially add another year to the completion of the childcares.
6. The quarterly financial update report will provide updates regarding Proceeds of Disposition revenue and expenditure. The next update will be presented to June 2018 Corporate Services Strategic Planning and Property Committee.

## **F. IMPLEMENTATION, STRATEGIC COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN**

1. Preliminary design, scopes of work and cost estimates will be developed for the projects identified in Appendix B, and submitted to the Board for approval.
2. Upon receiving Board approval, a letter will be submitted to the Ministry of Education requesting approval to proceed using both POD and childcare funding for other projects.
3. Principals of the approved schools will receive a letter for distribution to their respective school community, indicating the Board's intention to seek funding approval from the Ministry.
4. The City's Children and Youth Services division will receive information and updates, and will be consulted in the design of the childcare retrofit work.
5. Upon receiving Ministry of Education approval to proceed, a *Request for Proposal* (RFP) will be issued to engage architectural firms to undertake the design and tender documents for the childcare retrofit/gymnasium addition and school renewal upgrades.

6. As per Board policy, consultation with each school's Local Design Committee (LDC) will take place during the design development phase of the project.
7. Monthly project status letters will be provided to the school principal for distribution to the school community throughout the project approval and construction phases. This information will also be posted on the Board's web site.
8. An Open House informing neighbours of the project is part of the Site Plan Approval process. The school community may also wish to hold other Open House sessions for the neighbourhood and engage other stakeholders.
9. As per the Board's policy, a Good Neighbour letter will be issued to advise adjacent property owners of the start of construction.

## **G. STAFF RECOMMENDATION**

1. That the Board approve proceeding with the four top-ranked schools for gymnasium additions as detailed in the Ministry of Education letter, to be funded from Proceeds of Disposition and savings from the childcare retrofits.
2. That the Board submit a request to the Ministry of Education for other gymnasium addition projects, funded from Proceeds of Disposition and the balance of childcare funding, for other schools identified Appendix B.

## APPENDIX A

### Ministry of Education

Minister

Mowat Block  
Queen's Park  
Toronto ON M7A 1L2

### Ministère de l'Éducation

Ministre

Édifice Mowat  
Queen's Park  
Toronto ON M7A 1L2



March 29, 2018

Ms. Barbara Poplawski  
Chair of the Board  
Toronto Catholic District School Board  
80 Sheppard Avenue East  
Toronto ON M2N 6E8  
[barbara.poplawski@tcdsb.org](mailto:barbara.poplawski@tcdsb.org)

Dear Ms. Poplawski,

Thank you for your letter dated January 24, 2018 requesting approval for the Toronto Catholic District School Board (TCDSB) to use its Proceeds of Disposition (POD) for the purpose of implementing a phased program to undertake program-related improvements to build new, larger gymnasiums at several of the board's schools.

Under *Ontario Regulation 193/10 – Restricted Purpose Revenues* (O. Reg. 193/10), POD funds are designated to be used to address school renewal needs. However, school boards may also request an exemption from the Minister to use POD funding for other purposes under O. Reg. 193/10. Such requests are assessed on the basis of a business case made by the board for a particular project.

The Ministry of Education recognizes that several TCDSB schools are facing constraints with respect to the size of their existing gymnasiums. In your letter, you noted that the TCDSB had approved a priority ranking in November 2017 to determine where gym expansions should occur based on an evaluation matrix approved in June 2017. Since that time, board staff have informed my ministry that the TCDSB is working to re-prioritize this list of school gymnasiums to account for recent funding approvals for child care additions to some schools.

I appreciate that proceeding with potential gym expansions concurrently with child care additions could allow the board to leverage efficiencies in the construction process, and may allow for additional renewal work to take place concurrently.

As such, I would be prepared to grant an exemption under O.Reg 193/10 to allow the TCDSB to use POD to expand gymnasiums at the following sites where childcare additions have been approved, subject to a proper assessment of specific requests.

.../2



We look forward to receiving information on the following sites contained in your last submission:

- Father Serra Catholic School
- St. Bernard Catholic School
- St. Kevin Catholic School
- St. Margaret Catholic School

As with any request from a school board, the ministry will require that the TCDSB provide a reconciliation of its unencumbered POD and prepare a properly costed business case to indicate how any gymnasium-related investment of POD would demonstrate merit over general school renewal needs. I encourage the TCDSB to submit these details as soon as possible.

I understand that on April 12, 2018, the TCDSB will be reviewing a re-prioritized list of schools with child care capital funding approvals that may require potential gymnasium expansions. The ministry looks forward to receiving this information as part of the TCDSB's formal request, and remain open to considering additional requests at a future date based on your local needs and priorities.

Thank you again for taking the time to write. I trust that this information is helpful.

Sincerely,

A handwritten signature in black ink, reading "Indira Naidoo-Harris". The signature is fluid and cursive, with the first name "Indira" being the most prominent.

Indira Naidoo-Harris  
Minister

cc. R. McGuckin, Director of Education  
D. Koenig, Associate Director, Academic Affairs  
L. Noronha, Executive Superintendent of Business Services and CFO  
TCDSB Trustees  
TCDSB Superintendents

## APPENDIX 'B'

Gym Size Analysis - Revised Ranking					
Ward	School Name	Gym or GP room size (Sq. ft.)	Rank	Approved Child Care Funding	Program/ Notes (Note - areas based on 9sm/child from City)
Piccininni	St Bernard CS	2,000	7	\$1,542,762	3 room
Rizzo	St Margaret CS	2,000	87	\$1,542,762	3 room
Martino	Father Serra CS	2,000	29	\$1,542,762	3 room
Del Grande	St Albert CS	2,000	50	\$2,571,267	5 room
Andrachuk	Nativity of Our Lord CS	2,000	73	\$2,571,267	5 room
Crawford	St Barbara C S	2,000	52	\$1,542,762	3 room
Crawford	St Edmund Champion CS	2,000	41	\$1,542,762	3 room
Del Grande	St Kevin CS	2,000	15	\$1,542,762	3 room
Tanuan	St Jean de Brebeuf	2,000	72	\$1,542,762	3 room
D'Amico	Santa Maria CS	2,500	69	\$1,028,508	2 room
Piccininni	St Andre	3,153	n/a	\$1,542,762	New School - 3 room addition
Kennedy	St Gerald CS	3,400	n/a	\$794,069	3 room
Rizzo	St Thomas Aquinas CS	3,600	n/a	\$1,542,762	5 room
Tanuan	St Dominic Savio S	4,000	n/a	\$1,542,762	3 room
D'Amico	St Nicholas of Bari CS	5,218	n/a	\$1,542,762	3 room

### APPENDIX C - APPROVED CHILD CARE ADDITIONS

School Name	Ward	Child Care Size	Funding Amount
St. Margaret	5	3 rooms	\$1,542,762
Nativity of Our Lord	2	5 rooms	\$2,571,267
St. Albert	7	5 rooms	\$2,571,267
St. Thomas Aquinas	5	5 rooms	\$2,571,267
Father Serra CS	1	3 rooms	\$1,542,762
Santa Maria	6	2 rooms	\$1,028,508
St. Andre	3	3 rooms	\$1,542,762
St. Barbara	12	3 rooms	\$1,542,762
St. Bernard	3	3 rooms	\$1,542,762
St. Dominic Savio	8	3 rooms	\$1,542,762
St. Edmund Campion	12	3 rooms	\$1,542,762
St. Gerald	11	3 rooms	\$1,542,762
St. Jean de Brebeuf	8	3 rooms	\$1,542,762
St. Jude	3	1 room	\$514,254
St. Kevin	7	3 rooms	\$1,542,762
St. Nicholas of Bari	6	3 rooms	\$1,542,762



REPORT TO

REGULAR BOARD

LIQUOR WAIVER FOR JAMES CULNAN

*Proverbs 3:10 Then your barns will be filled with plenty, and your vats will be bursting with wine.*

Created, Draft	First Tabling	Review
April 6, 2018	April 19, 2018	<a href="#">Click here to enter a review date</a>

Barbara Poplawski, Trustee Ward 10

RECOMMENDATION REPORT

**Vision:**

*At Toronto Catholic we transform the world through witness, faith, innovation and action.*

**Mission:**

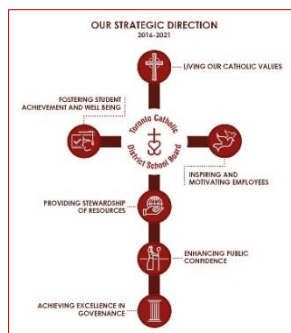
*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*

R. McGuckin  
Director of Education

D. Koenig  
Associate Director  
of Academic Affairs

L. Noronha  
Executive Superintendent of  
Business Services & Chief  
Financial Officer



**A. EXECUTIVE SUMMARY**

Notification was received from Trustee Barbara Poplawski that the CSPC of James Culnan is planning an event at James Culnan Catholic School on Friday, May 25, 2018

**B. PURPOSE**

A request was received from the principal of James Culnan to serve alcohol at the James Culnan Multicultural Potluck and Dance event, from 6:00pm to 9:00pm on Friday, May 25, 2018

**C. BACKGROUND**

Notification was received from Barbara Poplawski to waive Regulation 6, of Appendix A of the Permits Policy B.R. 05, in order to be able to serve alcohol at James Culnan on FRIDAY, MAY 25, 2018, for the Multicultural Potluck and Dance event.

**D. STAFF RECOMMENDATION**

Staff recommends that this report be presented for the action of the Board.



REPORT TO

REGULAR BOARD

LIQUOR WAIVER FOR ST. CECELIA

*Proverbs 3:10 Then your barns will be filled with plenty, and your vats will be bursting with wine.*

**Created, Draft**

April 6, 2018

**First Tabling**

April 19, 2018

**Review**

[Click here to enter a review date](#)

Barbara Poplawski, Trustee Ward 10

**RECOMMENDATION REPORT**

**Vision:**

*At Toronto Catholic we transform the world through witness, faith, innovation and action.*

**Mission:**

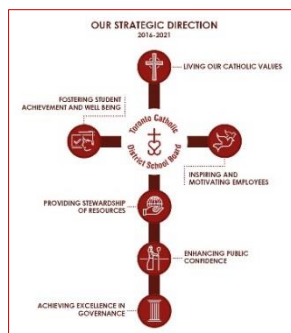
*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*

R. McGuckin  
Director of Education

D. Koenig  
Associate Director  
of Academic Affairs

L. Noronha  
Executive Superintendent of  
Business Services & Chief  
Financial Officer



**A. EXECUTIVE SUMMARY**

Notification was received from Trustee Barbara Poplawski that the CSPP of St. Cecelia is planning an event at St. Cecelia Catholic School on Thursday, June 7, 2018

**B. PURPOSE**

A request was received from Javiera Vidal, St. Cecelia School to serve alcohol at the St. Cecelia Fun Fair event, from 2:00pm to 9:00pm on Thursday, June 7, 2018

**C. BACKGROUND**

Notification was received from Barbara Poplawski to waive Regulation 6, of Appendix A of the Permits Policy B.R. 05, in order to be able to serve alcohol at St. Cecelia on THURSDAY, JUNE 7, 2018, for the Fun Fair event.

**D. STAFF RECOMMENDATION**

Staff recommends that this report be presented for the action of the Board.

## MASTER PENDING LIST AND ROLLING CALENDAR TO APRIL 19, 2018

#	Date Requested & Committee/Board	Report Due Date	Destination of Report Committee/Board	Subject	Delegated To
1	June-17 Corporate Services	May-18	Corporate Services	Report regarding possibility of finding money in the Capital Improvement Fund this year or in the near future. <b>(Delegation from Maria Del Rizzo, representative of CSPC regarding Field at MPSJ)</b>	Associate Director Planning and Facilities
2	Feb-18 Corporate Services	May-18	Corporate Services	Report regarding a full review and update on the rollout etc. <b>(Inquiry from Trustee Andrachuk on Cash Online Update)</b>	Associate Director Planning and Facilities
3	March-18 Corporate Services	June-18	Corporate Services	Report regarding finalized Budget estimates for 2018-19, reflective of the Community Consultations and feedback received at various Committee meetings throughout the Spring, to the Board of Trustees <b>(Budget Report: Financial Planning and Consultation Review)</b>	Executive Superintendent of Business Services & CFO
4	March-18 Corporate Services	TBC	Corporate Services	Reports regarding the following:  1. The establishment of the Sister Evanne Hunter “Young Women in Leadership Award” to be recognized on International Women’s Day (IWD) on or about March 8; and  2. The implementation of IWD in our Board and school communities and recommend any changes <b>(Inquiry from Trustee Rizzo regarding IWD Motion of April 4, 2012)</b>	Director of Education



#	Date Requested & Committee/Board	Report Due Date	Destination of Report Committee/Board	Subject	Delegated To
5	Feb-18 Regular Board	May-18	Regular Board	<p>That staff explore all possible facility options to accommodate the secondary school (Dante Alighieri), the elementary school (Regina Mundi) and the Reggio Emilia daycare centre (approved and funded by the province) on TCDSB property;</p> <p>That staff present the aforementioned report with options and recommendations to the Board</p> <p>That the Director of Education report to public Board on the purpose of purchasing 25 Good Sheppard Court; (<b>Toronto Catholic District School Board/Villa Charities Inc. Intergenerational Community Hub Summative Report</b>)</p>	Director of Education
6	Sep-17 Student Achievement	TBC	Regular Board	<p>That this be referred to staff to come back with a report regarding whether it is possible to hire more students in the Focus on Youth Summer Program when hiring students in the Summer</p> <p><b>Andre Fullerton, Focus on Youth Coordinator/Manager of Outreach, Community Use of Schools, regarding Focus on Youth Summer Program)</b></p>	Associate Director, Academic Affairs
7	Nov-17 Student Achievement	TBC	Regular Board	<p>Report from the Governance and Policy Committee on the updated Anaphylaxis policy together with the response to the delegation</p>	Associate Director, Academic Affairs

#	Date Requested & Committee/Board	Report Due Date	Destination of Report Committee/Board	Subject	Delegated To
				and a copy of the presentation at the same time (Review of Anaphylaxis Policy, Protocol and Guidelines)	

## REVISED LIST OF ANNUAL CALENDAR OF REPORTS & POLICY METRICS

A = Annual Report

P = Policy Metric Report

Q = Quarter Report

#	Due Date	Committee/Board	Subject	Responsibility of
1	January (A)	Student Achievement	Mental Health Report	Associate Director Academic Services
2	January (P)	Student Achievement	<u>A.35 Accessibility Standards</u> Policy Metric	Associate Director Academic Services
3	January (Q)	Corporate Services	Financial Status Update Report #1	Executive SO Business Services
4	January (P)	Corporate Services	<u>B.R.01 Rental of Surplus School Space &amp; Properties</u> Policy Metric	Associate Director Planning & Facilities
5	February (A)	Corporate Services	Annual Investment Report	Executive SO Business Services
6	February (A)	Regular Board	School Year Calendar	Associate Director Academic Services
7	February (P)	Student Achievement	<u>S. 19 External Research</u> Policy Metric	Associate Director Academic Services
8	March (A)	Regular Board	Staffing Projections Report	Associate Director Academic Services
9	March (A)	Corporate Services	Budget Report: Financial Planning and Consultation Review	Executive SO Business Services
10	March (A)	Corporate Services	Planning Enrolment Projection	Associate Director of Planning and Facilities
11	March (A/P)	Corporate Services	Transportation Annual Report and <u>S.T.01Transportation</u> Policy Metric	Associate Director Planning & Facilities
12	April (A)	Student Achievement	Non-Resident VISA Student Fees	Associate Director Academic Services
13	April (Q)	Corporate Services	Financial Status Update Report #2	Executive SO Business Services

## REVISED LIST OF ANNUAL CALENDAR OF REPORTS & POLICY METRICS

14	April (A)	Regular Board	Education Development Charges Policy Review	Associate Director of Planning and Facilities
15	May (A)	Student Achievement	Staffing Status Report for Next School Year	Executive SO Business Services
16	May (A)	Student Achievement	Ratification of Student Trustee Nominees	Associate Director Academic Services
17	May (P)	Corporate Services	<u>A.18 Development Proposals, Amendments and Official Plans and Bylaws Policy Metric</u>	Associate Director Planning & Facilities
18	June (P)	Student Achievement	<u>B.B.04 Smoke &amp; Vapour Free Policy Metric</u>	Associate Director Academic Services
19	June (Q)	Corporate Services	Financial Status Update Report #3	Executive SO Business Services
20	June (A)	Corporate Services	Report: Annual Budget Estimates	Executive SO Business Services
21	August (P)	Regular Board	<u>T.19 Electronic Participation in Meetings of the Board, Committees of the Board, and Committee of the Whole Board Policy Metric</u>	Regular Board
22	August (P)	Regular Board	<u>H.M. 19 Conflict Resolution Department</u>	Associate Director Academic Services
23	September (A/P)	Student Achievement	Annual Safe Schools Report <u>S.S.12 Fresh Start Policy Metric</u>	Associate Director Academic Services
24	September (A)	Student Achievement	Community Advisory Committees Report	Associate Director Academic Services
25	September (P)	Student Achievement	<u>H.M. 40 Fair Practice in Hiring and Promotion Policy Metric</u>	Associate Director Academic Services
26	September (P)	Student Achievement	<u>T.07 Community Engagement Policy Report</u> <u>A.37 Communications Policy Metric</u>	Director of Education
27	October (A)	Student Achievement	Student Trustees: Voices that Challenge	Associate Director Academic Services

## REVISED LIST OF ANNUAL CALENDAR OF REPORTS & POLICY METRICS

28	October (A)	Student Achievement	ECLIST Report - Elementary Leaders	Associate Director Academic Services
29	October (P)	Student Achievement	<u>S.10 Catholic School Parent Council</u> Policy Metric	Associate Director Academic Services
30	October (A)	Student Achievement	CPIC Annual Report including Financial Report	Associate Director Academic Services
31	October (A)	Student Achievement	International Languages Program Report	Associate Director Academic Services
32	October (A)	Student Achievement	Primary and Junior Division Assessments Of Reading, Writing and Mathematics (EQAO) · Grade 9 Assessment of Mathematics and OSSLT Assessment (EQAO)	Associate Director Academic Services
33	October (A/P)	Corporate Services	Preliminary Enrolment Reports Elementary and Secondary Schools and S.A.01 <u>Elementary Admission and Placement</u> Policy Metric	Associate Director Planning & Facilities
34	October (A)	Corporate Services	Trustee Honorarium Report	Executive SO Business Services
35	October (P)	Regular Board	<u>H.M.33 Acceptance of Hospitality or Gifts</u> Policy Metric	Director of Education
36	October (A)	Regular Board	Annual Report on the Multi Year Strategic Plan	Associate Director Planning & Facilities
37	October (A)	Regular Board	Ongoing Exit and Entry Surveys for all students either changing schools within the Board or entering or exiting the Board	Associate Director Planning & Facilities
38	October (A)	Special Board	Director's Performance Appraisal (over 3 consecutive Special Board Meetings)	Director of Education
39	November (A)	Student Achievement	Board Learning Improvement Plan (BLIP)	Associate Director Academic Services

## REVISED LIST OF ANNUAL CALENDAR OF REPORTS & POLICY METRICS

40	November (A)	Student Achievement	K-12 Professional Development Plan for Student Achievement and Well-Being	Associate Director Academic Services
41	November (P)	Student Achievement	<u>S.22 Religious Accommodation Policy Report</u>	Associate Director Academic Services
42	November (P)	Student Achievement	<u>S.S.02 Opening or Closing Exercises Policy Report</u>	Associate Director Academic Services
43	November (A)	Corporate Services	<u>S.24 Combined (Split) Grade Classes for Elementary Schools Policy Report</u>	Associate Director Academic Services
44	November (A)	Corporate Services	Legal Fees Report	Executive SO Business Services
45	November (Q)	Corporate Services	Financial Status Update #4 and Audited Financial Statements	Executive SO Business Services
46	November (A)	Regular Board	Annual Calendar of Meetings	Director of Education
47	December (A/P)	Student Achievement	Accountability Framework for Special Education and <u>S.P.01 Special Education Programs and Services Policy Metric</u>	Associate Director Academic Services
48	December (A)	Corporate Services	Budget Report: Revised Budget Annual Estimate	Executive SO Business Services
48	December (A)	Regular Board	Director's Annual Report	Director of Education