



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

Barbara Poplawski, Chair

Maria Rizzo, Vice Chair

Thursday, December 14, 2017

7:00 P.M.

Pages

1. **Call to Order**
2. **Memorials and Opening Prayer**
3. **Singing of O Canada A Capella**
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) - November 2, 2017**
 - 9.b **Special Board (Corporate Services) - November 9, 2017**
 - 9.c **Regular Board - November 16, 2017**

1 - 53

9.d	Special Board - November 16, 2017	
9.e	Special Board - November 30, 2017	
10.	Presentations	
10.a	Monthly Report from the Chair of the Board	54
10.b	Monthly Report from the Director of Education	55 - 56
10.c	Monthly Report from the Student Trustee(s)	57 - 59
11.	Delegations	
12.	Consideration of Motions for which previous notice has been given	
12.a	From Trustee Davis regarding Joint School Boards/City Working Committee - Changing how Education Development Charges (EDCs) can be used	60 - 61
12.b	From Trustee Rizzo regarding Public Disclosure of Costs of Consultants for Community Consultation	62
13.	Unfinished Business from Previous Meetings	
14.	Matters recommended by Statutory Committees of the Board	
14.a	Approved Minutes of the Special Education Advisory Committee Meeting held on November 15, 2017	63 - 77

SEAC recommend to the Board of Trustees that they refer the Anaphylaxis Policy to be updated by the Governance and Policy Committee to reflect part a) below.

Additionally, SEAC recommend to the Board of Trustees an update to the Anaphylaxis Protocol and Guidelines to reflect b), c) and d) as listed below.

a. There is a need to update Policy to reflect transitions of students between two schools, and specifically, but not limited to elementary and secondary schools;

- b. Initiate communication between elementary and secondary schools regarding anaphylactic needs for students who enrol in the summer secondary transition course;
- c. Include in the Anaphylaxis Protocol and Guidelines, information on the transition process and general communications with students, including recommendations arising out of CSLIT meetings scheduled for later this year; and
- d. Include in the Secondary Health and Safety Binder located in schools, a page on the communication plan to be used with students and date implemented.

SEAC recommend to the Board that future Board Learning and Improvement Plans include areas for reporting on Special Education goals.

SEAC recommend to the Board that Diane Montreuil be appointed to the SEAC Committee as the Indigenous representative. (Refer to Attached Application)

14.b	Approved Minutes of the Toronto Catholic Parent Involvement Committee Inaugural Meeting held on October 16, 2017	78 - 83
14.c	Approved Minutes of the Toronto Catholic Parent Involvement Committee Special Meeting held on October 16, 2017	84 - 89
15.	Matters referred/deferred from Committees/Board	
	<u>From November 16, 2017 Regular Board Meeting</u>	
15.a	Audited Financial Statements (Information) (URGENT)	90 - 119

15.b	Annual Calendar of Meetings (Recommendation) (URGENT)	120 - 124
15.c	Report of the Governance and Policy Committee on Update to Access to Pupil Information Policy (S.16) (Recommendation)	125 - 132
15.d	Catholic Parent Involvement Committee Staff Assessment Report 2016-2017 (Information)	133 - 146
15.e	Consideration of Motion from Trustee Tanuan regarding Ethno-Centric Cultural School in North Scarborough	147
16.	Reports of Officials for the Information of the Board of Trustees	
16.a	Annual Report from the Director of Education (Distributed under Separate Cover)	
16.b	ICT Strategy Review – Project Priority List	148 - 233
16.c	Financial Update Report as of October 31, 2017	234 - 248
17.	Listing of Communications	
18.	Inquiries and Miscellaneous	
19.	Updating of Pending Items	
19.a	Master Pending List	249 - 250
19.b	Master Annual Reports	251 - 255
20.	Closing Prayer	
21.	Adjournment	

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

HELD THURSDAY, NOVEMBER 2, 2017

STUDENT ACHIEVEMENT

PRESENT:

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

Student Trustee: J. Ndongmi

Staff: R. McGuckin
A. Sangiorgio
D. Koenig
P. Matthews
P. Aguiar
M. Caccamo
S. Campbell
F. Cifelli
N. D’Avella
P. De Cock
A. Della Mora
L. Di Marco
C. Fernandes
K. Malcolm
G. Iuliano Marrello

J. Shanahan
J. Volek
J. Wujek
D. Yack

A. Robertson, Parliamentarian

S. Harris, Recording Secretary
K. Eastburn, Assistant Recording Secretary

Apologies were tendered on behalf of Trustees Martino and Piccininni and Student Trustee Carlisle.

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

MOVED by Trustee Bottoni, seconded by Trustee Poplawski, that the items dealt with in PRIVATE and PUBLIC Sessions be approved.

Results of the Vote taken as follows:

In Favour

Opposed

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

Tanuan

The Motion was declared

CARRIED

**(Private Session Minutes Distributed
Under Separate Cover)**

**MATTERS AS CAPTURED IN THE ABOVE MOTION FOR PUBLIC
SESSION**

- 8. Minutes of the Regular Meeting held October 5, 2017 for PUBLIC Session** approved.
- 10a. Professional Development Plan for Student Achievement and Wellbeing 2017-2018** received and deferred to the December 7, 2017 Student Achievement and Well Being, Catholic Education and Human Resources Committee meeting.
- 14a. Status of the Multi-Language School and Ministry of Education** that staff consult with the Multi-Language school stakeholders to develop alternate options to the Multi-Language school model;

That considering our City of Toronto is very multicultural and multilingual, appeal the Ministry's letter since "*there is authority for the Ministry to make regulations prescribing other languages*"; and

That the Toronto Catholic District School Board request an exception to allow a multi-language model. The multi-language school will accommodate our diverse city and strengthen equity, inclusivity and student achievement that aligns with the government's mandated *Ontario's Education Equity Action Plan (OEEAP)*.

- 14b. Status of Waitlist for Elementary and Secondary Schools - All Wards** received.
- 14c. Communication from Trustee Crawford regarding St. Agatha Catholic School Parent Councils Annual Report 2016-2017** received.
- 14d. Communication from the Ministry of Education regarding Treaties Recognition Week, November 5 – 11, 2017** that the Toronto Catholic District School Board proclaim the first week in November as Treaties Recognition Week and that we work towards enhancing education and awareness about the history of treaties and treaty relationships by developing programs and activities that can help bring this awareness to our students and staff.
- 15a. Professional Development Plan for Student Achievement and Wellbeing 2017-2018** received and that this item be deferred to the December 7, 2017 Student Achievement and Wellbeing, Catholic Education and Human Resources Committee meeting.
- 15b. Review of Anaphylaxis Policy, Protocol and Guidelines** received and that the Board of Trustees refer the Anaphylaxis Policy to be updated by the Governance and Policy Committee to reflect part a) below. Additionally, staff recommends an update to the Anaphylaxis Protocol and Guidelines to reflect b), c) and d) as listed below.
- a) There is a need to update Policy to reflect transitions of students between two schools, and specifically, but not limited to elementary and secondary schools;
 - b) Initiate communication between elementary and secondary schools regarding anaphylactic needs for students who enrol in the summer secondary transition course;
 - c) Include in the Anaphylaxis Protocol and Guidelines, information on the transition process and general communications with students, including recommendations arising out of CSLIT meetings scheduled for later this year;

- d) Include in the Secondary Health and Safety Binder located in schools, a page on the communication plan to be used with students and date implemented; and
- e) That the response to the delegation and a copy of the presentation be included in the report to the Board, at the same time that the policy comes back from the Governance and Policy Committee.

- 15c. Toronto Catholic District School Board Learning and Improvement Plan Annual Report** received.
- 15d. Religious Accommodation Annual Report** received.
- 16a. Communication from the Premier of Ontario, Kathleen Wynne, regarding Toronto Catholic District School Board Student Rendition of O Canada CD** received.
- 16b. From Ontario Catholic Schools Trustees Association regarding Cannabis Regulation: Ministry of Education Consultations** not discussed.
- 16c. From Trustee Rizzo regarding Ontario's School Repairs and Maintenance Backlog** not discussed.

MOVED by Trustee Crawford, seconded by Trustee Del Grande, that the meeting adjourn.

The Motion was declared

CARRIED

SECRETARY

CHAIR

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

HELD THURSDAY, NOVEMBER 9, 2017

Corporate Services

PRESENT:

Trustees:

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

Staff:

R. McGuckin
A. Sangiorgio
D. Koenig
P. Matthews
P. De Cock
G. Iuliano Marrello
M. Puccetti
J. Volek
J. Yan

A. Robertson, Parliamentarian

S. Harris, Recording Secretary

K. Eastburn, Assistant Recording Secretary

Apologies were received on behalf of Trustees D'Amico and Piccininni, as well as 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 in PRIVATE Session were deemed presented.

MOVED by Trustee Davis, seconded by Trustee Rizzo, that the matters discussed in PRIVATE Session 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 Session Minutes Distributed
 Under Separate Cover)**

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

MOVED by Trustee Davis, seconded by Trustee Rizzo, that all matters dealt with in PUBLIC Session 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

MATTERS AS CAPTURED IN THE ABOVE MOTION FOR PUBLIC SESSION

8. **Minutes of the Regular Meeting held October 12, 2017 for PUBLIC Session** approved.

9a. Tim Sinclair, Secretary of St. Margaret Catholic School, regarding St. Margaret Catholic School Accommodation Options received.

9b. Jerrylyn Guevarra regarding St. Margaret Catholic School received.

9c. Yvonne Yeung regarding Community Planning Participation Guidelines received and referred to staff.

9d. Anna Zhouzam, Student of Senator O'Connor Catholic School, regarding Secondary School Boundaries received and referred to staff to be included in the consultation on the secondary schools boundary review.

10a. Net Zero Energy Hackathon received and referred to staff for consideration in our own Net Zero programme, and that a copy of the presentation be forwarded to the Ministry of Education and the Ministry of Environment and Climate Change.

14a. Application of Gym Matrix Criteria (All Wards) received and:

1. That the top-ranked schools as detailed in Appendix A-1 and A-2, be approved and prioritized for future phased gymnasium expansion program, subject to available funding; and
2. That the Chair of the Board send a letter to the Ministry of Education seeking funding for a multi-year phased program of gymnasium additions, and other program-related facilities improvements.

14b. Approval and Signing of the Minutes of the Meeting held September 14, 2017 for PUBLIC Session received.

15a. Comprehensive Review of Programming for the Long-Term Accommodation Plan received and that in reference to page 52, Item 3, International Students:

1. That a maximum cap per school for placement of International Students be implemented;
2. That International Students being placed at Bishop Allen Academy for February 2018 registration, Appendix C, page 60, not be admitted unless an equal number of international students presently at the school either graduate or move from the school so that the net result is no increase to the present number of international students at that location;
3. That an immediate review and report on International Students at all oversubscribed schools to determine the impact on the capacity of the school and to include measures to reverse the growth at these sites.
4. That we replace February 2018 with September 2018 in Recommendation 2.

15b. St. Margaret Catholic School Accommodation Options (Ward 5)

received and:

1. That, subject to Ministry of Education approval, the Board construct a new 500 pupil place school on the Baycrest site;
2. That the Ministry of Education be requested to approve and fund “Option 3”;
3. That, in the event that the Ministry of Education does not approve funding for a new gymnasium at the 85 Carmichael location that the Board proceed with “Option 2”; and
4. That, subject to the implementation of a two (2) school option, east and west of Bathurst Street, a boundary review involving St. Margaret and Our Lady of the Assumption be initiated.

15c. Revised Pupil Accommodation Review Guidelines and Community Planning and Partnership Guidelines – Ministry Consultation Process

received and:

1. That the responses detailed in the body of this report be submitted to the Ministry of Education as part of the Pupil Accommodation Review Guidelines and Community Planning and Partnership Guidelines consultation process; and
2. That the Questions and Responses detailed in the body of this report be subject to a limited community consultation, review, and input particularly from the affected communities in the current and pending Pupil Accommodation Reviews prior to the Toronto Catholic District School Board report submission to the Ministry of Education as part of the Pupil Accommodation Review Guidelines and Community & Partnerships Guidelines consultation process, and that those schools having taken part in the Pupil Accommodation Reviews for the last four years be added to the consultations.

15d. St. Augustine of Canterbury Catholic School Capital Project Tender Award and Revised Project Budget (Ward 3) received and:

1. That, subject to Ministry of Education approval, the construction contract for the addition and renovations at St. Augustine of Canterbury Catholic School be awarded to Bondfield Construction Co. Ltd. in the amount of \$6,577,000.00, plus net HST of \$142,063.20 for a total cost of \$6,719,063.20 utilizing the CCDC2 (2008) standard construction contract funded as follows:

EDU Funding	Amount
Enrolment Pressures	\$3,780,435.91
Child Care Capital (B11)	\$1,214,370.81
Approved Capital Priorities Unique Costs	\$1,125,803.20
Approved SRG – Unplanned	\$372,884.00
Requested SRG – Unplanned	\$225,569.28

Total Construction Contract Cost	\$6,719,063.20
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2. That the revised project budget of \$7,965,495.00, as detailed in Table 3 and Appendix A, be approved.

15e. Capital Projects Tender Process Update (All Wards) received.

15f. Trustee Honorarium Fiscal 2017 – 2018 received.

16a. From Dr. Raymond Cho MPP regarding Moratorium on School Closures received and that all communications be included in the November 16, 2017 Board agenda.

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

The Motion was declared

CARRIED

SECRETARY

CHAIR

MINUTES OF THE REGULAR MEETING
OF THE
TORONTO CATHOLIC DISTRICT SCHOOL BOARD
HELD THURSDAY, NOVEMBER 16, 2017
PUBLIC SESSION

PRESENT:

Trustees:

- A. Kennedy, Chair
- A. Andrachuk
- P. Bottoni
- N. Crawford
- J. A. Davis
- M. Del Grande
- J. Martino
- S. Piccininni
- B. Poplawski
- M. Rizzo
- G. Tanuan

Student Trustee:

- R. Carlisle
- J. Ndongmi
- R. McGuckin
- A. Sangiorgio
- D. Koenig
- P. Matthews
- P. De Cock
- P. Aguiar
- V. Burzotta
- S. Campbell
- C. Fernandes
- F. Cifelli
- A. Della Mora

N. D'Avella
L. Di Marco
K. Malcolm
M. Puccetti
J. Shanahan
J. Wujek
D. Yack
J. Volek

S. Harris, Recording Secretary
K. Eastburn, Assistant Recording Secretary

A. Robertson, Parliamentarian

4. Roll Call and Apologies

An apology was extended on behalf of Trustee D'Amico whose late brother, Sammy, was laid to rest on Thursday, November 16, 2017.

5. Approval of the Agenda

MOVED by Trustee Tanuan, seconded by Trustee Rizzo, that the Agenda, be approved, as amended, as follows:

1. To include the Addendum; and
2. To include the additional delegates; as follows:

Pursuant to Board Delegation Policy T.14:

- a. Admit more delegates than the maximum of ten deputations per meeting and hear the 16 additional delegates;
- b. Move up all the 16 delegations related to the School Closure Moratorium first and ahead of the other delegations on account of children and parents in the school groups that are delegating with fixed arrivals and

departure times of the buses and Wheel Trans for Special Needs kids and based on Delegation Policy T.14, Regulation 9, *“First priority will be given to delegations speaking to a specific item on the meeting’s agenda and those who have not yet spoken to the issue.”*

The St. Gabriel Lalemant (SGL) delegates will speak first, followed by the delegates from St. Rene Goupil (SRG), then the delegates from The Divine Infant (DI), Councillor Lee delegate, MPP Raymond Cho, and the last delegation from the Catholic Parent Involvement Committee (CPIC) Chair.

- c. Bundle items 12b, 16a, and 17a as one combined item of discussion and place them immediately after the last school moratorium delegation.

Trustee Martino requested that the Question be divided as follows:

- 1. Agenda
- 2. Addendum
- 3. Motion from Trustee Tanuan to include the additional delegations and reorder the Agenda items.

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

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni

Poplawski
Rizzo
Tanuan

The Motion to approve the Agenda was declared

CARRIED

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

In favour

Opposed

Trustees Andrachuk
Bottoni
Crawford
Davis
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanuan

The Motion to approve the Addendum was declared

CARRIED

Results of the Vote taken on the Motion from Trustee Tanuan, as follows:

In favour

Trustees Bottoni
Davis
Kennedy
Poplawski
Rizzo
Tanuan

Opposed

Andrachuk
Crawford
Del Grande
Martino
Piccininni

The Motion to approve Trustee Tanuan's Motion was declared

CARRIED

6. Reports from Private Session Trustee Del Grande reported that:

1. Minutes were approved from PRIVATE Sessions;
2. A verbal update was received from the Director of Education on an upcoming report from the Office of the Auditor General of Ontario;
3. Appointments were approved for two parent council representatives to join the Mental Health Advisory Committee; and
4. Confirmation was received on an HR matter; and
5. The Audit Committee's Annual Report was received.

Consent and Review

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

- 7a) Trustee Andrachuk
- 7b) Trustee Davis
- 7c) Trustee Rizzo

- 12a) Trustee Piccininni
- 12b) Trustee Tanuan
- 15c) Trustee Rizzo
- 16a) Trustee Tanuan
- 16b) Trustee Andrachuk
- 16c) Trustee Davis
- 17a) Trustee Tanuan
- 17b) Trustee Andrachuk

MOVED by Trustee Poplawski, seconded by Trustee Davis, that the Items not questioned be approved with the relevant staff recommendations.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MATTERS AS CAPTURED IN THE ABOVE MOTION – ITEMS NOT QUESTIONED

- 9a) Minutes of the Meeting of the Special Board (Student Achievement) – October 5, 2017**
- 9b) Minutes of the Meeting of the Special Board – October 11, 2017**
- 9c) Minutes of the Meeting of the Special Board (Corporate Services) – October 12, 2017**
- 9d) Minutes of the Meeting of the Regular Board – October 19, 2017**
- 10a) Monthly Report from the Chair of the Board**
- 10b) Monthly Report from the Director of Education**
- 10c) Monthly Report from the Student Trustee(s)**
- 14a) Draft Minutes of the Special Education Advisory Committee Meeting held on October 18, 2017**
- 15a) Report of the Governance and Policy Committee on Update to Demolition Policies (R.02, R.03) that the Board accept the recommendation of the Governance and Policy Committee and approve the Demolition Policy (R.02) as amended and proposed in Appendix A.**
- 15b) Report of the Governance and Policy Committee on Update to Community Engagement Policy (T.7) that the Board accept the recommendation of the Governance and Policy Committee and approve the Community Engagement Policy (T.7) as amended and proposed in Appendix A.**
- 17c) Year-Long Learning Community Engagement and Consultation Plan that the Board approve the Strategic Communications and Stakeholder Engagement Plan at the level of “Consult”.**
- 17d) Report of the Governance and Policy Committee on Update to Negotiations Procedures Policy (H.M.39) that the Board accept the recommendation of the Governance and Policy Committee and**

approve the Negotiations Procedures Policy (H.M.39) as amended and proposed in Appendix A.

- 17e) **Report of the Governance and Policy Committee on Update to Athletic Activities within the Physical Health and Education Programs (S.P.07)** that the Board accept the recommendation of the Governance and Policy Committee and approve the Physical Activities within the Physical and Health Education Programs Policy (S.P.07) as amended and proposed in Appendix A.
- 17f) **Report of the Governance and Policy Committee on Update to Driver Education Programs Policy (S.P.08)** that the Board accept the recommendation of the Governance and Policy Committee and approve the Driver Education Program Policy (S.P.08) as amended and proposed in Appendix A.

7. Notices of Motion

- 7a) **Notice of Motion from Trustee Andrachuk regarding By-Law Amendment: Inaugural Meeting (Caucus)** considered at the Special Board Public meeting on November 16, 2017.
- 7b) **Notice of Motion from Trustee Davis regarding Joint School Boards/City Working Committee – Changing how Education Development Charges (EDCs) can be used** will be considered at the December 14, 2017 Regular Board meeting.
- 7c) **Notice of Motion from Trustee Rizzo regarding Public Disclosure of Costs of Consultants for Community Consultation** will be considered at the December 14, 2017 Regular Board meeting.

11. Delegations

MOVED by Trustee Tanuan, seconded by Trustee Poplawski, that Item 11h) be adopted as follows:

11h) From Dr Raymond Cho, Member of Provincial Parliament regarding School Closures received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Del Grande, seconded by Trustee Tanuan, that the Item from the additional delegation be adopted as follows:

From Kathy Teed regarding School Closure received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford

Davis
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Tanuan, seconded by Trustee Crawford, that the Item from the additional delegation be adopted as follows:

From Elaine Bravo regarding Moratorium on School Closures received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Bottoni
Crawford
Davis
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Tanuan, seconded by Trustee Davis, that the Item from the additional delegation be adopted as follows:

From Dawn Culaba-Chin regarding Moratorium on School Closures
received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Bottoni
Crawford
Davis
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Davis, seconded by Trustee Tanuan, that the Item from the additional delegation be adopted as follows:

From Gaby Chauvet regarding Childcare and Early Learning in our Schools received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk

Bottoni

Crawford

Davis

Del Grande

Kennedy

Martino

Piccininni

Poplawski

Rizzo

Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Del Grande, seconded by Trustee Poplawski, that the Item from the additional delegation be adopted as follows:

From Nikola Chung regarding B09 Moratorium received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Davis, seconded by Trustee Tanuan, that the Item from the additional delegation be adopted as follows:

From Roseanne Claveria regarding Moratorium on School Closures
 received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy

Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Davis, seconded by Trustee Tanuan, that the Item from the additional delegation be adopted as follows:

From Richardo Broadway regarding Moratorium on School Closures
 received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Tanuan, seconded by Trustee Davis, that the Item from the additional delegation be adopted as follows:

From Issa Mendoza regarding Moratorium on School Closures received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Poplawski, seconded by Trustee Tanuan, that the Item from the additional delegation be adopted as follows:

From Sameia Hussain regarding B09 Memo received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Davis, seconded by Trustee Crawford, that the Item from the additional delegation be adopted as follows:

From Alyna regarding Moratorium on School Closures received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni

Crawford
Davis
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Tanuan, seconded by Trustee Davis, that the Item from the additional delegation be adopted as follows:

From James Burchell regarding Moratorium on School Closures
received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Bottoni
Crawford
Davis
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Tanuan, seconded by Trustee Davis, that the Item from the additional delegation be adopted as follows:

From Yvonne Yeung regarding B09 PARG/CPPG received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Davis, seconded by Trustee Tanuan, that the Item from the additional delegation be adopted as follows:

From Geoffrey Feldman, Chair, CPIC, regarding Suspend School Closures received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

16. Reports of Officials for the Information of the Board of Trustees

MOVED by Trustee Tanuan, seconded by Trustee Rizzo, that Item 16a) be adopted as follows:

- 16a) Pupil Accommodation Review St. Rene Goupil, Prince of Peace and the Divine Infant – Status Update – Memo B09 Impact** that the Toronto Catholic District School Board (TCDSB) impose an immediate moratorium halting the current Pupil Accommodation Review (PAR)

process for St. Rene Goupil, Prince of Peace and the Divine Infant Catholic Schools pursuant to the Ministry's B09 memo option (page 5/14, 4th paragraph) to *"wait until the Ministry releases the revised PARG/CPPG."* and Board to consider any new PARs at least a year after the revised PARG/CPPG guidelines are released.

The Chair ruled the Motion out of order.

MOVED by Trustee Tanuan, seconded by Trustee Rizzo, that Item 16a) be adopted as follows:

- 16a) Pupil Accommodation Review St. Rene Goupil, Prince of Peace and the Divine Infant – Status Update – Memo B09 Impact** received and that the TCDSB impose an immediate moratorium halting the current PAR process for St. Rene Goupil, Prince of Peace and the Divine Infant Catholic Schools pursuant to the Ministry's B09 memo option (page 5/14, 4th paragraph) to *"wait until the Ministry releases the revised PARG/CPPG."* and Board to consider any new PARs at least a year after the revised PARG/CPPG guidelines are released.

MOVED in AMENDMENT by Trustee Del Grande that Divine Infant and Prince of Peace Catholic Schools be deleted from any PAR process.

With the consent of the meeting, Trustee Del Grande withdrew his motion.

Trustee Piccininni left the meeting at 9:18 pm and returned at 9:20 pm.

Results of the Vote taken, as follows:

In favour

Trustees Bottoni
Crawford
Davis

Opposed

Andrachuk
Del Grande
Martino

Kennedy	Piccininni
Poplawski	
Rizzo	
Tanuan	

The Motion was declared

CARRIED

Student Trustees Carlisle and Ndongmi wished to be recorded in favour of the Motion.

Trustee Del Grande left the meeting at 9:28 p.m.

Trustee Crawford left the meeting at 9:28 p.m.

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

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

- 17a) Pupil Accommodation Review Blessed Pier Giorgio Frassati, St. Gabriel Lalemant, St. Bede and Sacred Heart Catholic Schools – Interim Report (Ward 7)** received and that TCDSB impose an immediate moratorium halting the current PAR process for Blessed Pier Giorgio Frassati, St. Gabriel Lalemant, St. Bede and Sacred Heart Catholic Schools pursuant to the Ministry's B09 memo option (page 5/14, 4th paragraph) to *"wait until the Ministry releases the revised PARG/CPPG."*

Results of the Vote taken, as follows:

In favour

Trustees Bottoni
Davis
Kennedy
Poplawski
Rizzo
Tanuan

Opposed

Andrachuk
Martino
Piccininni

The Motion was declared

CARRIED

Trustee Del Grande returned to the meeting at 9:30 pm.

Trustee Crawford returned to the meeting at 9:30 p.m.

11. Delegations

11a) From James Medeiros regarding Inequality and Accountability regarding Toronto Catholic District School Board's Application of Policies and Addressing Parents' Concerns was not in attendance.

MOVED by Trustee Piccininni, seconded by Trustee Bottoni, that Item 11b) be adopted as follows:

11b) Delegation from Vera Held, M.Ed., regarding the Upgrade of Dante Alighieri Catholic School with the \$32.8m on its own property received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Rizzo, seconded by Trustee Bottoni, that Item 11c) be adopted as follows:

11c) Delegation from Christine Genowefe, regarding Toronto Catholic District School Board/Villa Charities Inc. Joint Redevelopment Plan received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford

Davis
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tuanan

The Motion was declared

CARRIED

MOVED by Trustee Bottoni, seconded by Trustee Poplawski, that Item 11d) be adopted as follows:

11d) Delegation from Kerry Kotlarchuk, regarding Columbus Centre Preservation received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Bottoni
Crawford
Davis
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tuanan

The Motion was declared

CARRIED

MOVED by Trustee Rizzo, seconded by Trustee Piccininni, that Item 11e) be adopted as follows:

11e) Delegation from Lawrence Pincivero, regarding New School Wanted not at expense of demolishing Columbus Centre received and referred to staff .

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Piccininni, seconded by Trustee Andrachuk, that Item 11f) be adopted as follows:

11f) Delegation from Paul Cavalluzzo (substituted for Ian MacDonald), regarding Columbus Centre and Dante Alighieri received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Piccininni, seconded by Trustee Rizzo, that Item 11g) be adopted as follows:

11g) Delegation from Stephanie Fusco, regarding Prevent Demolition of Columbus Centre received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Bottoni, seconded by Trustee Martino, that Item 11i) be adopted as follows:

11i) Delegation from Joseph Baglieri, regarding Columbus Centre received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande

Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Davis, seconded by Trustee Tanuan, that Item 11j) be adopted as follows:

11j) Delegation from Joyce Dennis, regarding Pupil Accommodation Review received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Bottoni
Crawford
Davis
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

MOVED by Trustee Rizzo, seconded by Trustee Andrachuk, that Item 11k) be adopted as follows:

11k) Delegation from Dr. Dorothy Pullan, regarding Villa Charities/Toronto Catholic District School Board received and referred to staff.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

12. Consideration of Motions for which Previous Notice has been Given

MOVED by Trustee Piccininni, seconded by Trustee Andrachuk, that Item 12a) be adopted as follows:

12a) From Trustee Piccininni regarding Community Hub Partnership with Villa Charities:

Whereas: On December 19, 2012 a memorandum of understanding was signed between the TCDSB and Villa Charities to enter into a joint venture/community hub project to replace Dante Alighieri Academy

Whereas: Trustees approved this partnership with the understanding that both the Villa Columbo community, specifically Columbus Centre, and the school community were in agreement with this joint venture

Whereas: very little communication or community engagement has taken place over the 5 years since on the status of the project

Whereas: vocal opposition to the project by the greater community, local residents and consumers of the Columbus Centre facilities, who do not support moving forward with any major changes or updates to the building and site that involve the demolition of the Centre

Be It Resolved that: upon the completion of the public consultation by January 31, 2018, a report shall be delivered to a full meeting of the Board, within 30 days from that date, attached with a final recommendation that includes the framework for construction and anticipated timelines, and

Be It Resolved that: should the outcome of the public consultation not document overwhelming support for the redevelopment of the Villa Charities site, the TCDSB will no longer pursue the partnership with Villa Charities Inc. and instead proceed with the building of Dante Alighieri Academy Catholic Secondary School on the property presently owned by the Board.

Trustee Piccininni defined the adjective “*overwhelming*” in part two of his motion, second line, arising from the Chair’s ruling based on Robert’s Rules of Order.

MOVED in AMENDMENT by Trustee Rizzo that “*January 31, 2018*”, in part one of the motion, be replaced with “*within 30 days from that date*” and that staff prepare a report on the implications for this motion.

The Amendments were not accepted by Trustee Piccininni.

Staff was directed to bring back all the consultation results with recommendations for analysis and decision by the Board.

Time for business expired and the Chair called for the debate to be extended by 15 minutes, as per Article 12.6, which was favoured by majority consent, as Follows:

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Bottoni	Andrachuk
Crawford	Martino
Davis	
Del Grande	
Kennedy	
Piccininni	
Poplawski	
Rizzo	
Tanuan	

Trustee Poplawski wished for it be recorded that Legal Counsel Paul Matthews had advised that the Motion did not pose a risk nor any legal implication.

Trustee Poplawski requested that the Motion be divided.

Results of the Vote on Part 1 of the Motion, as follows:

<u>In favour</u>	<u>Opposed</u>
Trustees Andrachuk	Crawford
Bottoni	Rizzo
Davis	
Del Grande	
Kennedy	
Martino	
Piccininni	
Poplawski	
Tanuan	

Part 1 of the Motion was declared

CARRIED

Results of the Vote on Part 2 of the Motion, as follows:

<u>In favour</u>	<u>Opposed</u>
Trustees Andrachuk	Crawford
Bottoni	Davis
Del Grande	Kennedy
Martino	Poplawski
Piccininni	Rizzo
Tanuan	

Part 2 of the Motion was declared

CARRIED

MOVED by Trustee Del Grande, seconded by Trustee Davis, that the meeting adjourn.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
 Bottoni
 Crawford
 Davis
 Del Grande
 Kennedy
 Martino
 Piccininni
 Poplawski
 Rizzo
 Tanuan

The Motion was declared

CARRIED

SECRETARY

CHAIR

MINUTES OF THE SPECIAL MEETING
OF THE
TORONTO CATHOLIC DISTRICT SCHOOL BOARD
HELD THURSDAY, NOVEMBER 16, 2017
PUBLIC SESSION

PRESENT:

Trustees:

A. Kennedy, Chair
A. Andrachuk
P. Bottoni – by teleconference
N. Crawford
J. A. Davis
J. Martino
S. Piccininni
B. Poplawski
M. Rizzo
G. Tanuan

Student Trustee:

R. Carlisle
J. Ndongmi

R. McGuckin
A. Sangiorgio
D. Koenig
P. Matthews
P. De Cock
P. Aguiar
S. Campbell
C. Fernandes
F. Cifelli
A. Della Mora
N. D'Avella
L. Di Marco

M. Puccetti
J. Wujek

S. Harris, Recording Secretary
K. Eastburn, Assistant Recording Secretary

A. Robertson, Parliamentarian

4. Roll Call and Apologies

An apology was extended on behalf of Trustee D'Amico whose late brother, Sammy, was laid to rest on Thursday, November 16, 2017.

5. Approval of the Agenda

MOVED by Trustee Davis, seconded by Trustee Poplawski, that the Agenda be approved.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Crawford
Davis
Kennedy
Piccininni
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

Trustee Martino arrived at 11:15 pm.

Trustee Bottoni joined the meeting by teleconference at 11:18 pm.

12. Consideration of Motions for which Previous Notice has been Given

MOVED by Trustee Andrachuk, seconded by Trustee Martino, that Item 12a) be adopted as follows:

12a) From Trustee Andrachuk regarding By-Law Amendment: Inaugural Meeting (Caucus)

Whereas: Article 16. Amendments to By-Laws *16.1 Amendment after Notice:* By-laws of the Board of Trustees may be amended from time to time at a Meeting of the Board of Trustees (such Meeting hereinafter referred to as the "later meeting") upon the affirmative vote of two-thirds of all Trustees provided *16.1.1, 16.1.2 and 16.1.3* written notice of motion proposing the amendment shall have been given at a regular meeting held prior to the later meeting; the text and a brief statement of intended purpose of the amendment shall have been included in the notice of motion; and the text of the amendment as so enacted is substantially the same as either the text set out in the notice of motion or the text as recommended by the appropriate Committee.

Whereas: Article 3.1 Date of Inaugural Meeting: Subject to any statutory requirement, the Board of Trustees shall, at or before the last regular meeting in November in each calendar year that is not an election year and in October in an election year, fix a day and time for an Inaugural Meeting of the Board of Trustees for the following Year, provided however that the Inaugural Meeting to be held in the calendar year in which all Trustees are elected at the regular election or acclaimed under the Municipal Elections

Act shall be held not later than the 8th day of December. The Director will plan the Inaugural Meeting in consultation with the Chair of the Board of Trustees. The Inaugural Meeting is a regular Meeting of the Board of Trustees.

Be It Resolved That: By-Law Article 3.1 be amended such that the sentence "*Trustees may amend the date of the Inaugural Meeting (Caucus) in non-election years to ensure maximum attendance and Trustee participation*" be inserted following "*the 8th day of December*".

Results of the Vote taken, as follows:

In favour

Trustees Andrachuk
Piccininni

Opposed

Bottoni
Crawford
Davis
Kennedy
Martino
Poplawski
Rizzo
Tanuan

The Motion was declared

LOST

MOVED by Trustee Poplawski, seconded by Trustee Crawford, that the meeting adjourn.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Bottoni
Crawford
Davis
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

SECRETARY

CHAIR

**MINUTES OF THE SPECIAL BOARD MEETING
OF THE
TORONTO CATHOLIC DISTRICT SCHOOL BOARD
HELD NOVEMBER 30, 2017
PUBLIC SESSION**

PRESENT:

Trustees: B. Poplawski, Chair Elect
A. Andrachuk – by teleconference
P. Bottoni
N. Crawford
M. Del Grande
A. Kennedy
M. Rizzo

Staff: R. McGuckin

S. Harris, Recording Secretary

3. Roll Call and Apologies

Apologies were extended on behalf of Trustees D’Amico, Martino, Piccininni, Tanuan and Student Trustees Carlisle and Ndongmi.

MOVED by Trustee Rizzo, seconded by Trustee Crawford, that the items dealt with in DOUBLE PRIVATE Session regarding the Director of Education’s 2017-2018 Goals and a verbal update regarding a report from the Auditor General of Ontario be received.

CARRIED

**(Double Private Session Minutes
Distributed Under Separate Cover)**

MOVED by Trustee Del Grande, seconded by Trustee Bottoni, that the meeting adjourn.

CARRIED

SECRETARY

CHAIR



REVISED

Chair's Monthly Report November 20, 2017 – December 22, 2017

Following are highlights for the period of November 20 to December 22

November 21

- Along with the Director, Trustees and Senior Staff attended the annual Memorial Mass at the CEC

November 27

- Attended the Catholic Funeral Mass of Tobias Enverga Jr. at St. Michael Cathedral Basilica

December 11

- Delivered opening remarks at Santa Maria Catholic School as part of a special announcement by Premier Kathleen Wynne and Minister of Education Mitzie Hunter

December 6

- Delivered greetings at the OPACE Christmas meeting
- Delivered greetings at the SEAC Christmas meeting

December 18

- Along with the Director and students from St. Stephen's Elementary School attended the annual Lowry's Holiday Assist at Toys R Us



REVISED

Director's Monthly Report November 20, 2017 – December 22, 2017

Following are highlights for the period of November 20 to December 22

November 21

- Met with the student Trustees to review actions arising from Voices that Challenge Student Leadership Conference and also discussed future partnerships with CSLIT to gather Student Voice topics on equity outcomes of secondary schools and to assist focus group discussion
- Along with the Chair, Trustees and Senior Staff attended the annual Memorial Mass at the CEC

November 22

- Met with students and staff of Bishop Allen Secondary School to discuss enrollment concerns

November 24

- Attended the CSPC Christmas Celebration at St. Pius X Catholic School

November 25

- Attended Ontario's 61st Annual Council of Exceptional Children Conference honouring Cristina Fernandes who was awarded the 2017 Educational Leadership for Special Education Award

November 27

- Attended the Catholic Funeral Mass of Tobias Enverga Jr. at St. Michael Cathedral Basilica
- Attended Secondary Principals and Vice Principals advent Mass at Loretto Abbey

December 4

- Had the pleasure of spending time reading and sharing stories with Trust 15 *Girls on the Rise* at St. Andrew' Elementary School

December 5

- Met with School Administrators from China at the CEC
- Met with the Founder and Executive Director of Trust 15, Marcia Brown, at the CEC

December 6

- Attended the 2nd community consultation regarding Villa/Dante Intergenerational Community Hub at Sala Caboto

December 7

- Attended the 10th annual Student Mental Health Symposium with CSLIT secondary student leaders, and staff members at St. Joseph's College Secondary School

December 11

- Attended a provincial funding announcement featuring Premier Kathleen Wynne and Minister of Education Mitzie Hunter at Santa Maria Catholic School

December 15

- Will attend the Advent Liturgy at St. Edward Catholic School

December 18

- Along with the Chair and students from St. Stephen's Elementary School attended the annual Lowry's Holiday Assist at Toys R Us

December 20

- Will attend the Christmas Play at St. Sylvester Catholic School

December 21

- Will attend the New Field Blessing at Our Lady of Sorrows Catholic School

December Student Trustee Board Report



CSLIT General Assembly:

On November 28th, CSLIT held the last General Assembly for this calendar year. This General Assembly consisted of workshops and icebreakers surrounding various student leadership opportunities as well as provided students with a platform to network. Students completed the challenge of the month and were encouraged to attend the next General Assembly taking place on February 6th.

Student Trustee Important Events

Student Developed Mental Health Video Support Strategy:

On November 7th, the Student Trustees and the CSLIT Executive Council met with Patricia Marra-Stapleton to discuss the creation strategy of a mental health support video for students. This initiative will be spearheaded by the TCDSB Mental Health Leader, the Student Trustees and the CSLIT Public Relations Team.

Meeting with the Director of Education:

On November 21st, the Student Trustees met with the TCDSB Director of Education, Rory McGuckin, to review the 2017 CSLIT Voices That Challenge Report goals of the year.

Safe Schools Symposium:

On November 23rd, both Student Trustees attended the 2017 Safe Schools Student Ambassador Symposium where Student Trustee, Joel Ndongmi, was one of the event emcees.

Committee Updates

Equity:

Throughout the month of December, the Equity Committee has outlined their finalized goals for the 2018 year. Some events of discussion include an excursion to a former residential school, the L'Arche Daybreak Retreat, the "Break the Glass Gala" for women's rights in collaboration with the Social Justice Committee, and the Inclusion and Belonging Retreat. This month, the Equity Committee will also oversee an Action Team entitled *Mind Matters*, created by

a TCDSB student. The purpose of *Mind Matters* is to raise awareness for mental health and well-being among secondary students through the arts.

Faith Ambassador:

This month, the Faith Committee hosted an open dialogue surrounding the important role of Catholic student leaders in our school board and province. Students were reminded that leadership is a unique way for us to deepen our relationship with God. The Faith Ambassador also attended ShareLife's "World Day of The Poor" on November 7th where they were able to participate in thoughtful group discussions, giving back to those in need, and reflecting on God's Word.

Social Affairs:

During the month of December, the Social Affairs Committee held two meetings where an agenda was finalized for the year. The committee will host a Christmas Movie Night on December 8th in collaboration with the AFL Committee. This event would further allow individuals to network, while contributing to a positive cause. Additionally, Social Affairs will be hosting the annual Christmas Social on December 15th. The Christmas Social will be a wonderful way for our students to end the year while reflecting upon their faith.

Social Justice:

Throughout the month of December, the Social Justice Committee has been brainstorming ideas and determining the logistics of their initiatives. Social Justice will host a conference in the upcoming months for secondary students that tackles the issue of prejudice and explores the meaning of privilege through workshops and discussion. Social Justice is also currently organizing a volunteer trip to Evergreen Brickworks and a visit to the Mohawk Institute in collaboration with the Equity Committee.

Angel Foundation for Learning:

This month, the Angel Foundation for Learning Committee has been brainstorming concrete goals for the year and collaboration ideas with fellow committees. The AFL Committee

plans on creating sweater designs and releasing them to the CSLIT General Assembly attendees by the end of December to raise money for the Angel Foundation for Learning.

Elementary Affairs:

The second E-CSLIT online meeting of the year was held on November 15th. Students were challenged to put the virtue of the month, peace, into action and were able to engage with a guest speaker from Development and Peace, Luke Stocking. Elementary student leaders were encouraged to attend the next face to face meeting taking place on December 6th.



TO: Regular Board Meeting – December 14, 2017

MOVED BY: Trustee Jo-Ann Davis

SECONDED BY: Trustee Maria Rizzo

TOPIC: **Consideration of Motion - Joint School Boards / City working committee – Changing how Education Development Charges (EDCs) can be used**

WHEREAS: One of the TCDSB’s multi-year strategic plans goals is “to establish integrated decision making structures to support responsive and responsible allocation of resources.”;

WHEREAS: TCDSB aims to provide Catholic Education which responds to the needs of our local Communities;

WHEREAS: Finding available new sites that are large enough to construct a new elementary or secondary school in the city of Toronto is extremely difficult;

WHEREAS: Education Development Charges (EDCs) are imposed by a school board to support the expansion of school capacity in neighbourhoods where existing capacity cannot meet the added demand for student places that is expected with development;

WHEREAS: Currently Education Development Charges (EDCs) can only be used to purchase land – and for costs to students and service the land in preparation - for a new school site or additional land for a site in a community where demand exceeds available space. EDCs, however, cannot be used to construct a new school on that land or to construct a needed addition to an existing school; and

WHEREAS: Given the limited public dollars available to construct new, and maintain existing, schools, the ways in which EDCs can be used to meet local demand needs to be expanded for school boards.

THEREFORE BE IT RESOLVED THAT:

- A joint Toronto school boards / City of Toronto adhoc working committee with both relevant senior staff and trustee representation be created with the aim of jointly advocating to the Ministry of Education for changes to EDC Regulation (OR 20/98) which allow school boards to better meet their local capacity needs, by March, 2018.

Trustee Jo-Ann Davis
Ward 9



*Maria Rizzo
Trustee, Ward 5*

Email: Maria.Rizzo@tcdsb.org

Voicemail/Fax: (416) 512-3407

To: Regular Board Meeting – Thursday, December 14, 2017

From: Maria Rizzo, Ward 5

Subject: Consideration of Motion – Public Disclosure of Costs of Consultants for Community Consultation

MOVED BY: Maria Rizzo, Toronto Catholic District School Board (TCDSB)

WHEREAS: the TCDSB is a public institution that promotes transparency, accountability and good governance to strengthen public trust; and

WHEREAS: to ensure accountability, there is a need for transparency and disclosure of financial information; and

WHEREAS: accountability flourishes more easily in a system where the public has access to information about costs undertaken by the TCDSB; and

WHEREAS: the TCDSB is committed to an open and transparent consultation process with the Columbus Centre/Dante Alighieri Catholic Academy intergenerational community hub; and

WHEREAS: the TCDSB recently selected Maximum City and Dillon Consulting (through a public tendering process which involved approximately 50 firms) to facilitate objective community consultation on the project; and

WHEREAS: a request for public disclosure of the costs for the consultants on this project has been requested.

BE IT RESOLVED THAT: the costs by the TCDSB for the consultants Maximum City and Dillon Consulting (independent facilitators for community consultation of the joint use facility with Columbus Centre Dante Alighieri Catholic Academy) be publicly disclosed and reported on the TCDSB website.

**Maria Rizzo,
Trustee Ward 5**

**MINUTES OF THE REGULAR MEETING
OF THE
SPECIAL EDUCATION ADVISORY COMMITTEE**

HELD WEDNESDAY, NOVEMBER 15, 2017

PUBLIC SESSION

PRESENT:

External Marilyn Taylor – Chair

Members: Ashleigh Molloy – Vice-Chair

John MacKenzie

Sandra Mastronardi

Tyler Munro

Gizelle Paine

Giselle Romanino

Glenn Webster

Trustees: A. Andrachuk

A. Kennedy

G. Tanuan

Staff: D. Koenig

C. Fernandes

A. Coke

D. Reid

P. Stachiw

J. Wilhelm

R. Macchia

S. Harris, Recording Secretary

K. Eastburn, Assistant Recording Secretary

1. Roll Call and Apologies

Apologies were tendered on behalf of Rosanna Del Grosso, Dario Imbrogno Mary Pugh and Raul Vomisescu.

Prayers were offered for the families of Trustees D'Amico and Andrachuk, whose brother Sammy, and husband's cousin passed away respectively, Marilyn Taylor's husband, Peter Stachiw's father and the family of a ten-year old boy who was recently diagnosed with leukemia.

2. Approval of the Agenda

MOVED by Ashleigh Molloy, seconded by Trustee Andrachuk, that the Agenda be approved.

The Motion was declared

CARRIED

4. Approval and Signing of the Minutes

MOVED by Trustee Andrachuk, seconded by John MacKenzie, that the Minutes of the Regular Meeting held on October 18, 2017 for PUBLIC Session be approved.

The Motion was declared

CARRIED

6. Presentations

MOVED by Sandra Mastronardi, seconded by Giselle Romanino, that Item 6a) be adopted as follows:

6a) Student Trustee Presentation received

The Motion was declared

CARRIED

8. Notices of Matters and Trustee Matters

MOVED by Gizelle Paine, seconded by John MacKenzie, that Item 8a) be adopted as follows:

8a) Notice of Motion from Sandra Mastronardi regarding Teacher Qualification received

The Motion was declared

CARRIED

9. Communications

MOVED by Tyler Munro, seconded by Trustee Andrachuk, that Item 9a) be adopted as follows:

9a) SEAC Monthly Calendar Review received

The Motion was declared

CARRIED

MOVED by Sandra Mastronardi, seconded by Giselle Romanino, that Item 9b) be adopted as follows:

9b) Special Services Superintendent Update – November 2017 received.

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Ashleigh Molloy, that Item 9c) be adopted as follows:

9c) Engagement on Governance Supports Discussion Guide Survey received

The Motion was declared

CARRIED

The meeting was advised that the response date to complete the survey has been extended to November 30, 2017.

MOVED by Sandra Mastronardi, seconded by Gizelle Paine, that Item 9d) be adopted as follows:

9d) Response to SEAC regarding Autism Ontario Presentation received

The Motion was declared

CARRIED

MOVED by Ashleigh Molloy, seconded by Gizelle Paine, that Item 9e) be adopted as follows:

9e) Special Education Plan – Model for Special Education received.

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by John MacKenzie, that Item 9f) be adopted as follows:

9f) Glossary extracted from Special Education in Ontario, Kindergarten to Grade 12 Policy received.

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Glenn Webster, that Item 9g) be adopted as follows:

9g) Special Education Plan – Transportation for Students with Special Education Needs received.

The Motion was declared

CARRIED

MOVED by Giselle Romanino, seconded by Glenn Webster, that Item 9h) be adopted as follows:

9h) Special Education Plan – Categories and Definitions of Exceptionalities received.

The Motion was declared.

CARRIED

MOVED b Ashleigh Molloy, seconded by Trustee Andrachuk, that Item 9i) be adopted as follows:

9i) Special Education Plan – Special Education Staff received.

The Motion was declared.

CARRIED

MOVED by Sandra Mastronardi, seconded by John MacKenzie, that Item 9j) be adopted as follows:

- 9j) Professional Learning Plan for Special Education 2017-18 Summary** received.

The Motion was declared.

CARRIED

MOVED by Trustee Andrachuk, seconded by Sandra Mastronardi, that Items 9k) and 13b) be adopted as follows:

- 9k) PPM 140 Survey** received.
&
13b) Inquiry from Sandra Mastronardi regarding Professional Development Opportunities related to Special Education and related Policy and Program Memorandum Legislation (PPM 140) received.

The Motion was declared.

CARRIED

MOVED by Sandra Mastronardi, seconded by Trustee Andrachuk, that Item 9l) be adopted as follows:

- 9l) Review of Anaphylaxis Policy, Protocol and Guidelines** received.

MOVED in AMENDMENT by Trustee Andrachuk, seconded by Trustee Tanuan, that SEAC recommend to the Board of Trustees that they refer the Anaphylaxis Policy to be updated by the Governance and Policy Committee to reflect part a) below.

Additionally, SEAC recommend to the Board of Trustees an update to the Anaphylaxis Protocol and Guidelines to reflect b), c) and d) as listed below.

- a) There is a need to update Policy to reflect transitions of students between two schools, and specifically, but not limited to elementary and secondary schools;
- b) Initiate communication between elementary and secondary schools regarding anaphylactic needs for students who enrol in the summer secondary transition course;
- c) Include in the Anaphylaxis Protocol and Guidelines, information on the transition process and general communications with students, including recommendations arising out of CSLIT meetings scheduled for later this year; and
- d) Include in the Secondary Health and Safety Binder located in schools a page on the communication plan to be used with students and date implemented.

The Amendment was declared.

CARRIED

The Motion, as amended, was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Glenn Webster, that Item 9m) be adopted as follows:

9m) EQAO Results for Students with Special Needs received.

The Motion was declared.

CARRIED

MOVED by John MacKenzie, seconded by Trustee Andrachuk, that Item 9n) be adopted as follows:

9n) Toronto Catholic District School Board Learning and Improvement Plan Annual Report received.

MOVED in AMENDMENT by Trustee Andrachuk, seconded by Tyler Munro, that SEAC recommend to the Board that future Board Learning and Improvement Plans include areas for reporting on Special Education goals.

The Amendment was declared.

CARRIED

The Motion, as amended, was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Trustee Tanuan, that Item 9o) be adopted as follows:

- 9o) Ministry of Education Report – Ontario Launching Pilot Program to Support Students with Autism in Schools** received.

The Motion was declared.

CARRIED

MOVED by John MacKenzie, seconded by Gizelle Paine, that Item 9p) be adopted as follows:

- 9p) Ministry of Education Report – Ontario Boosting Support for Children and Youth in Care** received.

The Motion was declared.

CARRIED

MOVED by Ashleigh Molloy, seconded by Giselle Romanino, that Items 9q) and 13c) be adopted as follows:

- 9q) Ministry of Education Report – Ontario Making Schools Safer for Students with Prevalent Medical Conditions** received.

&

- 13c) Inquiry from Sandra Mastronardi regarding the recent Ministry of Education announcement relating to the Support for Students with Prevalent Medical Conditions** received.

The Motion was declared.

CARRIED

MOVED by Sandra Mastronardi, seconded by Gizelle Paine, that Item 9r) be adopted as follows:

- 9r) Autism Ontario responds to the Ministry of Education – October 25, 2017** received.

The Motion was declared.

CARRIED

MOVED by Trustee Tanuan, seconded by John MacKenzie, that Item 9s) be adopted as follows:

- 9s) SEAC New Member Application – Diane Montreuil** received and that SEAC recommend to the Board that Diane Montreuil be appointed to the SEAC Committee as the Indigenous representative.

The Motion was declared.

CARRIED

MOVED by Glenn Webster, seconded by John MacKenzie, that Item 9t) be adopted as follows:

- 9t) Professional Development Plan for Student Achievement and Wellbeing 2017-2018** received.

The Motion was declared.

CARRIED

13. Inquiries and Miscellaneous

MOVED by John MacKenzie, seconded by Tyler Munro, that Item 13a) be adopted as follows:

- 13a) Inquiry from Marilyn Taylor regarding Transition from Secondary School to Post-Secondary School** received and that SEAC recommend to the Board that the principals, resource teachers and guidance counsellors ensure that parents receive the information from community colleges and universities regarding summer transition programs for the special needs students.

The Motion was declared

CARRIED

- 13d) Inquiry from Sandra Mastronardi regarding the Terms of Reference and Membership for the New Equity and Inclusion Committee** presentation to be made at an upcoming SEAC meeting.

The Motion was declared

CARRIED

14. Associations

- 14a) From Gizelle Paine regarding Learning Disabilities Association of Ontario (LDAO) SEAC Circular – September 2017** noted.

- 14b) From Gizelle Paine regarding Learning Disabilities Association of Ontario (LDAO) Response to Consultation on Accessibility Standard for Education** noted.

17. Adjournment

MOVED by John MacKenzie, seconded by Trustee Andrachuk, that the meeting adjourn.

The Motion was declared

CARRIED

SECRETARY

CHAIR



Selection Process for Parent/Community Membership on TCDSB Staff, Steering, Advisory or Ad Hoc Committees

PARENT/COMMUNITY MEMBER APPLICATION FORM

Individuals are requested to complete the following application form for consideration to be a member of a TCDSB Staff, Steering, Advisory or Ad Hoc committee:

Committee

Name:

Special Education Advisory Committee

Application
Position:

☐

Parent Representative

☒

Community Representative

Surname:	Montreuil	First Name:	Diane
Home Phone:		Cell Phone:	
E-mail address:			
Child(ren)'s School(s):	no		
1. To which other TCDSB parent organizations do you presently belong: <input type="checkbox"/> CSPPC <input type="checkbox"/> CPIC <input type="checkbox"/> Toronto OAPCE <input checked="" type="checkbox"/> None			
2. List the community organizations/groups in which you are currently a member and provide a brief outline of your role within each of these organizations. I am a Metis from the East Coast and I am a Board Member of the "Council of the First Metis People of Canada" and in the position of Director of Education in our Association. My role is to work with Colleges & Universities to have our Metis youth from the East be recognized so they eventually have bursaries for their Education. www.FirstMetisPeople.ca I am a French Indigenous Docent at the ROM during the Exhibition: Anishinaabe Art & Power and will remain a Docent on the Outreach department.			
3. Briefly outline the reasons why you are interested in being a member of this committee: As an Indigenous woman I see the importance to represent our Indigenous youth so there can be a better understanding of our culture and help to identify the needs so that it can be integrated into the school curriculum at the TCDSB			



Selection Process for Parent/Community Membership on TCDSB Staff, Steering, Advisory or Ad Hoc Committees

4. Would your personal and/or professional experiences place you in a Conflict of Interest* in regards to being a member of this Committee:	
<input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES
Respect and Integrity is where I stand	
Please Explain	
5. Have you been selected to be part of another TCDSB Committee within the past 12 months?	
<input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES
I was invited to be part of the Indigenous Advisory	
Please specify the Committee	
6. Provide any additional comments to be considered in regards to your participation on this committee.	
I am catholic myself and do present in different schools, Colleges & Universities regarding our Metis Culture as Indigenous. I believe in diversity	
7. Do you support the Catholic Mission/Vision of TCDSB?	
I do respect the Mission & Vision of the TCDSB	

Submit Form



TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE

Minutes of the Inaugural Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

7:00 P.M.

Meeting Time & Location:	7:00 PM to 10:00 PM	CEC – Catholic Teachers Centre
Chair:	Geoffrey Feldman	
Secretary (note-taker):	NTC Reporting & Transcription Inc.	

Parent & Community Members Present (voting Members):	<p>W1 – Alison Canning W2 – Geoffrey Feldman – Chair W3 – OPEN W4 – Annalisa Crudo-Perri W5 – Nilo Ang W6 – Paul Matos (Acting) W7 – Rosanna Del Grosso (Acting) W8 – Ruth Oliveros W9 – S. Brooke Hunter W10 – Kana Muthiah W11 – W12 – Paulina Corpuz ☎</p> <hr/> <p>PMAL 1 – Karla Coto PMAL 3 –</p> <hr/> <p>Com Rep 1 – Natalia Marriot (OAPCE-T) Com Rep 3 – Dennis Hastings</p>	<p>W1 – Mark de Domenico W2 – Sandra Mastronardi W3 – OPEN W4 – Joe Fiorante – Treasurer W5 – W6 – OPEN W7 – OPEN W8 – Yvonne Yeung (Acting) W9 – OPEN W10 – OPEN W11 – Desmond Alvares - Communications W12 – John Del Grande – Vice Chair</p> <hr/> <p>PMAL 2 – PMAL 4 –</p> <hr/> <p>Com Rep 2 – David Rodriguez ☎ Telephone Symbol</p>
Other Members In Attendance (ex officio and non-voting):	<p>TCDSB Director of Education or Designate – John Wujek and Rory McGuckin TCDSB Trustee Representative or Designate – Garry Tanuan or Maria Rizzo TCDSB Parent Engagement & Toronto CPIC Liaison – Manuela Sequeira TCDSB Communications – Emmy Szekeres-Milne TCDSB Staff Support: Pat Perry</p>	
Apologies for Absence:	Ben Xavier	
Absent:		

Guests and Public in Attendance:	<i>No other guests present</i>
Next Meeting:	Monday NOV 20, 2017 Location: CEC @ 7:00 PM

AGENDA ITEMS	DISCUSSION & DECISIONS
1 Welcome, Call to Order, Roll Call, Declaration of Quorum and Prayer	<p>The Chair welcomed everyone, and after the round-table introductions, called the meeting to order at 07:04 PM.</p> <p>After a determination of Members present, the Chair declared that as quorum was confirmed, the meeting was duly convened and legally constituted.</p> <p>Trustee Tanuan led the opening prayer.</p>
2 Adoption of Proposed Agenda	<p>This being the Inaugural meeting of the Committee, no additions and changes can be made to the Inaugural Agenda, and the Agenda stands as presented.</p>
3 Report from the Chair	<p>Previous Treasurer presided over the Meeting.</p> <p>G. Feldman reported:</p> <ul style="list-style-type: none"> • Review of CPIC's Code of Ethics and the Seven Virtues. • Review of Catholic PIC's mandate. • Review of Meeting process and procedure • Review of 2017-18 Plans/PRO-Grant

APPROVED MONDAY NOVEMBER 20, 2017 MOTION: 17/11-02



TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE

Minutes of the Inaugural Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

7:00 P.M.

AGENDA ITEMS	DISCUSSION & DECISIONS
	<ul style="list-style-type: none"> Announcement of Acting Parent Members Paul Matos (W6), and Rosanna Del Grosso (W7), Yvonne Yeung (W8) Yvonne Yeung to be appointed at the Special Meeting tonight. Presentation of Certificates of Appreciation. Review and signing of Conflict of Interest Form. Signing of Media Release Form. <p>Chair presided over the Meeting.</p>
4 Financial Report from the Treasurer	<p>CPIC Treasurer reported.</p> <p>An overview of spending (attached as Appendix "A") as reported by the TCDSB for the year ending September 30, 2017 was provided and discussed by the members.</p>
5 Elections of Vice Chair	<p><u>Election of Chair (Even Years) or Vice Chair (Odd Years)</u></p> <p>G. Feldman stepped aside as the Chair</p> <p>Superintendent Wujek assumed the presiding officer's chair per §7.6 of the Constitution & Bylaws of Toronto CPIC.</p> <p>Superintendent Wujek: Read §7.8 on page 8 - Description and Duties of the Vice-Chair. Opened the floor for nominations. Chaired the Election Process.</p> <p>Elections: 16 Parent Members: Ward Representative voting Sandra Mastronardi nominated John Del Grande (accepted); seconded by Annalisa Crudo-Perri. Geoff Feldman nominated Desmond Alvares (accepted); seconded by Kana Muthiah.</p> <p>Speeches: Desmond Alvares John Del Grande</p> <p>Vote Results: John Del Grande voted in as Vice-Chair for the years 2017-2019</p>
6 Election of Parent Members: At Large	<p><u>Election of Parent Members: At-Large (1-Year Term)</u></p> <p>G. Feldman assumed the Chair position</p> <p>Chair read §5.1 of the Constitution of Toronto CPIC, Parent Members: At Large serve a one-year term and are elected by Parent Members: Ward Representatives.</p> <p>There are four (4) Parent Member: At Large positions. Chair opened the floor for nominations.</p> <ul style="list-style-type: none"> Karla Coto self-nominated herself; seconded by Ruth Oliveros. <p>No other person was nominated and therefore Karla Coto was acclaimed as a Parent Members: At Large for a one-year term.</p>
7 Appointment of Community Representatives	<p><u>Appointment of Community Representatives as Members of the Committee (1-Year Term)</u></p> <p>Chair read §5.1 of the Constitution of Toronto CPIC as amended by Motion: 17/09-05, Community Representatives serve a one-year term and are appointed by Parent Members: Ward Representatives and Parent Members: At Large.</p> <p>Chair read Section 4.4 of the Constitution of Toronto CPIC, there are three (3) Community Representative positions:</p> <p>Chair opened the floor for nominations.</p>

APPROVED MONDAY NOVEMBER 20, 2017 MOTION: 17/11-02



TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE

Minutes of the Inaugural Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

7:00 P.M.

AGENDA ITEMS	DISCUSSION & DECISIONS
	<p>Three attendees were nominated and appointed by acclamation:</p> <ul style="list-style-type: none">• Natalia Marriott• Dennis Hastings• David Rodriguez
8 Pledge and Affirmation of Members	<p>Per §13.2 of the Constitution of Toronto CPIC, a Member, upon election or appointment, at the first Meeting of the Committee at which the Member is present, shall take the following pledge by standing and reciting:</p> <p><i>"I sincerely pledge upon my word and honour, to perform my duties as a Member of the Toronto Catholic Parent Involvement Committee to the best of my ability.</i></p> <p><i>I will attend, when able to do so, all Meetings of the Committee and all meetings of any Subcommittee of which I shall be a member.</i></p> <p><i>I will respect, and I agree to be bound by, the Constitution and Bylaws of the Committee, and I shall conduct myself in accordance with Christian and Catholic gospel values and the Committee's Code of Ethical Conduct."</i></p>
9 Election of New Officers	<p>All Executive Officers other than the Chair and Vice-Chair serve a one-year term and are elected by Parent Members of the Committee per §7.3. All Toronto CPIC voting Members are eligible to hold an Executive Office. Chair asked members to read the duties of the Executive Officers in Articles §7.9, §7.10, & §7.11 of the Constitution of Toronto CPIC.</p> <p>Chair opened the floor to accept nominations for the new executive Offices of the committee. The positions were elected by acclamation as only one nominated member stood for each position. The Toronto CPIC Executive Officers are:</p> <ul style="list-style-type: none">• Treasurer: Joe Fiorante• Secretary: Chair and Vice-Chair will share this role as no one was nominated• Communications Director: Desmond Alvares (accepted)• Assistant Treasurer – TBD• Assistant Secretary – TBD• Assistant Communications Director – TBD
10 Announcements & Date, Time & Location of Next Meeting	<p>The Calendar of meetings to be held in 2017/18 was presented and discussed. Attendance is required at these formal meetings either in person or electronically:</p> <p>Meeting #1 - Monday, November 20, 2017 Meeting #2 Monday, December 11, 2017</p> <p><u>All the following dates are tentative until approved at the November Board meeting to be fitted into the DSB calendar.</u></p> <p>Meeting #3 Monday, January 15, 2018 Meeting #4 Monday, February 12, 2018 Meeting #5 Monday, April 16, 2018 Meeting #6 Monday, May 14, 2018 Meeting #7 Monday, June 18, 2018 Meeting #8 Monday, September 17, 2018</p> <p>The formal meetings to be held in the CPIC FY 2018/19 will be on:</p> <p><u>Elections 2018:</u> Elections for Even Wards Tuesday Oct 2, 2018 By-Elections for Odd Wards Wednesday Oct 3, 2018 2018/19 Inaugural Meeting Monday Oct 15, 2018 2018/19 Meeting 1 Monday Nov 19, 2018</p>

APPROVED MONDAY NOVEMBER 20, 2017 MOTION: 17/11-02



TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE

Minutes of the Inaugural Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

7:00 P.M.

AGENDA ITEMS	DISCUSSION & DECISIONS
	<p>2018/19 Meeting 2 Monday Dec 10, 2018</p> <p>All at the: Catholic Education Centre, 80 Sheppard Avenue East. Room to be announced.</p> <p>The Subcommittee meetings and Executive meetings take place as needed. It is mandated that all Subcommittee Agenda(s) are publicly posted seven days before the meeting. Subcommittee meetings can be held electronically.</p>
11 Standing Subcommittee Chair Appointment	<p><u>Standing Subcommittee Chair Confirmation or Appointment</u></p> <p>Chair read from Article VIII which describes the role and mandate of the Standing Subcommittees.</p> <p>A Chair is specified for the following subcommittees:</p> <ul style="list-style-type: none"> • Subcommittee of the Whole - Chair • Executive Officers Subcommittee - Chair • Budget & Priority-Setting Subcommittee – Vice-Chair <p>Nominations are requested for the following subcommittees for a one year term:</p> <ul style="list-style-type: none"> • Governance & Procedure Subcommittee: Chair David Rodriquez (CR2) with a parent member Desmond Alvares as required by §8.3. • Nominating & Elections Subcommittee: Chair Dennis Hastings (CR3) with a parent member Karla Coto as required by §8.3. • Conference Planning Subcommittee: Rosanna Del Grosso (W7 Acting) <p>As no other nominations were presented the above candidates were acclaimed.</p> <p>The Audit Subcommittee is not required as TCDSB holds the funds in trust for Toronto Catholic PIC. All expenditures are required to follow the procedure outlined in TCDSB CPIC Policy P04 Appendix “B”.</p>
12 Review of Special Subcommittee Chair Appointment	<p><u>Review of Special Subcommittee and Chair Appointment</u></p> <p>Chair read §8.1 Special Subcommittees and Task Forces of the Constitution of Toronto CPIC. The committee may create as many Special Subcommittees as it deems necessary to meet specific objectives and to make recommendations to the Committee. The Committee shall assign purposes and delegate powers and duties to each Special Subcommittee or task force as it deems necessary. Special Subcommittees or task forces shall cease to exist on September 30, of each year or when they have achieved their mandate or purpose or by a decision of the Committee.</p> <p>The Chair outlined the Special Subcommittees formed in 2016-17 and opened the floor for discussion.</p> <p>The members decided that the following Special Subcommittee(s) shall cease to exist.</p> <ul style="list-style-type: none"> • CPIC-OAPCE - Toronto “Visioning Statement” <p>The members decided that the following Special Subcommittee(s) will continue</p> <ul style="list-style-type: none"> • Communications and Dissemination – Chair: Desmond Alvares • Making Your Voices Heard – Chair: John Del Grande, Annalisa Crudo-Perri
13 Constitution & Bylaws Amendments	<p><u>Amendments to the Committee’s Constitution and Bylaws (If Any)</u></p> <p>No amendments to the Toronto CPIC’s Constitution of June 1, 2011, have been made other than that contained in the supplementary booklet issued on October 17, 2016. The Governance and Procedures Subcommittee has been charged under Motion: 17/09-05 with reviewing the last sentence in §4.4 of the Toronto Catholic PIC Constitution and Bylaw.</p>



TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE
Minutes of the Inaugural Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

7:00 P.M.

AGENDA ITEMS	DISCUSSION & DECISIONS
14 Announcements & Date, Time & Location of Next Meeting	<p><u>Announcements & Date, Time & Location of Next Meeting</u></p> <p>Superintendent Wujek: CSPC event on October 23 workshop for newly appointed CSPC members. Asking principals and members of CSPC attend. Meet and greet, pictures, meet your trustees. 6:30 - 6:45 opening prayer, key notes from Board Chair, Director, Superintendent. Fragment into groups to provide helpful angles and approaches re: local roles.</p> <p>Even if not on a CSPC this is an opportunity for engagement parent-to-parent. Email Manuela - if you are attending and we will make name tags for you.</p> <p>The next CPIC meeting to be held is on Monday, November 20, 2017 at 7:00pm.</p> <p>All meetings are normally held at the: Catholic Education Centre in the Catholic Teaching Centre on the Third Floor.</p> <p>There will be Subcommittee and Executive meetings as needed.</p>
15 Adjournment & Group Photo	<p>The Chair declared the meeting adjourned and Members rose at 08:53 PM.</p> <p>The Special Committee meeting would commence after a 10-minute recess</p>

Respectfully submitted to the Members of Toronto CPIC,


Geoffrey Feldman, Chair

By resolution of the assembly (**17/11-02**) on
Monday, November 20, 2017

TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE

Minutes of the Inaugural Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

7:00 P.M.

APPENDIX "A" – Financial Report

CPIC Grant & Expenditure Summary	CPIC 2017-18	PRO GRANT 2017-18
As at September 30, 2017	FR 1344	FR 1369
APPROVED FUNDING	20,106.00	10,000.00
CARRYOVER FROM PREVIOUS YEAR	-	-
TOTAL FUNDING	20,106.00	10,000.00
EXPENSES:		
Childcare & Supplies		
Election-Parent Recruitment Expenses		
Media Advertising		
Transcriptions		
Mileage		
Parent Resources		
Printing & Supplies		
Promotional Materials		
Refreshments - Events		
Refreshments - Meeting	150.27	
Speaker Expenses		
Telecommunication	64.42	
Translation Services		
TTC Tokens - Buses		
TOTAL EXPENDITURES	214.69	-
Balance	19,891.31	10,000.00



TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE


Minutes of a Special Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

9:00 P.M.

Meeting Time & Location:	9:00 PM to 10:00 PM	CEC – Catholic Teachers Centre
Chair:	Geoffrey Feldman	
Secretary (note-taker):	NTC Reporting & Transcription Inc.	

Parent & Community Members Present (voting Members):	<p>W1 – Alison Canning W2 – Geoffrey Feldman – Chair W3 – OPEN W4 – Annalisa Crudo-Perri W5 – Nilo Ang W6 – Paul Matos (Acting) W7 – Rosanna Del Grosso (Acting) W8 – Ruth Oliveros W9 – S. Brooke Hunter W10 – Kana Muthiah W11 – Ben Xavier W12 – Paulina Corpuz</p> <hr/> <p>PMAL 1 – Karla Coto PMAL 3 –</p> <hr/> <p>Com Rep 1 – Natalia Marriot (OAPCE-T) Com Rep 3 – Dennis Hastings</p>	<p>W1 – Mark de Domenico W2 – Sandra Mastronardi W3 – OPEN W4 – Joe Fiorante – Treasurer W5 – OPEN W6 – OPEN W7 – OPEN W8 – Yvonne Huynh (Acting) W9 – OPEN W10 – OPEN W11 – Desmond Alvares - Communications W12 – John Del Grande – Vice Chair</p> <hr/> <p>PMAL 2 – PMAL 4 –</p> <hr/> <p>Com Rep 2 – David Rodriguez  Telephone Symbol</p>
Other Members In Attendance (ex officio and non-voting):	<p>TCDSB Director of Education or Designate – John Wujek TCDSB Trustee Representative or Designate – Garry Tanuan TCDSB Parent Engagement & Toronto CPIC Liaison – Manuela Sequeira TCDSB Communications – Emmy Szekeres-Milne TCDSB Staff Support: Pat Perry</p>	
Apologies for Absence:		
Absent:		

Guests and Public in Attendance:	<i>No other guests present</i>
Next Meeting:	Monday NOV 20, 2017 Location: CEC @ 7:00 PM

AGENDA ITEMS	DISCUSSION & DECISIONS
1 Welcome, Call to Order, Roll Call, Declaration of Quorum and Prayer	<p>The Chair welcomed everyone, called the meeting to order and led the roll call at 09:06 PM.</p> <p>After a determination of Members present, the Chair declared that as quorum was confirmed, the meeting was duly convened and legally constituted.</p>
2 Adoption of Proposed Agenda	<p>After those present had an opportunity to read and review the proposed Agenda, and a call for additions and changes was made, the following motion was proposed:</p> <p>Motion 17/10s-01 MOVED THAT the proposed Agenda, including additions and changes, be formally adopted as the Meeting Agenda.</p> <p><i>Mover: J. Del Grande W12 Seconded: R. del Grosso W7</i></p> <p>Carried by Consent</p>
3 Movie Screenagers	<p>Screenagers – Proposed screening plan at four locations</p> <p>D. Alvares updated the members:</p> <p>The successful event held in Ward 7 at Mary Ward on April 5, 2017 created interest to screen the movie across the TCDSB System. The member contacted the producers and negotiated a deal to</p>

APPROVED MONDAY NOVEMBER 20, 2017 MOTION: 17/11-03

TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE

Minutes of a Special Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

9:00 P.M.

AGENDA ITEMS	DISCUSSION & DECISIONS
	<p>rescreen the movie "Screenagers" across our Board.</p> <p>Four showing at a cost of US\$300 per showing was negotiated as compared to the US\$650 that Toronto Catholic PIC paid for one showing last year. The reduction was due to our plans to show more four screenings to parents. In the timeframe negotiated we can have multiple screenings to TCDSB Schools across. The Movie Producers have also created a 45-minute version for focused towards students.</p> <p>There is interest from the Conference Subcommittee to have a screening at the 2017-18 CPIC PRO-Grant Event.</p> <p>Motion 17/10s-02 MOVED THAT Toronto Catholic PIC authorize the spending of up to \$5,500 for the "Screenagers" movie screening and speaker. The event will be held in at least 4 locations across the TCDSB system. The movie will cost US\$1,230 with US\$330 needed to secure the release and shipping of the movie. The budgetary speaker/moderator cost is \$500 per screening. A budget for the balance of the authorized expenditures such as refreshments, promotions, printing of resources and survey is yet to be presented.</p> <p>Mover: D. Alvares W11 Seconded: Brooke Hunter W9</p> <p>Carried by consent</p>
4 Review, Approval & Confirmation of Minutes of Prior CPIC Meetings	<p>The Minutes of the Meeting of Monday, September 18, 2017 were distributed</p> <p>After those present had an opportunity to review the Minutes, the following was proposed:</p> <p>Motion 17/10s-02 MOVED THAT the Minutes of the Meeting of September 18, 2016, with corrections and changes, be formally approved and confirmed as the official record of proceedings.</p> <p>Mover: R. Oliveros (W8) Seconded: D. Alvares (W11)</p> <p>Carried by Consent</p>
4 Appointment	<p>Appointment of Parent Representative.</p> <p>Motion 17/10s-03 MOVED THAT Toronto Catholic PIC appoint Yvonne Huyhn as a Parent Member: Ward 8 Representative. Ms. Huyhn has attended the requisite three meetings and Staff has confirmed that Ms. Huyhn is qualified to be a Parent Member.</p> <p>Mover: J. Del Grande W12 Seconded: R. Oliveros W8</p> <p>Carried by Consent</p>
5 PRO-Grant Awards	<p>PRO-Grant awards of Catholic Boards versus non-Catholic Boards</p> <p>Sandra Mastronardi presented:</p> <p>The charts attached as Appendix A compares PRO-Grants awarded and enrolment numbers of Catholic-School Boards and Public-School Boards over the past 3-years. Included in the school board numbers are the PG award to an associated agency. The amount of PRO-grant that is approved for a school board was to be based on the enrolment within a school board. TCDSB SEAC has applied for PRO-Grants and none were approved. Yet the public board had \$74,000, not counting collaborative grants approved for them.</p> <p>In the TCDSB school PRO-Grant application's have been generally successful. The School Board level PRO-Grant submissions that are not approved appears to be a major concern. Maybe Staff can obtain feedback from the PRO-Grant staff at the Ministry of Education as to where are the writers of the School Board level requests are going wrong.</p> <p>Motion 17/10s-04 MOVED THAT Toronto Catholic PIC request that Board Staff obtain from Ministry of Education a history of PRO-Grants number submitted and the amounts</p>

APPROVED MONDAY NOVEMBER 20, 2017 MOTION: 17/11-03



9:00 P.M.

Geoffrey Feldman, Chair

Page 3

TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE

Minutes of a Special Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

9:00 P.M.

APPENDIX "A" – PRO-Grants Awarded

Catholic DSBs					Public DSBs				
2017 - 18			Collaborative Grant		2017 - 18			Collaborative Grant	
Student #s	Region	Amount Approved	Agency Collaborating with Catholic DSB	Amount Approved	Student #s	Region	Amount Approved	Agency Collaborating with DSB	Amount Approved
					9,787	Algoma DSB	\$7,500		
					15,138	Avon Maitland DSB	\$5,000		
4,322	Bruce Grey CDSB -PIC	\$10,000							
13,000	CDSB of Eastern Ont. - PIC	\$10,000							
					36,000	DSB of Niagara	\$20,000		
						DSB of Niagara - PIC	\$12,500		
81,000	Dufferin Peel CDSB-PIC	\$10,000			153,858	Peel DSB	\$10,000		
	Dufferin Peel CDSB-SEAC	\$10,000				Peel DSB - PIC	\$15,000		
21,150	Durham CDSB – PIC	\$12,500			70,000	Durham DSB – PIC	\$10,000	York U (Glentworth family of schools)	\$10,000
	Durham CDSB - SEAC	\$8,000				Durham DSB - PIC	\$15,000		
					36,000	Greater Essex DSB	\$10,000		
					63,900	Halton DSB - PIC	\$12,500		
					49,551	Hamilton Wentworth DSB	\$7,500	Mohawk College	\$9,000
						Hamilton Wentworth DSB	\$5,000		
					15,100	Hastings & Prince Edward - PIC	\$5,000		
4,500	Huron Perth CDSB-PIC	\$5,000							
4,757	Huron Superior CDSB-PIC	\$10,000							
1,500	Kenora CDSB	\$7,500							
					21,000	Lambton Kent DSB - PIC	\$7,500		
					19,000	Limestone DSB	\$10,000	LD Association of Kingston	\$6,000
						Limestone DSB	\$6,900		
18,000	London District CDSB		Fanshawe College (with TVDSB)	\$6,000					
23,572	Niagara CDSB - PIC	\$8,000	Brock University	\$12,500					
2,725	Nipissing-Parry Sound-PIC	\$15,000							
40,000	Ottawa CDSB –PIC	\$7,500			70,000	Ottawa Carlton DSB-PIC	\$12,500		
15,073	PVN CDSB - PIC	\$7,500							
					13,191	Rainbow DSB	\$10,000		
					14 schools	Rainy River DSB – PIC	\$20,000		
					9,332	Renfrew County DSB	\$12,100		
						Renfrew County DSB - PIC	\$10,000		
21,000	Simcoe Muskoka CDSB	\$5,000			50,000	Simcoe County DSB - PIC	\$15,000		
8,759	St. Clair CDSB - PIC	\$7,500							
5,769	Sudbury CDSB – PIC	\$12,500							
					73,369	Thames Valley DSB	\$10,000	Fanshawe College (with LDCDSB & TVDSB)	\$6,000
Centre for Immigrant and Community Services – Covering TCDSB & TDSB schools in North York area \$8,000									
Working Women's Community Centre – Collaboration with TCDSB & TDSB & Mennonite New Life Centre \$10,000									
92,000	TCDSB – Portuguese Advisory	\$5,000 \$10,000			246,000	TDSB TDSB	\$7,500 \$5,000	CAFCA Community Builders (with TCDSB	\$8,000 \$7,500
	TCDSB – PIC					TDSB TDSB TDSB TDSB – PIC TDSB - SEAC	\$7,500 \$7,500 \$25,000 \$10,000 \$10,000	& YRDSB)	
					16,000	Trillium Lakelands DSB	\$20,000		
						Upper Grand DSB-PIC	\$10,000		
20,930	Waterloo CDSB	\$10,500			63,000	Waterloo Region DSB	\$10,000	Woolwich Community Health Centre	\$7,500
	Waterloo CDSB - PIC	\$7,500							
20,200	Windsor-Essex CDSB-PIC	\$7,500							
55,000	York CDSB - PIC	\$10,000			123,000	York Region DSB	\$10,000	Community Builders (with TDSB & YRDSB)	\$7,500
Approved grants: 23		\$196,500	AVG \$/PRO-Grant per CDSB		Approved grants: 34		\$371,500	AVG \$/PRO-Grant Per DSB	
# of CDSBs approved: 19			\$10,342		# of DSBs approved: 22			\$16,886	

TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE

Minutes of a Special Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

9:00 P.M.

APPENDIX "A" – PRO-Grants Awarded (Cont'd)

2016-17									
Student #s	Region	Amount Approved	Agency Collaborating with Catholic DSB	Amount Approved	Student #s	Region	Amount Approved	Agency Collaborating with DSB	Amount Approved
9,541	Brant Haldimand Norfolk CDSB	\$10,000							
4,322	Bruce Grey CDSB -PIC	\$10,000							
13,000	CDSB of Eastern Ontario ~ SEAC	\$8,500							
	CDSB of Eastern Ontario - PIC	\$10,000							
					36,000	DSB Niagara - PIC	\$12,500		
81,000	Dufferin-Peel CDSB - SEAC	\$8,500			153,858	Peel DSB - PIC	\$15,000		
The Story Garden Literacy Centre – benefitting both DPCDSB and PDSB - \$7,500									
21,150	Durham CDSB	\$7,500			70,000	Durham DSB	\$5,000		
	Durham CDSB-PIC	\$12,500				Durham DSB	\$12,500		
						Durham DSB-Black Educators' Network	\$7,500		
					36,000	Greater Essex County DSB ~ PIC	\$12,500		
						Greater Essex County DSB ~ Indigenous Parent Council	\$10,000		
33,000	Halton CDSB - PIC	\$12,500			63,900	Halton DSB - PIC	\$12,500		
28,000	Hamilton-Wentworth CDSB	\$5,000			49,551	Hamilton-Wentworth DSB	\$4,000		
						Hamilton-Wentworth DSB	\$5,000		
						Hamilton-Wentworth DSB-SEAC	\$8,500		
					15,100	Hastings & Prince Edward DSB	\$10,000		
						Hastings & Prince Edward DSB-PIC	\$9,000		
4,500	Huron Perth CDSB PIC	\$4,500							
					32,000	Kawartha Pine Ridge DSB - PIC	\$10,000		
					19,000	Limestone DSB-PIC	\$2,500	Learning Disabilities Association of Kingston	\$8,500
					9,861	Near North DSB-PIC	\$15,000		
23,572	Niagara CDSB -PIC	\$12,500							
2,725	Nipissing-Parry Sound CDSB - PIC	\$12,500							
40,000	Ottawa CDSB-PIC & CSPA	\$7,500			70,000	Ottawa-Carleton DSB	\$15,000		
15,073	PVNCDSB	\$10,000							
					13,191	Rainbow DSB	\$10,000		
						Rainy River DSB	\$15,000		
					9,332	Renfrew County DSB PIC	\$9,000		
21,000	Simcoe Muskoka CDSB	\$5,000			50,000	Simcoe County DSB PIC	\$12,500		
	Simcoe Muskoka CDSB	\$7,500				Simcoe County DSB SEAC	\$5,000		
	SEAC					Simcoe County DSB	\$5,000		
8,759	St. Clair CDSB -PIC	\$10,000							
5,769	Sudbury CDSB-PIC	\$15,000							
9 schools	Superior North CDSB	\$10,000							
					15 schools	Superior-Greenstone DSB	\$10,000		
					79,369	Thames Valley DSB PIC	\$10,000	Centre for Addiction and Mental Health Thames Valley Council of Home and School Associations	\$10,000 \$7,500
92,000	Toronto CDSB	\$10,000			246,000	Toronto DSB	\$8,500	Community Builders	\$7,500
	Toronto CDSB	\$7,500				Toronto DSB	\$9,000		
	Toronto CDSB	\$7,500				Toronto DSB -	\$7,500		
	Toronto CDSB - Advisory Committee for Spanish Speaking Communities	\$5,000				Eslington-Lawrence Parents	\$7,500		
	Toronto CDSB	\$5,000				Toronto DSB	\$7,500		
	Portuguese Speaking Advisory Committee					Toronto DSB ~PIAC	\$10,000		
	Toronto CDSB - PIC	\$10,000				Toronto DSB-SEAC	\$7,500		
					27,000	Upper Canada DSB PIC	\$10,000		
					34,000	Upper Grand DSB - Dufferin Joint Council	\$7,500		
20,930	Waterloo CDSB	\$10,000			63,000	Waterloo Region DSB PIC	\$10,000	Woolwich Community Health Centre	\$7,500
	Waterloo CDSB-SEAC	\$8,500							
20,200	Windsor-Essex CDSB - PIC	\$12,500							
55,000	York CDSB - PIC	\$10,000			123,000	York Region DSB	\$12,500		
Approved grants: 29 # of CDSBs approved:20		\$265,000	AVG \$/PRO-Grant per CDSB	\$13,250	Approved grants: 35 # of DSBs approved: 22		\$333,000	AVG \$/PRO-Grant Per DSB	\$15,136
October 2016 – Auditor General says province's deficit is 1.5billion more than province reported due to Ont. Public Service Employee pension agreements: http://nationalpost.com/news/politics/liberals-in-spat-with-aq-ontario-says-provinces-deficit-is-3-5b-but-auditor-general-says-its-1-5b-more									

TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE

Minutes of a Special Meeting of the Toronto CPIC

Monday October 16, 2017

~ Catholic Education Centre ~

9:00 P.M.

APPENDIX "A" – PRO-Grants Awarded (Cont'd)

2015-16									
Student #s	Region	Amount Approved	Agency Collaborating with Catholic DSB	Amount Approved	Student #s	Region	Amount Approved	Agency Collaborating with DSB	Amount Approved
					8,991	Algoma District School Board - PIC	\$20,000		
11,000	Algonquin and Lakeshore CDSB	\$15,000							
					36,000	District School Board Niagara-PIC	\$15,000		
81,000	Dufferin-Peel CDSB - CCCSC	\$14,000							
	Dufferin-Peel CDSB-SEAC	\$10,000							
21,150	Durham CDSB	\$10,000			70,000	Durham DSB	\$6,500		
	Durham CDSB-PIC	\$15,000							
					36,000	Greater Essex County DSB - First Nations, Metis, Inuit Indigenous Parent Committee	\$20,000		
33,000	Halton CDSB-PIC	\$15,000			63,900	Halton DSB-PIC	\$15,000		
28,000	Hamilton-Wentworth CDSB	\$15,000			49,551	Hamilton-Wentworth DSB	\$5,600	THRIVE Child and Youth Trauma Services	\$10,000
						Hamilton-Wentworth DSB	\$7,900		
					15,100	Hastings & Prince Edward DSB-PIC	\$10,000		
4,500	Huron-Perth CDSB-PIC	\$5,000							
	Huron-Superior CDSB-PIC	\$1,150							
					32,000	Kawartha Pine Ridge DSB	\$15,000		
23,572	Niagara CDSB-PIC	\$10,000							
2,725	Nipissing-Parry Sound CDSB-SEAC	\$15,000							
	Northeastern CDSB	\$22,500							
	Northwest CDSB-PIC	\$15,000							
40,000	Ottawa CDSB - PIC & CSPA	\$15,000			70,000	Ottawa-Carleton DSB	\$15,000		
15,073	PVNCDSB	\$15,000							
					153,858	Peel DSB	→→→→	The Story Garden	\$9,000
					13,191	Rainbow DSB	\$15,000		
						Rainy River DSB-PIC	\$20,000		
	Renfrew County CDSB-PIC	\$15,000			9,332	Renfrew County DSB-PIC	\$10,000		
					50,000	Simcoe County DSB	\$7,500		
						Simcoe County DSB	\$3,000		
						Simcoe County DSB	\$7,500		
						Simcoe County DSB-PIC	\$15,000		
21,000	Simcoe Muskoka CDSB	\$15,000							
8,759	St. Clair CDSB	\$15,000							
5,769	Sudbury CDSB-PIC	\$15,000							
	Superior North CDSB-PIC	\$20,000				Thames Valley DSB	→→→→	CAMH Centre for Prevention Science (CAMH-CPS) with TVDSB	\$15,000
	TCDSB	\$12,500				TDSB-PIC	\$12,500		
	TCDSB-Spanish Speaking Advisory	\$10,000				TDSB-PIAC & SEAC	\$13,500		
	TCDSB-PIC	\$12,500				TDSB	\$10,000		
	TCDSB-Portuguese Speaking Advisory	\$10,000							
						Upper Canada DSB-PIC	\$15,000		
						Upper Grand DSB-PIC	\$15,000		
						Upper Grand DSB-SEAC	\$12,000		
						Waterloo Region DSB-PIC	\$15,000		
						Waterloo Region DSB-Assembly of Public School Councils	\$12,500		
	Wellington CDSB-PIC	\$15,000							
	Windsor-Essex CDSB-PIC		Workforce WindsorEssex	\$10,000					
	York CDSB-PIC	\$15,000				York Region DSB	\$15,000		
Approved grants: 26		\$347,650	AVG \$/PRO-Grant per CDSB	\$16,555	Approved grants: 26		\$328,500	AVG \$/PRO-Grant per DSB	\$18,250
# of CDSBs approved: 21					# DSBs approved: 18				
June 2014 was date of last election									



REPORT TO

REGULAR BOARD

2016/17 DRAFT AUDITED FINANCIAL STATEMENTS

1 Peter 3:14

*“But even if you should suffer for what is right, you are blessed.
Do not fear what they fear; do not be frightened.”*

Created, Draft	First Tabling	Review
November 7, 2017	November 13, 2017	November 16, 2017
D. Bilenduke, Senior Coordinator of Finance P. De Cock, Comptroller of Business Services & Finance		
INFORMATION 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.



Rory McGuckin
Director of Education

D. Koenig
Associate Director
of Academic Affairs

A. Sangiorgio
Associate Director
of Planning and Facilities

T.B.D.
Executive Superintendent
of Business Services and
Chief Financial Officer

A. EXECUTIVE SUMMARY

This report provides the Board of Trustees with the 2016-17 Draft Audited Financial Statements for approval. The audit was performed by Deloitte LLP who are issuing an unqualified audit report for the Toronto Catholic District School Board as at August 31, 2017.

The final unappropriated in-year surplus is \$25.7 million with an accumulated surplus of \$14.4 million at the end of fiscal year 2016-17. This \$25.7 million unappropriated in-year surplus is calculated as the difference between the in-year operating surplus available for compliance (\$27.2 million), and deducting the internally appropriated amounts totalling \$1.5 million. The actual financial results for 2016-17 is better than the budgeted surplus of \$0.8 million by the amount of \$24.9 million.

The Financial Administration Act requires that the financial statements be prepared in accordance with the accounting principles determined by the relevant Ministry of the Province of Ontario. In accordance with the Canadian Public Sector Accounting Standards, the 2016-17 Financial Statements report an in-year Public Sector Accounting Board (PSAB) Surplus of \$58.8 million and an accumulated PSAB Surplus of \$265.6M. PSAB accounting principles provide accounting treatments for land, buildings, fixed assets and deferred revenues through the Statement of Financial Position and the general accounting standards for the public sector do not. This explains why the accumulated surplus for PSAB purposes is \$265.6M and the accumulated surplus on a generally accepted accounting principle basis is \$14.4M

In summary, the TCDSB has fulfilled the Multi-Year Recovery Plan mandate to eliminate the Accumulated Deficit earlier than planned by 2 years.

The cumulative staff time required to prepare this report was 12 hours.

B. PURPOSE

1. The attached draft financial statements for the fiscal year 2016-17 have been audited by Deloitte LLP following their Audit Plan presented to and approved by the Audit Committee during the meeting held on September 20th 2017.

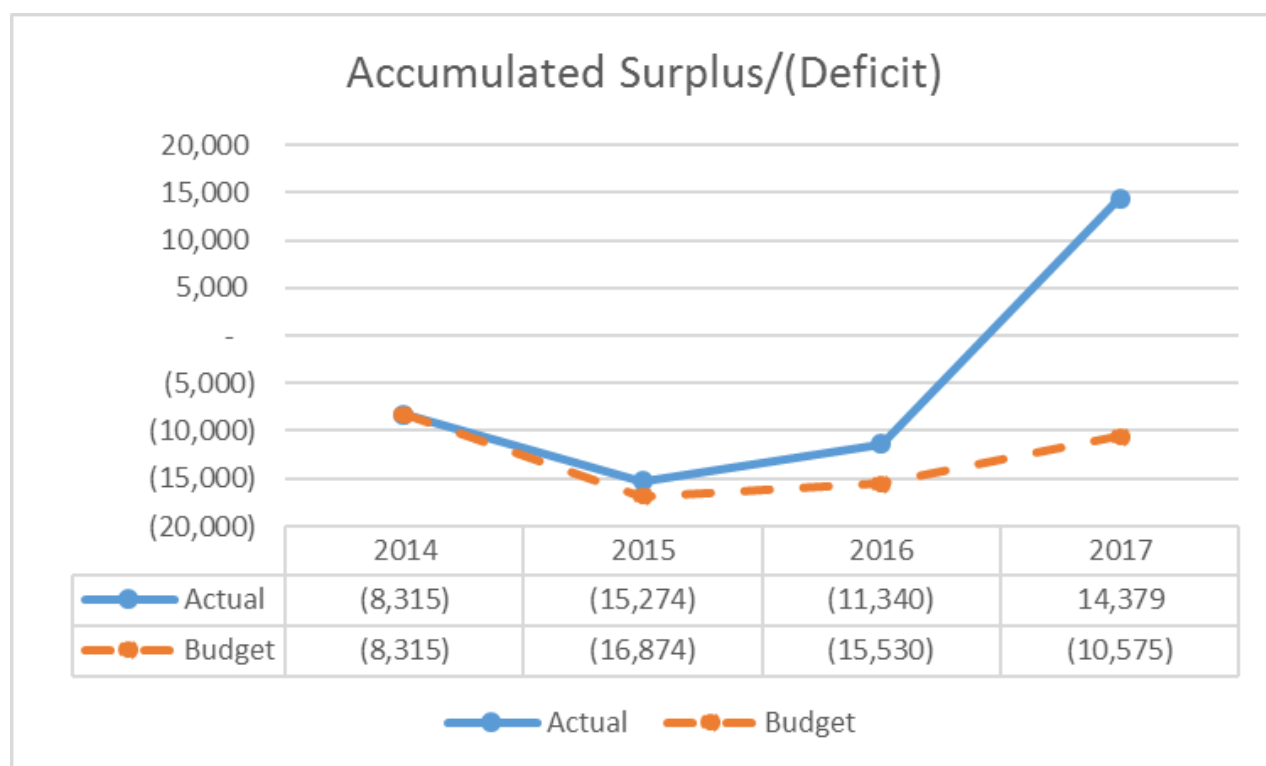
2. The Auditors made available an in-depth presentation of their findings and fielded questions from the Audit Committee members at their meeting held on November 13th 2017.
3. Committee members were given the opportunity to question staff as well as the Auditors with and without staff present.

C. BACKGROUND

1. As per Section 9 of Ontario Regulation 361(10), the Audit Committee reviews the draft annual financial statements prior to tabling before the Board of Trustees for final approval.

D. EVIDENCE/RESEARCH/ANALYSIS

1. Attached to this report as Appendix A are the 2016-17 Draft Audited Financial Statements for the Toronto Catholic District School Board.
2. The Board has exceeded expectations for a budgeted surplus/(deficit) for the third straight year. The following graph depicts the Board's actual accumulated deficit position against forecast:



3. The in-year operating surplus for Ministry reporting purposes is \$25.7 million resulting in an accumulated surplus of \$14.4 million. The operating surplus for 2016-17 is \$24.9 million more than the Revised Estimate budgeted amount of \$0.8 million.
4. An analysis of the PSAB surplus and calculated Operating Surplus appears in Appendix C. The year over year reconciliation of the in-year surplus/(deficit) follows in the table below:

In-Year Unappropriated Surplus/Deficit

‘000’s	2015/16 Actual	2016/17 Budget	2016/17 Actual
In-Year Surplus/(Deficit)	5,744	733	27,234
Current Year Changes to Appropriations	(1,810)	32	(1,515)
Unappropriated In-Year Surplus/(Deficit)	3,934	765	25,719

5. The 2016-17 Draft Financial Statements report an in-year Public Sector Accounting Board (PSAB) surplus of \$58.8M and an accumulated surplus of \$265.6M (Appendix B).

E. CONCLUDING STATEMENT

That the Board of Trustees approve the 2016-17 Audited Financial Statements as recommended by the Audit Committee.

Consolidated financial statements of

**Toronto Catholic District
School Board**

August 31, 2017

DRAFT

Toronto Catholic District School Board

August 31, 2017

Table of contents

Management Report	1
Independent Auditor's Report	2-3
Consolidated statement of financial position	4
Consolidated statement of operations	5
Consolidated statement of change in net debt	6
Consolidated statement of cash flows	7
Notes to the consolidated financial statements	8-22

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Management Report

Year ended August 31, 2017

Re: Management's Responsibility for the Consolidated Financial Statements

The accompanying consolidated financial statements of the Toronto Catholic District School Board are the responsibility of the School Board's management and have been prepared in accordance with the Financial Administration Act, supplemented by Ontario Ministry of Education memorandum 2004:B2 and Ontario Regulation 395/11 of the Financial Administration Act, as described in Note 1(a) to the financial statements.

The preparation of the consolidated financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Board management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

The Audit Committee of the Board meets with the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to the Board's approval of the consolidated financial statements.

The consolidated financial statements have been audited by Deloitte LLP, independent external auditors appointed by the Board. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the School Board's consolidated financial statements.

Director of Education

November xx, 2017

Chief Financial Officer

Independent Auditor's Report

To the Board of Trustees of the
Toronto Catholic District School Board

We have audited the accompanying consolidated financial statements of the Toronto Catholic District School Board, which comprise the consolidated statement of financial position as at August 31, 2017, and the consolidated statements of operations, change in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation of these consolidated financial statements in accordance with the basis of accounting described in Note 1(a) to the consolidated financial statements, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements of the Toronto Catholic District School Board for the year ended August 31, 2017 are prepared, in all material respects, in accordance with the basis of accounting described in Note 1(a) to the consolidated financial statements.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 1(a) to the consolidated financial statements which describes the basis of accounting used in the preparation of these consolidated financial statements and the significant differences between such basis of accounting and Canadian public sector accounting standards.

Chartered Professional Accountants
Licensed Public Accountants
_____, 2017

DRAFT

Toronto Catholic District School Board

Consolidated statement of financial position

as at August 31, 2017

(In thousands of dollars)

	2017	2016
	\$	\$
Assets		
Cash and cash equivalents	128,257	128,007
Accounts receivable	77,231	72,925
Account receivable - Government of Ontario - approved capital (Note 2)	343,022	348,411
Investments	390	250
Restricted cash (Note 11)	28,686	10,564
	577,586	560,157
Liabilities		
Accounts payable and accrued liabilities	83,207	88,696
Net long-term debt (Note 6)	329,476	345,040
Obligation under capital leases (Note 10)	462	1,552
Deferred revenue (Note 3)	138,704	134,317
Retirement and other employee future benefits payable (Note 9)	73,523	81,857
Deferred capital contributions (Note 4)	817,524	803,157
	1,442,896	1,454,619
Net debt	(865,310)	(894,462)
Non-financial assets		
Prepaid expenses	2,624	2,214
Tangible capital assets (Note 8)	1,128,262	1,099,053
	1,130,886	1,101,267
Commitments and contingencies (Note 13)		
Accumulated surplus	265,576	206,805

Approved on behalf of the Board

Chair of the Board

Director of Education

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

Toronto Catholic District School Board

Consolidated statement of operations

year ended August 31, 2017

(In thousands of dollars)

	Budget	2017 Actual	2016 Actual
	\$	\$	\$
Revenue			
Provincial grants			
Student needs	1,035,982	1,026,315	1,032,299
Amortization of deferred capital contributions (Note 4)	51,114	52,149	45,410
Other	15,309	13,903	14,984
School generated funds	29,928	31,492	29,184
Investment income	180	144	966
Other fees and revenue	89,458	58,443	58,218
	1,221,971	1,182,446	1,181,061
Expenses (Note 12)			
Instruction	880,351	861,555	863,747
Administration	24,971	22,771	23,060
Transportation	33,556	33,320	28,159
Pupil accommodation	160,148	157,828	153,604
School generated funds	29,928	31,500	28,389
Other	11,245	16,701	21,806
	1,140,199	1,123,675	1,118,765
Annual surplus	81,772	58,771	62,296
Accumulated surplus, beginning of year	154,079	206,805	144,509
Accumulated surplus, end of year	235,851	265,576	206,805

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

Toronto Catholic District School Board

Consolidated statement of change in net debt

year ended August 31, 2017

(In thousands of dollars)

	Budget	2017 Actual	2016 Actual
	\$	\$	\$
Annual surplus	81,772	58,771	62,296
Tangible capital asset activities			
Purchase of tangible capital assets	(87,864)	(81,469)	(72,928)
Amortization of tangible capital assets	51,898	52,260	48,664
	(35,966)	(29,209)	(24,264)
Other non-financial asset activities			
Acquisition of prepaid expenses	-	(2,624)	(2,214)
Use of prepaid expenses	-	2,214	2,540
	-	(410)	326
Change in net debt	45,806	29,152	38,358
Net debt, beginning of year	(894,462)	(894,462)	(932,820)
Net debt, end of year	(848,656)	(865,310)	(894,462)

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

Toronto Catholic District School Board

Consolidated statement of cash flows

year ended August 31, 2017

(In thousands of dollars)

	2017	2016
	\$	\$
Operating activities		
Annual surplus	58,771	62,296
Items not involving cash		
Amortization of tangible capital assets	52,260	48,664
Amortization of deferred capital contributions	(52,149)	(45,410)
Changes in non-cash assets and liabilities		
Accounts receivable	(4,306)	11,967
Prepaid expenses	(410)	326
Accounts payable and accrued liabilities	(5,489)	10,268
Deferred revenue - operating	3,691	4,445
Retirement and other employee future benefits payable	(8,334)	(15,603)
	44,034	76,953
Capital activity		
Purchase of tangible capital assets	(81,469)	(72,928)
Investing activity		
(Acquisition) redemption of investments, net	(140)	50
Financing activities		
Decrease in account receivable -		
Government of Ontario approved capital, net	5,389	14,973
Debt issued	247	11,402
Debt repayment and sinking fund contributions	(15,811)	(15,064)
Repayment of obligations under capital lease	(1,090)	(1,747)
Increase in restricted cash held in joint bank account (Note 11)	(18,122)	-
Additions to deferred capital contributions	66,516	29,866
Increase (decrease) in deferred revenue - capital	696	(10,860)
	37,825	28,570
Increase in cash and cash equivalents	250	32,645
Cash and cash equivalents, beginning of year	128,007	95,362
Cash and cash equivalents, end of year	128,257	128,007
Cash and cash equivalents consists of:		
Cash	121,149	119,768
Cash equivalents	7,108	8,239
	128,257	128,007

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

1. Significant accounting policies

The consolidated financial statements are prepared by management in accordance with the basis of accounting described below.

(a) Basis of accounting

The consolidated financial statements have been prepared in accordance with the Financial Administration Act, supplemented by Ontario Ministry of Education memorandum 2004:B2 and Ontario Regulation 395/11, Accounting Policies and Practices Public Entities ("Regulation 395/11"), of the Financial Administration Act.

The Financial Administration Act requires that the consolidated financial statements be prepared in accordance with the accounting principles determined by the relevant Ministry of the Province of Ontario ("Province"). A directive was provided by the Ontario Ministry of Education within memorandum 2004:B2 requiring school boards to adopt Canadian Public Sector Accounting Standards ("PSAS") commencing with their year ended August 31, 2004 and that changes may be required to the application of these standards as a result of regulation.

In 2011, the government passed Regulation 395/11 of the Financial Administration Act. Regulation 395/11 requires that contributions received or receivable for the acquisition or development of depreciable tangible capital assets and contributions of depreciable tangible capital assets for use in providing services be recorded as deferred capital contributions and be recognized as revenue in the consolidated statement of operations over the periods during which the asset is used to provide service at the same rate that amortization is recognized in respect of the related asset. Regulation 395/11 further requires that if the net book value of the depreciable tangible capital asset is reduced for any reason other than depreciation, a proportionate reduction of the deferred capital contribution along with a proportionate increase in the revenue be recognized. For Ontario school boards, these contributions include government transfers, externally restricted contributions and, historically, property tax revenue.

The accounting policy requirements under Regulation 395/11 are significantly different from the requirements of PSAB, which requires that:

- (i) government transfers, including amounts previously recognized as tax revenue, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with PSAS PS3410;
- (ii) externally restricted contributions be recognized as revenue in the period in which the resources are used for the purpose or purposes specified in accordance with PSAS PS3100; and
- (iii) property taxation revenue be reported as revenue when received or receivable in accordance with PSAS PS3510.

As a result, revenue recognized in the consolidated statement of operations and certain related deferred revenue and deferred capital contributions would be recorded differently under PSAS.

(b) Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenue and expenses of the reporting entity. The reporting entity comprises all organizations which are controlled by the Toronto Catholic District School Board ("Board").

School generated funds, which include the assets, liabilities, revenue and expenses of various organizations that exist at the school level and which are controlled by the Board, are reflected in the consolidated financial statements.

Interdepartmental and inter-organizational transactions and balances between these organizations are eliminated.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

1. Significant accounting policies (continued)

(c) *Trust funds*

Trust funds and their related operations administered by the Board, amounting to \$527 (2016 - \$496), have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations, as they are not controlled by the Board.

(d) *Cash and cash equivalents*

Cash and cash equivalents comprise cash on hand, demand deposits and short-term investments. Short-term investments are highly liquid, subject to insignificant risk of changes in value and have a short maturity term of 90 days or less.

(e) *Investments*

Temporary investments consist of marketable securities, which are liquid short-term investments with maturities of between three months and one year at the date of acquisition, and are carried on the consolidated statement of financial position at the lower of cost or fair value.

Long-term investments consist of investments that have maturities of more than one year. Long-term investments are recorded at cost and assessed regularly for permanent impairment.

(f) *Deferred revenue*

Certain amounts are received pursuant to legislation, regulation or agreement and may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recognized as revenue in the fiscal year the related expenses are incurred or services are performed.

(g) *Deferred capital contributions*

Contributions received or receivable for the purpose of acquiring or developing a depreciable tangible capital asset for use in providing services, or any contributions in the form of depreciable tangible assets received or receivable for use in providing services, are recorded as deferred capital contributions, as defined in Regulation 395/11. These amounts are recognized as revenue in the consolidated statement of operations at the same rate as related tangible capital assets are amortized. The following items fall under this category:

- (i) government transfers received or receivable for capital purposes;
- (ii) other restricted contributions received or receivable for capital purposes; and
- (iii) amounts previously recognized as property taxation revenue which were historically used to fund capital assets.

(h) *Retirement and other employee future benefits*

The Board provides defined retirement and other future benefits to specified employee groups. These benefits include pension, life insurance and health care benefits, dental benefits, retirement gratuity, worker's compensation, accumulated sick leave and long-term disability benefits.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

1. Significant accounting policies (continued)

(h) Retirement and other employee future benefits (continued)

As part of ratified labour collective agreements for unionized employees that bargain centrally and ratified central discussions with the principals and vice-principals associations, the following Employee Life and Health Trusts (ELHTs) were established in 2016-17: ETFO, OECTA, EWAO, CUPE, and CAESS-ECAB which is a trust for non-unionized employees including principals, vice-principals, directors and supervisory officers. The ELHTs provide health, life and dental benefits to teachers (excluding daily occasional teachers), education workers (excluding casual and temporary staff), other school board staff and retired individuals up to a school board's participation date into the ELHT. These benefits are being provided through a joint governance structure between the bargaining/employee groups, school board trustees associations and the Government of Ontario. Starting February 1, 2018, the Board is no longer responsible to provide certain benefits to CUPE, EWAO, and non-unionized employees including principals, vice-principals, directors and supervisory officers. Beginning in the 2016-17 school year, school boards whose employee groups transitioned their health, dental and life benefits to the ELHT are required to remit a negotiated amount per full-time equivalency (FTE) on a monthly basis. Funding for the ELHTs is based on the existing benefits funding embedded within the Grants for Student Needs (GSN) and additional ministry funding in the form of a Crown contribution and Stabilization Adjustment.

The Board continues to provide health, dental and life insurance benefits for retired individuals and the following employee groups: CUPE and EWAO (APPSP) and continues to have a liability for payment of benefits for those who are on long-term disability and for some who are retired under these plans.

The Board has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of self-insured retirement and other employee future benefit plans are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, insurance and health care costs trends, disability recovery rates, long-term inflation rates and discount rates. The cost of retirement gratuities were actuarially determined using the employee's salary, banked sick days and years of service as at August 31, 2012 and management's best estimate of discount rates. Any actuarial gains and losses arising from changes to the discount rate are amortized over the expected average remaining service life of the employee group.

For self-insured retirement and other employee future benefits that vest or accumulate over the periods of service provided by employees, such as life insurance and health care benefits for retirees, the cost is actuarially determined using the projected benefits method prorated on service. Under this method, the costs are recognized over the expected average service life of each employee group.

For those self-insured benefit obligations that arise from specific events that occur from time to time, such as obligations for workers' compensation, long-term disability, life insurance and health care benefits for those on disability leave, the cost is recognized immediately in the period the events occur. Any actuarial gains and losses that are related to these benefits are recognized immediately in the period they arise.

- (ii) The cost of multi-employer defined pension plan benefits, such as the Ontario Municipal Employees Retirement System ("OMERS") pensions, are the employer's contributions due to the plan in the period.
- (iii) The costs of insured benefits are the employer's portion of insurance premiums owed for coverage of employees during the period.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

1. Significant accounting policies (continued)

(i) Tangible capital assets

Tangible capital assets are recorded at historical cost less accumulated amortization. Historical cost includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset, as well as interest related to financing during construction. When historical cost records were not available, other methods were used to estimate the costs and accumulated amortization.

Leases that transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

Tangible capital assets, except land, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset class	Estimated useful life in years
Land improvements with finite lives	15
Buildings and building improvements	40
Portable structures	20
Other buildings	20
First-time equipping of schools	10
Furniture	10
Equipment	5-15
Computer hardware	5
Computer software	5
Vehicles	5-15
Leasehold improvements	Over lease term

Assets under construction and assets that relate to pre-acquisition and pre-construction costs are not amortized until the asset is available for productive use.

Land permanently removed from service and held for resale is recorded at the lower of cost and estimated net realizable value. Cost includes amounts for improvements to prepare the land for sale or servicing. Buildings permanently removed from service and held for resale cease to be amortized and are recorded at the lower of carrying value and estimated net realizable value. Tangible capital assets which meet the criteria for financial assets are reclassified as assets held for sale on the consolidated statement of financial position.

Works of art and cultural and historic assets are not recorded as assets in these consolidated financial statements.

(j) Government transfers

Government transfers, which include legislative grants, are recognized in the consolidated financial statements in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amount can be made. If government transfers contain stipulations which give rise to a liability, they are deferred and recognized in revenue when the stipulations are met.

Government transfers for capital are deferred as required by Regulation 395/11, recorded as deferred capital contributions and recognized as revenue in the consolidated statement of operations at the same rate and over the same periods as the asset is amortized

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

1. Significant accounting policies (continued)

(k) Investment income

Investment income is reported as revenue in the period earned.

When required by the funding government or related act, investment income earned on externally restricted funds, such as pupil accommodation, educational development charges and special education is added to the deferred revenue and forms part of the respective deferred revenue balances.

(l) Long-term debt

Long-term debt is recorded net of related sinking fund balances.

(m) Budget figures

Budget figures have been provided for comparison purposes and have been derived from the budget approved by the Board of Trustees ("Trustees"). The budget approved annually by the Trustees is developed in accordance with the provincially mandated funding model for school boards and is used to manage program spending within the guidelines of the funding model. The approved operating budget for 2016 - 2017 is reflected on the consolidated statement of operations. The budget was approved on June 2, 2016.

(n) Use of estimates

The preparation of consolidated financial statements in conformity with the basis of accounting described in Note 1(a) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the year. Actual results could differ from these estimates. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the periods in which they become known. Accounts subject to significant estimates include accrued liabilities, retirement and other employee future benefits payable, useful lives of tangible capital assets and the recognition of deferred amounts related to capital contributions.

(o) Property tax revenue

Under PSAS, the entity that determines and sets the tax levy records the revenue in the financial statements, which in the case of the Board, is the Province of Ontario. As a result, property tax revenue received from the municipalities is recorded as part of Provincial Grants.

2. Account receivable - Government of Ontario

The Province replaced variable capital funding with a one-time debt support grant in 2009 - 2010. The Board received a one-time grant that recognizes capital debt as of August 31, 2010 that is supported by the existing capital programs. The Board will receive this grant in cash over the remaining term of the existing capital debt instruments. The Board may also receive yearly capital grants to support capital programs which would be reflected in this account receivable.

The Board has an account receivable from the Province of \$343,022 as at August 31, 2017 (2016 - \$348,411) with respect to capital grants.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

3. Deferred revenue

Revenues received and that have been set aside for specific purposes by legislation, regulation or agreement are included in deferred revenue and reported on the consolidated statement of financial position.

Deferred revenue externally restricted for specific purposes by legislation, regulation or agreement as at August 31, 2017 is comprised of:

	Balance, August 31, 2016	Externally restricted revenue and investment income	Revenue recognized during the year	Transfers to deferred capital contributions	Balance, August 31, 2017
	\$	\$	\$	\$	\$
Pupil accommodation	25,108	63,057	(43,060)	(20,484)	24,621
Education development charges	25,905	18,155	(22,175)	-	21,885
Proceeds of disposition	54,115	1,320	(136)	(12,644)	42,655
Financial contributions	2,305	-	-	-	2,305
Other	26,884	172,221	(147,205)	(4,662)	47,238
	134,317	254,753	(212,576)	(37,790)	138,704

4. Deferred capital contributions

Deferred capital contributions include grants and contributions received that are used for the acquisition of tangible capital assets in accordance with Regulation 395/11 that have been expended by year end. The contributions are amortized into revenue over the life of the asset acquired.

	2017	2016
	\$	\$
Balance, beginning of year	803,157	818,701
Transfers from deferred revenue	37,790	22,867
Additions to deferred capital contributions	28,726	6,999
Revenue recognized in the year	(52,149)	(45,410)
Balance, end of year	817,524	803,157

5. Temporary borrowing

The Board has an operating line of credit available to a maximum of \$65,000 to address operating requirements. No amounts have been drawn as at August 31, 2017 (2016 - \$Nil).

Interest on the operating facility is at the bank's prime lending rate minus 0.65%, which is due on demand.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

6. Net long-term debt

- a) Net long-term debt reported on the consolidated statement of financial position comprises the following:

	Interest rate	Maturity date	2017	2016
	\$	\$	\$	\$
Debenture CIBC Mellon Trust Series 2002-A2	5.900	October 11, 2027	59,960	63,985
Debenture CIBC Mellon Trust Series 2003-A2	5.800	November 7, 2028	31,850	33,753
Debenture Ontario Financing Authority ("OFA") Series 2009-A2	5.347	November 15, 2033	18,881	19,580
Debenture OFA Series 2009-A4	5.105	May 15, 2029	15,679	16,607
Debenture OFA Series 2007	4.560	November 15, 2031	10,251	10,741
Debenture OFA Series 2009-A3	5.062	March 13, 2034	10,321	10,702
Debenture CIBC Mellon Trust Series 2002-A1 sinking fund	5.700	October 11, 2017	11,858	11,858
Debenture OFA Series 2010-A345	5.232	April 13, 2035	9,675	9,994
Debenture OFA Series 2008	4.900	March 3, 2033	9,043	9,415
Debenture OFA Series 2009-A5	4.672	May 15, 2024	3,023	3,381
Debenture CIBC Mellon Trust Series 2000-A1	7.200	June 9, 2025	3,367	3,670
Debenture OFA Series 2010-A1	4.762	November 15, 2029	3,022	3,196
Debenture OFA Series 2009-A1	4.766	November 15, 2024	2,251	2,495
Debenture OFA Series 2010-A2	4.337	November 15, 2024	958	1,064
Debenture OFA Series 2013	3.663	June 25, 2038	52,572	54,199
Debenture OFA Series 2014	4.037	October 30, 2028	25,505	27,225
Debenture OFA Series 2014B	4.033	March 11, 2039	32,427	33,343
Debenture OFA Series 2015	2.993	March 9, 2040	23,068	23,764
Debenture OFA Series 2016	3.242	November 16, 2040	11,096	11,402
Debenture OFA Series 2017	3.594	March 14, 2042	247	-
			335,054	350,374
Less: sinking fund assets			5,578	5,334
Balance, end of year			329,476	345,040

On August 4, 2017, the Board converted its sinking fund investments into cash. The cash is restricted for the purposes of repaying the sinking fund debenture maturing on October 11, 2017.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

6. Net long-term debt (continued)

- b) Principal, sinking fund contributions and interest payments on the debenture debt due over the next five years and thereafter are as follows:

Fiscal year	Principal and sinking fund contributions	Interest payments	Total
	\$	\$	\$
2017/2018	22,631	15,261	37,892
2018/2019	17,171	14,104	31,275
2019/2020	18,033	13,242	31,275
2020/2021	18,940	12,335	31,275
2021/2022	19,895	11,380	31,275
Thereafter	232,806	65,026	297,832
	329,476	131,348	460,824

Interest on net long-term debt amounted to \$16,149 (2016 - \$16,904).

7. Debt repayment and sinking fund contributions

The expenditure for debt charges, capital loans and capital leases includes principal payments, debt maturity, sinking fund contributions and interest payments as follows:

	2017	2016
	\$	\$
Principal payments on net debt, including contributions to sinking funds	15,566	14,780
Principal payments on capital leases	1,090	1,747
Interest payments on net debt	16,149	16,793
Interest payments on capital leases	33	53
	32,838	33,373

Included in debt repayment and sinking fund contributions on the consolidated statement of cash flows of \$15,811 (2016 - \$15,064) are principal payments on net debt, including contributions to sinking funds of \$15,566 (2016 - \$14,780), sinking fund interest revenue of \$244 (2016 - \$284).

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

8. Tangible capital assets

	Cost			Accumulated amortization			Net book value			
	Balance, September 1, 2016	Additions and transfers	Disposals	Balance, August 31, 2017	Balance, September 1, 2016	Amortization	Disposals	Balance, August 31, 2017	August 31, 2017	August 31, 2016
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Land	284,921	20,467	-	305,388	-	-	-	-	305,388	284,921
Land improvements	22,339	3,410	-	25,749	5,494	1,721	-	7,215	18,534	16,845
Buildings	1,271,782	31,034	-	1,302,816	520,708	43,966	-	564,674	738,142	751,074
Furniture and equipment	38,225	4,218	363	42,080	14,029	5,344	363	19,010	23,070	24,196
Construction in progress	20,338	22,340	-	42,678	-	-	-	-	42,678	20,338
Capital leased assets	5,711	-	3,943	1,768	4,032	1,229	3,943	1,318	450	1,679
	1,643,316	81,469	4,306	1,720,479	544,263	52,260	4,306	592,217	1,128,262	1,099,053

Assets under construction

Assets under construction of \$42,678 (2016 - \$20,338) have not been amortized. Amortization of these assets will commence when the asset is put into service.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

9. Retirement and other employee future benefits

	2017			2016	
	Pension benefits	Retirement benefits	Other employee future benefits	Total	Total
	\$	\$	\$	\$	\$
Accrued benefit obligation					
Balance, beginning of year	2,942	72,244	6,456	81,642	96,265
Employer current service cost	-	-	423	423	865
Interest on accrued benefit obligation	57	1,362	117	1,536	2,111
Benefits paid	(222)	(8,724)	(1,077)	(10,023)	(12,964)
Change due to Voluntary Early Gratuity Payout	-	-	-	-	(4,640)
Actuarial, (gains) losses	(143)	(2,756)	(94)	(2,993)	5
Balance, end of year	2,634	62,126	5,825	70,585	81,642
Unamortized actuarial gains	-	2,616	322	2,938	215
Accrued benefit liability	2,634	64,742	6,147	73,523	81,857
Retirement and other employee future benefits expense ⁽ⁱ⁾					
Current year benefit costs	-	-	423	423	865
Interest on accrued benefit obligation	57	1,362	117	1,536	2,111
Amortization of actuarial (gains) losses	(143)	(4)	(122)	(269)	(975)
Employee future benefits expense ⁽ⁱ⁾	(86)	1,358	418	1,690	2,001

⁽ⁱ⁾ Excluding pension contributions to OMERS, a multi-employer pension plan described below.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

9. Retirement and other employee future benefits (continued)

The amounts of the employee future benefit liabilities for the other post-employment benefits are based on actuarial valuations for accounting purposes as at August 31, 2017. These actuarial valuations were based on assumptions about future events. The economic assumptions used in these valuations and the Board's best estimates of expected rates are as follows:

	Retirement benefits		Other employee future benefits	
	2017	2016	2017	2016
Discount on accrued benefit obligations	2.00%	2.35%	2.00%	2.35%
Wage and salary escalation	-	-	-	-
Dental costs escalation	4.50%	4.50%	4.50%	4.50%
Insurance and health care cost escalation	7.40% per annum grading down to an ultimate rate of 4.50%	7.70% per annum grading down to an ultimate rate of 4.50%	7.40% per annum grading down to an ultimate rate of 4.50%	7.70% per annum grading down to an ultimate rate of 4.50%

(a) Retirement gratuity plans

The Board provides retirement gratuities to certain groups of employees hired prior to specified dates. The Board provides these benefits through an unfunded defined benefit plan. The benefit costs and liabilities related to this plan are included in the Board's consolidated financial statements.

The amount of the gratuities payable to eligible employees at retirement is now based on their salary, accumulated sick days and years of service at August 31, 2012.

(b) Long-term disability benefits

The Board provides long-term disability benefits including partial salary compensation and payment of life insurance premiums and health care benefits during the period an employee is unable to work or until their normal retirement date to employees who are not yet members of an ELHT. The Board provides these benefits through an unfunded defined benefit plan. The benefit costs and liabilities related to this plan are included in the Board's consolidated financial statements.

(c) Retirement Life Insurance and Health Care Benefits

The Board provides life insurance, dental and health care benefits to certain employee groups after retirement until the members reach 65 years of age. The premiums are based on the Board experience and retirees' premiums may be subsidized by the Board. The benefit costs and liabilities related to the plan are provided through an unfunded defined benefit plan and are included in the Board's consolidated financial statements. Effective September 1, 2013, employees retiring on or after this date, do not qualify for board subsidized premiums or contributions.

(d) Life Insurance Benefits

The Board provides a separate life insurance benefits plan for certain retirees. The premiums are based on the Board experience and retirees' premiums are subsidized by the Board. The benefit costs and liabilities related to the subsidization of these retirees under this group plan are included in the Board's consolidated financial statements.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

9. Retirement and other employee future benefits (continued)

(e) Sick leave top-up benefits

A maximum of 11 unused sick leave days from the current year may be carried forward into the following year only to be used to top-up salary for illness paid through the short-term leave and disability plan in that year. The benefit costs expensed in the consolidated financial statements are \$344 (2016 - \$370).

For accounting purposes, the valuation of the accrued benefit obligation for the sick leave top-up is based on actuarial assumptions about future events determined as at August 31, 2016 (the date at which probabilities of usage were determined) and is based on the average daily salary and banked sick days of employees as at August 31, 2017.

(f) Workplace Safety and Insurance Board ("WSIB")

The Board is a Schedule 2 employer under the Workplace Safety and Insurance Act ("WSI Act") and, as such, assumes responsibility for the payment of all claims to its injured workers under the WSI Act. The Board does not fund these obligations in advance of payment made under the WSI Act. School boards are required to provide salary top-up to a maximum of 41/2 years for employees receiving payments from the Workplace Safety and Insurance Board, where the collective agreement negotiated prior to 2012 included such a provision. The benefit costs and liabilities related to this plan are included in the Board's consolidated financial statements. WSIB amounts paid in the year were \$1,077 (2016 - \$1,392).

(g) Post-employment benefits

Certain senior staff who retire or leave under a voluntary exit plan may elect, if their contractual arrangements permit, to continue coverage of health insurance and/or dental insurance and life insurance. The Board will pay 100% of the cost and the coverage terminates when the employee reaches age 65. In addition, supervisory office, non-union, office, clerical, technical and custodial staff are eligible for a \$5 life insurance benefit if they retire on or after age 65. Post-employment benefits paid in the year were \$222 (2016 - \$216). The benefit costs and liabilities related to this plan are included in the Board's consolidated financial statements.

(h) Ontario Teachers' Pension Plan

Teachers and related employee groups are eligible to be members of the Ontario Teachers' Pension Plan. Employer contributions for these employees are provided directly by the Province. The pension costs and obligations related to this plan are a direct responsibility of the Province. Accordingly, no costs or liabilities related to this plan are included in the Board's consolidated financial statements.

(i) Ontario Municipal Employees Retirement System ("OMERS")

All non-teaching employees of the Board are eligible to be members of OMERS, a multi-employer pension plan. The plan provides defined pension benefits to employees based on their length of service and rates of pay. Employees contribute up to 8.8% of their earnings and the Board matches the employee contributions to the plan. During the year ended August 31, 2017, the Board contributed \$14,959 (2016 - \$15,125) to the plan. As this is a multi-employer pension plan, these contributions are the Board's pension benefit expenses. No pension liability for this type of plan is included in the Board's consolidated financial statements.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

10. Obligations under capital leases

The Board has obligations under various capital leases with expiries ranging from 2017 to 2019 and carry an interest rate of 2.35%. Principal and interest payments relating to capital lease obligations of \$476 (2016 - \$1,606) outstanding as at August 31, 2017 are due as follows:

	Principal payment	Interest	Total
	\$	\$	\$
2017/2018	310	10	320
2018/2019	152	4	156
	462	14	476

11. Restricted cash

Effective March 9, 2011, the Board entered into an agreement for the purchase of the Loretto Abbey Catholic Secondary School (the "Abbey"). A portion of the purchase price was held back due to tenants wanting to still live at the Abbey and will not be payable until the tenants leave the premises. The cash balance of \$10,564 (2016 - \$10,564) is restricted for these payments.

The Board also has restricted cash in a Joint bank account with the TDSB for \$18,122 (See Note 17).

12. Expenses by object

The following is a summary of the expenses reported on the consolidated statement of operations by object:

	Budget 2017	Actual 2017	Actual 2016
	\$	\$	\$
Salary and wages	794,252	786,157	790,959
Employee benefits	131,328	123,544	123,870
Staff development	1,488	994	557
Supplies and services	73,792	88,192	89,047
Debt charges and interest	16,810	16,191	16,904
Rental	3,848	4,155	4,478
Fees and contract services	66,647	46,721	40,062
Other	136	5,461	4,224
Amortization of tangible capital assets	51,898	52,260	48,664
	1,140,199	1,123,675	1,118,765

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

13. Commitments and contingencies

(a) Commitments

(i) Construction commitments

Commitments on incomplete construction contracts for various school building projects amounted to approximately \$39,948 (2016 - \$45,954) as at August 31, 2017.

(ii) Letters of credit

The Board has 54 (2016 - 50) bank letters of credit outstanding in favour of the local government totaling \$7,536 (2016 - \$6,282) as at August 31, 2017, pertaining to construction projects. The latest expiry date is August 30, 2018.

(iii) Operating leases and maintenance contracts

The Board has operating leases and maintenance contracts with the following annual payments:

	\$
2017/2018	10,454
2018/2019	4,992
2019/2020	3,563
2020/2021	972
2021/2022	972
Thereafter	27,535
	<u>48,488</u>

(b) Contingencies

(i) Legal claims

The Board has been named as the defendant in certain legal actions, in which damages have been sought. Any losses arising from these actions are recorded in the year that the related litigation is settled or when any likely amounts are measurable. Where the outcomes of actions are not determinable as at August 31, 2017, no provision is made in the consolidated financial statements.

14. Ontario School Board Insurance Exchange ("OSBIE")

The Board is a member of OSBIE, a reciprocal insurance company licensed under the Insurance Act that is funded by the member boards across Ontario. OSBIE insures general public liability, property damage and certain other risks. Liability insurance is available to a maximum of \$24,000 per occurrence.

The ultimate premiums over a five year period are based on both the reciprocals and the Board's actual claims experience. Periodically, the Board may receive a refund or be asked to pay an additional premium based on its pro rata share of claims experience. The current five year term expires in December 2021.

Toronto Catholic District School Board

Notes to the consolidated financial statements

August 31, 2017

(In thousands of dollars)

15. Repayment of The "55 School Board Trust" funding

On June 1, 2003, the Board received \$50,415 from The "55 School Board Trust" (the "Trust") for its capital-related debt eligible for provincial funding support pursuant to a 30-year agreement it entered into with the Trust. The Trust was created to refinance the outstanding not permanently financed ("NPF") debt of participating boards that are beneficiaries of the Trust. Under the terms of the agreement, the Trust repaid the Board's debt in consideration for the assignment by the Board to the Trust of future provincial grants payable to the Board in respect of the NPF debt.

The flow-through of \$3,765 (2016 - \$3,765) in grants in respect of the above agreement for the year ended August 31, 2017, is recorded in these consolidated financial statements.

16. Toronto Transportation Group

On September 21, 2011, the Toronto Transportation Group was created as a Membership Agreement between the Board and the Toronto District School Board in order to provide common administration of student transportation in the City. This agreement was executed in an effort to increase delivery efficiency and cost effectiveness of student transportation for each of the school boards. Under the agreement, decisions related to the financial and operating activities of the Toronto Transportation Group are shared. No party is in a position to exercise unilateral control.

The Board's portion of transportation expenses has been included in the consolidated statement of operations.

17. Financial contribution agreements

During 2001-2002, the Board established three joint trust accounts with the Toronto District School Board pertaining to Education Development Levy Agreements. These Agreements pertain to building developments that pre-date the passing of the Education Development Charges provisions of the Education Act. The total levy amount in these joint trust accounts as at August 31, 2017 is \$64,628. These funds must be used for construction of school facilities in specific designated areas of the City of Toronto once funds are allocated by the Ministry of Education. On June 26, 2017 the Ministry of Education approved a capital funding allocation from the joint trust of \$19,624 for the construction of an elementary school. As at August 31, 2017 \$1,502 of the allocated funds has been spent and included in construction in progress and deferred capital contributions, the remaining \$18,122 has remained in restricted cash in joint trust accounts. The remaining Board's financial interest in these joint trust accounts has not been reflected in the consolidated financial statements, as the amounts are determined jointly and will be apportioned at the time the funds are required for school construction.

18. Subsequent events

The Boards 2002-A1 OSBFC sinking fund debenture matured on October 11, 2017. The Ministry supported the principal balance of this debenture as capital debt by transferring \$1,387 which was combined with the sinking fund assets of \$5,578 and a Board contribution of \$4,893 from accumulated surplus to enable the Board to repay the sinking fund debenture of \$11,858.

19. Comparative figures

Certain comparative numbers have been reclassified to conform to the current year presentation.

Schedule 5 - Detail of Accumulated Surplus/(Deficit)

		Accumulated Surplus (Deficit) - Balance at September 1	Transfer to Committed Capital or Committed Sinking Fund Interest Earned	Accumulated Surplus (Deficit) - In- Year Increase (Decrease)	Accumulated Surplus (Deficit) - Balance at August 31
		Col. 1	Col. 2	Col. 3	Col. 4
1	Available for Compliance - Unappropriated				
1.1	Operating Accumulated Surplus	-11,340,484	-	25,719,250	14,378,766
1.2	Available for Compliance - Unappropriated	-11,340,484	-	25,719,250	14,378,766
2	Available for Compliance - Internally Appropriated				
2.1	Retirement Gratuities	0	-	-	0
2.2	WSIB	0	-	-	0
2.3	School Renewal (previously included in pupil accommodation debt reserve)	0	-	-	0
2.3.1	Amounts previously included in pupil accommodation debt reserves that are not related to NPP or School Renewal	0	-	-	0
	Other Purposes - Operating:				
2.4	Reserve for Working fund Classroom Carryover	3,847,886	-	-1,653,134	2,194,752
2.5	Reserve for Working Fund PDT Funds Contract Req	1,832,416	-	-1,673,903	158,513
2.6	Reserve for Contracted Support Workers	91,637	-	-	91,637
2.7	Reserve for Trustee Unspent Budgets Aug 27 2015 Board Motion	64,100	-	-21,964	42,136
2.8	Reserve for Capital Planning Capacity Prog GSN Grant	521,474	-	35,820	557,294
2.8.1	Committed Sinking Fund interest earned	481,021	-	-52,898	428,123
2.8.2	Committed Capital Projects	784,317	-	-58,099	726,218
from Schedule 5.5				
	Other Purposes - Capital:				
2.9	Cooling Tower CEC - July 2016 DC Report	493,855	-	-	493,855
2.10	Playground Equipment Brd Motion June 2012	36,022	-	-7,197	28,825
2.11	Reserve for Computer Equipment 2016/17 Budget & Schoolconnects	0	-	2,176,364	2,176,364
2.12	Reserve for CSPP accounting practice Change	0	-	2,061,496	2,061,496
2.13	3 year reserve for CEC washroom renovations	0	-	708,000	708,000
2.14	Available for Compliance - Internally Appropriated	8,152,728	-	1,514,485	9,667,213
3	Total Accumulated Surplus (Deficit) Available for Compliance (Sum of lines 1.2 and 2.14)	-3,187,756	-	27,233,735	24,045,979
4	Unavailable for Compliance				
4.1	Employee Future Benefits - retirement gratuity liability	-72,108,425		8,012,047	-64,096,378
4.1.1	Employee Future Benefits - Early Retirement Incentive Plan	0		0	0
4.1.2	Employee Future Benefits - Retirement Health Dental Life Insurance Plans etc	-2,081,943		346,991	-1,734,952
4.1.3	Employee Future Benefits - other than retirement gratuity	-8,923,131		-	-8,923,131
4.2	Interest to be Accrued	-5,396,869		243,286	-5,153,583
4.4	School Generated Funds	9,894,568		-7,692	9,886,876
4.7	Revenues recognized for land	288,608,577	-	22,943,179	311,551,756
4.8	Liability for Contaminated Sites	-		-	-
4.9	Total Accumulated Surplus (Deficit) Unavailable for Compliance	209,992,777	-	31,537,811	241,530,588
5	Total Accumulated Surplus (Deficit)	206,805,021	-	58,771,546	265,576,567

TORONTO CATHOLIC DISTRICT SCHOOL BOARD
2016-17 Statement of Financial Position

	Current Year	Accumulated
Consolidated Statement of Financial Position (Pg. 1 of Consolidated Financial Statements)		
Accumulated PSAB Surplus	\$ 58,771,546	\$ 265,576,567
EFIS Schedule 5 - Detail of Accumulated Surplus/Deficit)		
Accumulated PSAB Surplus	\$ 58,771,546	\$ 265,576,567
Deduct Amounts not available for Compliance:		
Retirement Gratuity Liability	8,012,047	(64,096,378)
Retirement Health, Dental ,Life Insurance Liability	346,991	(1,734,952)
Other Employee Future Benefits Liability	-	(8,923,131)
Accrued Interest	243,286	(5,153,583)
School Generated Funds	(7,692)	9,886,876
Revenues Recognized for Land	22,943,179	311,551,756
Subtotal - Amounts not available for Compliance	\$ 31,537,811	\$ 241,530,588
Accumulated Surplus (Deficit) Available for Compliance	\$ 27,233,735	\$ 24,045,979
Deduct Amounts Internally Appropriated		
Reserve for Classroom Budget Carryover	1,653,134	(2,194,752)
Reserve for PDT PD Funds	1,673,903	(158,513)
Reserve for Contracted Support Workers		(91,637)
Reserve for Unspent Trustee Expense Budgets	21,964	(42,136)
Reserve for Capital Planning Capacity Program	(35,820)	(557,294)
Committed Sinking Fund Interest Earned	52,898	(428,123)
Committed Capital Projects	58,099	(726,218)
Reserve for Cooling Tower		(493,855)
Reserve for Playground Equipment	7,197	(28,825)
Reserve for Classroom Computers and Schoolconnects Software	(2,176,364)	(2,176,364)
Reserve for CSPC Accounting Practice Change	(2,061,496)	(2,061,496)
Reserve for CEC Washroom Renovations	(708,000)	(708,000)
Subtotal - Amounts not available for Compliance	\$ (1,514,485)	\$ (9,667,213)
2016-17 Actual Operating Accumulated Deficit	\$ 25,719,250	\$ 14,378,766
2016-17 Revised Estimates Projected Accumulated Deficit	\$ 765,366	\$ (10,575,118)
Difference	\$ 24,953,884	\$ 24,953,884



REPORT TO

REGULAR BOARD

2018 CALENDAR OF BOARD AND COMMITTEE MEETINGS

"So, whether you eat or drink, or whatever you do, do all to the glory of God." 1 Corinthians 10:31

Created, Draft	First Tabling	Review
November 7, 2017	November 16, 2017	Click here to enter a date.

Paul Matthews, General Legal Counsel

INFORMATION REPORT

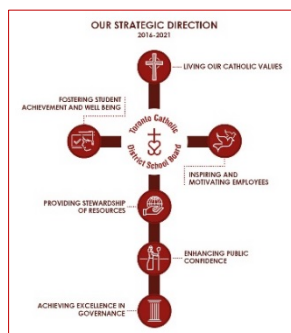
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R. McGuckin
Director of Education

D. Koenig
Associate Director
of Academic Affairs

A. Sangiorgio
Associate Director
of Planning and Facilities

Executive Superintendent
of Business Services and
Chief Financial Officer

A. EXECUTIVE SUMMARY

The proposed Annual Calendar of Board and Committee meeting dates for 2018 is presented to the Board for input and approval and is attached as **Appendix A**.

B. PURPOSE

In November of each year, a report for review and approval of the Annual Calendar of Board and Committee meeting dates for the upcoming year is required to be brought forward to the Board.

C. BACKGROUND

1. Article 4.2 of the Board's General Working By-Laws requires the Board to meet on the **third** Thursday of each month unless otherwise ordered by a Special Motion.
2. The dates selected for the Annual Calendar reflect Statutory Holidays. The Student Achievement and Well Being, Catholic Education and Human Resources Committee meeting is generally held on the **first** Thursday of each month and the Corporate Services, Strategic Planning and Property Committee on the **second** Thursday of each month. The following table provides a list of the exceptions for 2018 and the reasons for those exceptions.

New Date	Meeting	Reason
January	Corporate Services, Strategic Planning and Property, Student Achievement and Well Being, Catholic Education and Human Resources, Governance and Policy, Regular Board and Special Education Advisory Committee	Postponed by a week to accommodate the return from Christmas break.

New Date	Meeting	Reason
April 18	Regular Board	Scheduled on a Wednesday due to the Exemplary Practice Awards on April 19.
TBD	Caucus/Inaugural	As per Article 3.1, the Caucus/Inaugural meeting for 2018 must be set at or before the last regular Board meeting in November when not an election year and in October during an election year.
November 6	Corporate Services, Strategic Planning and Property	Scheduled on a Tuesday due to the Cardinal's Dinner on November 8.
December	Corporate Services, Strategic Planning and Property, Student Achievement and Well Being, Catholic Education and Human Resources, Governance and Policy, Regular Board and Special Education Advisory Committee	Scheduled in the first two weeks of the month to facilitate Trustees attendance at school Christmas concerts and Board closure.

3. Meetings are not normally held in July and only one Regular Board meeting is held in August in order to accommodate vacations for Trustees and staff.
4. As per Article 3.1 of the Board's By-Laws, the date and time for the 2018 Caucus/Inaugural meeting must be set at or before the last regular Board meeting in November when not an election year and in October during an election year. **November 16, 2017** is the last Regular Board meeting scheduled for November.

D. STAFF RECOMMENDATION

That the Board approve the 2018 Calendar of Board and Committee Meetings as per Appendix A in order to best meet the needs of the Board.

TORONTO CATHOLIC DISTRICT SCHOOL BOARD

2018 CALENDAR OF MEETINGS

JANUARY				
M	T	W	T	F
1	2	3	4	5
8	9	S	SA	12
CP	GAP	17	CS	19
22	23	24	B	26
OAP	30	31		

FEBRUARY				
M	T	W	T	F
			SA	2
5	6	S /SSA	CS	9
CP	GAP	14	15	16
19	20	21	B	23
OAP	27	28		

MARCH				
M	T	W	T	F
			SA	2
5	6	S	CS	9
12	13	14	15	16
19	GAP	21	B	23
26	27	28	29	30

APRIL				
M	T	W	T	F
2	3	S	SA	6
9	GAP	SSA	CS	13
CP	17	B	19	20
23	24	25	26	27
OAP				

MAY				
M	T	W	T	F
	1	S	SA	4
7	GAP	9	CS	11
CP	15	16	B	18
21	22	23	24	25
28	29	30	SA	

JUNE				
M	T	W	T	F
				1
OAP	S	CS /SSA	7	8
11	GAP	13	B	15
CP	19	20	21	22
25	26	27	28	29

JULY				
M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

AUGUST				
M	T	W	T	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	B	24
27	28	29	30	31

SEPTEMBER				
M	T	W	T	F
3	4	5	SA	7
10	11	S	CS	14
CP	GAP	19	B	21
24	25	26	27	28

OCTOBER				
M	T	W	T	F
1	2	S	SA	5
8	9	10	CS	12
CP	GAP	17	B	19
22	23	24	25	26
29	30	31		

NOVEMBER				
M	T	W	T	F
			SA	2
5	CS	S	8	9
12	GAP	14	B	16
CP	20	21	22	23
26	27	28	29	30

DECEMBER				
M	T	W	T	F
3	4	S	SA	7
CP	GAP	12	CS	14
17	18	19	B	21
24	25	26	27	28
31				

A Audit Committee
B Regular Board
C/I Caucus/Inaugural
CP Catholic Parent Involvement Council
CS Corporate Services
FAC Filipino Advisory Committee

GAP Governance and Policy
OAP OAPCE
PAC Portuguese Advisory Committee
S SEAC
SA Student Achievement
SSA Safe Schools Advisory

January 1 New Year's Day
 January 2 Board Offices Reopen
 January 8 Schools Reopen
 February 15 Parent/Teacher Interview (Elementary)
 February 19 Family Day
 March 12-16 Mid Winter Break
 March 30 Good Friday
 April 2 Easter Monday
 April 17 Exemplary Practice Awards
 April 26-28 OCSTA AGM
 May 7-11 Catholic Education Week
 May 7 Awards Night

May 15 System Wide Retirement
 May 21 Victoria Day
 June 7-9 CCSTA AGM
 June 28 School Ends
 July 1 Canada Day
 Jul 29-Aug 9 Board Offices Closed
 Sept 3 Labour Day
 Sept 4 First Instructional Day
 Oct 8 Thanksgiving Day
 Nov 11 Remembrance Day
 Dec. 25 - Jan 1 Christmas Break



REPORT TO

REGULAR BOARD

REPORT OF THE GOVERNANCE AND POLICY COMMITTEE ON UPDATE TO ACCESS TO PUPIL INFORMATION POLICY (S.16)

*Let the wise hear and increase in learning, and the one who understands obtain guidance,
Proverbs 1:5*

Created, Draft	First Tabling	Review
April 11, 2017	April 19, 2017	

Nancy Crawford, Chair, Governance and Policy Committee
Caitlin Kavanagh, Coordinator, Employee Relations & Policy Development

RECOMMENDATION REPORT

Vision:

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Members of the Committee:

Nancy Crawford, Chair
Ann Andrachuk, Vice Chair
Jo-Ann Davis, Trustee Ward 9
Maria Rizzo, Trustee Ward 5
Angela Kennedy, Ex-Officio
Frank D'Amico, Ex-Officio

A. EXECUTIVE SUMMARY

This report recommends updating the Access to Pupil Information policy (S.16) to include updates which align with current practice and includes amendments moved by Trustees during the March 21, 2017 and April 11, 2017 Governance and Policy Committee meetings.

B. PURPOSE

This Recommendation Report is on the Order Paper of the Regular Board as it recommends a policy revision.

C. APPENDIX

APPENDIX A: Access to Pupil Information Policy (S.16) with proposed amendments

D. COMMITTEE RECOMMENDATION

That the Board accept the recommendation of the Governance and Policy Committee and approve the Access to Pupil Information policy (S.16) as amended and proposed in Appendix A.



POLICY SECTION: SCHOOLS

SUB-SECTION:

POLICY NAME: ACCESS TO PUPIL INFORMATION

POLICY NO: S.16

Date Approved:
May 9, 2007

Date of Next Review:
April 2022

Dates of Amendments:
April 19, 2017

Cross References:

Education Act, R.S.O. 1990, s.266, Pupil Records

Municipal Freedom of Information and **Protection of Privacy Act**, R.S.O. 1990, C.M56

Child and Family Services Act, R.S.O. 1990, C.11

[Ontario Student Record \(OSR\) Guideline, 2000](#)

~~Access To Pupils S.15~~

~~Apprehension Or Arrest Of Pupils S.18~~

~~Police Investigation V.P.05~~

~~Suspected Child Abuse Reporting S.17~~

~~Access to **Students in Schools Premises S.S.04**~~

Progressive Discipline S.S.10

Fresh Start S.S.12

Suspension and Expulsion S.S.01

~~Police/School Board Protocol~~

Children's Law Reform Act

Appendix

Purpose:

All pupil information including the Ontario Student Record is to be maintained for all students in accordance with The Education Act, the Municipal Freedom of Information and Protection of Privacy Act and all applicable regulations and guidelines of the Government of Ontario. This policy supports the pursuit of strengthening public confidence and the assurance of accountability as articulated in the Board's Multi-Year Strategic Plan.



POLICY SECTION: SCHOOLS

SUB-SECTION:

POLICY NAME: ACCESS TO PUPIL INFORMATION

POLICY NO: S.16

Scope and Responsibility:

This policy applies to all individuals who maintain pupil information within the TCDSB. The Director of Education is responsible for the implementation of this policy in alignment with the Multi-Year Strategic Plan.

Alignment with MYSP:

Living Our Catholic values

Strengthening Public Confidence

Fostering Student Achievement and Well-Being

Policy:

The Toronto Catholic District School Board requires that all staff will strictly observe confidentiality with respect to **diligently-maintained**, pupil-identifying records, including health and other records, maintained by the Board.

Access to pupil records shall be in compliance to **with** existing ~~federal~~ Provincial Acts and the most current Ontario Student Record **(OSR)** Guideline.

Regulations:

1. Maintenance Of Confidentiality

Principals shall regularly review with teaching and other staff the obligation of maintaining confidentiality respecting pupil records **information, including the OSR**, imposed by the Education Act, the Municipal Freedom of Information and Protection of Privacy Act and the Ontario Student Record Guideline. No employee of the Board shall provide information about any student or ~~their~~ **the student's** family to any outside agency, including immigration officials, unless legally obliged to do so.



POLICY SECTION: SCHOOLS

SUB-SECTION:

POLICY NAME: ACCESS TO PUPIL INFORMATION

POLICY NO: S.16

2. Providing Pupil Information To Another School, Private School Or Other Educational Institutions

Principals shall adhere to the requirements of the Regulation respecting Pupil Records (Ontario Student Record Guideline) governing the transfer of Pupil Records when a pupil transfers from one school to another.

3. Providing Pupil Information To A Pupil, ~~Or His/Her Parent~~, Or Guardian

Pupils and their parents or guardians may access pupil information through the school principal. A pupil and his or her parent or guardian, where the pupil is a minor, are entitled to ~~examine~~ **view and/or receive a copy of all information, including the OSR** ~~the records~~ **relating to such** pupil. **A pupil between the ages of 16 to 18, who has withdrawn from parental control, may have exclusive access to their pupil records as governed by section 65 of the Children's Law Reform Act.**

Upon reaching 18 years of age, a pupil shall have exclusive access to his or her student records and may elect to grant access to such records to others. The parent or guardian of a pupil who is not mentally capable will retain the right to access the records relating to that student after he or she has reached 18 years of age.

A legally-identified custodial or non-custodial parent is entitled to be given information as to the education of that parent's child unless and until there is either an Order of the Court or a term in a separation agreement denying the person access to the child.



POLICY SECTION: SCHOOLS

SUB-SECTION:

POLICY NAME: ACCESS TO PUPIL INFORMATION

POLICY NO: S.16

Unless the pupil, parent or guardian, and the existence of the necessary relationship of the latter two to the pupil are all actually known to the principal, proper identification should, with sensitivity and discretion, be insisted upon.

4. Providing Pupil Information To Others

Every person shall preserve ~~secrecy~~ **confidentiality** in respect of the content of **all pupil information, including the OSR** ~~a record~~ that comes to the person's knowledge in the course of ~~his or her~~ **the person's** duties or employment, and no such person shall communicate any such knowledge to any other person except,

- (a) as may be required in the performance of his or her duties **as set out in the Education Act or other relevant legislation**; or
- (b) with the written consent of the parent or guardian of the pupil where the pupil is a minor; or
- (c) with the written consent of the pupil where the pupil is an adult; or
- (d) through a search warrant requiring the surrender of an Ontario Student Record to the police; or
- (e) through a subpoena or appropriate court order; or
- (f) where a teacher or the principal may have information where it is suspected that the child is in need of protection as defined in the Child and Family Services Act; or
- (g) upon request of the medical officer of health as provided in the Education Act; or
- (h) where the Municipal Freedom of Information and Protection of Privacy Act permits a school board to disclose confidential information to the police to aid an investigation undertaken with a view to a law enforcement proceeding or from which a law enforcement proceeding is likely to result.



POLICY SECTION: SCHOOLS

SUB-SECTION:

POLICY NAME: ACCESS TO PUPIL INFORMATION

POLICY NO: S.16

5. Maintenance of Pupil Records

The Ontario Student Record must be maintained, used, disclosed, and disposed of in accordance with all applicable legislation. School administrators will be advised of relevant changes through appropriate communication. Diligent maintenance of students' Ontario Student Records would entail the mandatory inclusion of any court documents and separation agreements which may impact rights to such records.

Definitions:

Ontario Student Record (OSR)

The Ontario Student Record (OSR) is the record of a student's educational progress through schools in Ontario. The Education Act requires that the principal of a school collect information “for inclusion in a record in respect of each pupil enrolled in the school and to establish, maintain, retain, transfer and dispose of the record”. The act also regulates access to an OSR and states that the OSR is “privileged for the information and use of supervisory officers and the principal and teachers of the school for the improvement of instruction” of the student. Each student and the parent(s) [and guardian(s)] of a student who is not an adult (that is, a student who is under the age of eighteen) must be made aware of the purpose and content of, and have access to, all of the information contained in the OSR. (Ontario Student Record (OSR) Guideline, 2000)



POLICY SECTION: **SCHOOLS**

SUB-SECTION:

POLICY NAME: **ACCESS TO PUPIL INFORMATION**

POLICY NO: **S.16**

Evaluation and Metrics:

The effectiveness of the policy will be determined by measuring the following:

Qualitative feedback provided by Principals regarding access to information requests at monthly K-12 meetings conducted by Field Superintendents.

APPENDIX A



REPORT TO

REGULAR BOARD

CATHOLIC PARENT INVOLVEMENT COMMITTEE STAFF ASSESSMENT REPORT 2016-2017

“For we are his workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them” Ephesians 2:10

Created, Draft	First Tabling	Review
October 26, 2017	November 16, 2017	Click here to enter a date.

J. Wujek, Superintendent of Education Area 5, Parent Engagement

M. Sequeira, Coordinator: International Languages, Parent Engagement and Community Outreach

INFORMATION REPORT

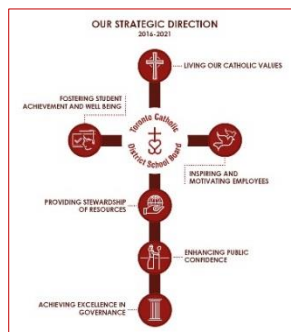
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Rory McGuckin
Director of Education

D. Koenig
Associate Director
of Academic Affairs

A. Sangiorgio
Associate Director
of Planning and Facilities

T.B.D.
Executive Superintendent
of Business Services and
Chief Financial Officer

A. EXECUTIVE SUMMARY

This report outlines the Catholic Parent Involvement Committee (CPIC) facilitated and sponsored initiatives for the 2016-2017 academic year. This report will provide an overview of these activities by reviewing the number of committee meetings; parent conferences and workshops, monetary sponsorship for parent events, and resources distributed to Catholic School Parent Councils.

Total cumulative time for staff to prepare this report is 8 hours.

B. PURPOSE

This report complies with the Action After request made on January 28, 2016 that an Annual Information Report on Catholic Parent Involvement Committee activities be added to the rolling calendar. Staff was to report on the statistics of meetings, activities and initiatives undertaken by CPIC.

C. BACKGROUND

1. **January 28, 2016** - The Catholic Parent Involvement Committee Annual Report was presented at the Regular Board meeting. Arising out of this presentation, the Annual Report was received by the Board and recommendations were made to have a report presented on an annual basis.
2. **June 9, 2016** - Staff presented a report on the meetings, activities and initiatives completed by CPIC during the time period 2014-2015 and 2015-2016 academic years.

D. EVIDENCE/RESEARCH/ANALYSIS

1. **MEETINGS: CPIC met nine times during the past session.**

CPIC MEETING DATES
Monday, October 17 th , 2016
Monday, November 21 st , 2016
Monday, December, 19 th , 2016

Monday, January 16 th , 2017
Monday, March 6 th , 2017
Monday, May 2 nd , 2017
Monday, May 15 th , 2017
Monday, June 19 th , 2017
Monday, September 18 th , 2017

Minutes of meetings held and financial records were made available for public inspection at TCDSB offices, as well as posted on the TCDSB, CPIC website. Approved Minutes of the Catholic Parent Involvement Committee Meeting held on May, 15th, and June 19th, as well the CPIC Annual Report for 2016-2017, including the Financial Report, were presented to the Board on September 21, 2017. (Appendix A)

2. EVENTS:

The following CPIC Parent Reaching Out (PRO)-Grant events in 2016-2017 were coordinated and facilitated by CPIC members:

CPIC INITIATIVES	Date	Details
‘A Night of Motivation’ Ward 4	23/11/ 2016	<ul style="list-style-type: none"> • Held at St. Jane Francis Catholic School • Wes Williams, hip hop artist and former TCDSB student, spoke to parents and students on the importance and role of motivation and adhering to goals and vision in order to achieve success • 30 people attended
‘Preparing Healthy Foods and Avoid Diabetes’ Ward 6	24/11/16	<ul style="list-style-type: none"> • Held at St. Stella Maris Catholic School • Event involved the Unison Health Community services, with the help of a celebrity cook
‘Screenager Movie Screening’ Ward 7	5/04/17	<ul style="list-style-type: none"> • Held at Mary Ward CSS • Screening of movie “Growing up in the Digital Age”, followed by a moderated discussion and suggestion for next steps

		<ul style="list-style-type: none"> • Participants were asked to bring a donation of canned or packaged goods for the ACSA Food Bank • 95 people attended
‘School Structure and Model for Student Success’ Ward 8	18/01/17	<ul style="list-style-type: none"> • Held at The Divine Infant Catholic School • Advantages of large and small schools were addressed with a focus on student success • Annie Kidder was the guest speaker • 30 people attended
‘Faith in Our Child II-Our Parish, Our Spiritual Goal’, Ward 11	1/04/17	<ul style="list-style-type: none"> • Father Ken Lau was a guest speaker • Info on the Jesus Club was presented

3. CPIC also provided support to parent engagement events based on requests.

CPIC SPONSORSHIP	DATE	DETAILS
‘Proudly Pinoy’	13/052017	<ul style="list-style-type: none"> • Held at St. Margaret Catholic School • Performances and workshops were aimed at highlighting and developing awareness of the Filipino culture, as well as, celebrating and building community
‘Student Transition Event’	8/02/17	<ul style="list-style-type: none"> • Held at Bishop Marrocco/Thomas Merton • Event was designed to assist families in general planning and knowledge as they considered the available secondary school pathways
“Math in the Dark Ages’	23/03/17	<ul style="list-style-type: none"> • Held at St. Bruno • This event was designed as a transition opportunity for St. Bruno and St. Raymond school communities to build relationships, as well as to address both schools urgent critical need in the area of math. • The students were participating in the math learning, while the parents were engaged in the information session

4. RESOURCES:

With the end goal of increasing parent engagement, CPIC coordinated the printing and distribution of promotional materials and resources for parents on such topics as: conflict resolutions strategies; building school partnerships; recruiting, retaining and succession planning for Catholic School Parent Councils; tips for school councils; team building strategies; building effective meetings, and school council elections.

CPIC resources were distributed at the following events:

RESOURCES	DATE	DETAILS
Proudly Pinoy Event	13/05/17	<ul style="list-style-type: none">• Held at St. Margaret Catholic School• Performances and workshops to highlight and develop awareness of Filipino culture
Lift Jesus Higher Event	4/03/17	<ul style="list-style-type: none">• Held at Metro Toronto Convention Centre• Annual event for Youth and Adults that focuses on evangelizing through uplifting music, testimonials, confessions, reflections, Divine Mercy celebration and a Eucharistic Procession.
Let's Get Together Event	15/02/17	<ul style="list-style-type: none">• Held at the Etobicoke Olympian• Parent Expo that featured over 70 exhibitors all focused on education, learning, and parent engagement

5. MOTIONS:

1. The following motions [A-D] were presented to Board of Trustees on January 26, 2017 (Agenda Addendum 10 (g)) and were received and referred to staff:

A. Long-Term Accommodations and Program Plan (LTAP & LTPP) Parent Consultation

- (a) A one-page, ward-by-ward summary.
- (b) Delay the next Report to allow more time for parent responses

- B. Use Toronto Catholic Parent Involvement Committee & Ontario Association of Parents in Catholic Education – Toronto Region, for selecting the best way to involve parents.
 - a) Prior to any parent consultation that TCDSB is considering, that strategies be discussed with CPIC so that CPIC can recommend to Trustees the consultation strategy appropriate to the intended outcome.
 - b) Prior to consultation, that OAPCE - Toronto be consulted on the appropriate method of deploying the selected consultation strategy.
- C. Delegation to the Board of Trustees
 - a) When parent or stakeholder consultation is required by the TCDSB, that the information on the meeting dates, the rules and how to make a delegation to the Trustees be widely disseminated to parents.
- D. Grade 3 and 6 EQAO testing in 2015-16
 - a) The TCDSB proposal on how retesting will be handled be communicated clearly to parents, and that any impact in their child's future education is also clearly communicated.

Staff reported back on the items at the CPIC Meeting held on March 5, 2017.

- 2. The following motions [A, B] were also presented to the Board of Trustees on September 21, 2017 (as part of the June 19, 2017 CPIC Minutes – Motion 17/06-04):

A. Parent Friendly Improvements to the *Community Engagement Policy & Handbook* T.07

This motion was referred to staff and will be considered under another report for consideration during the November 16, 2017 meeting

B. Review the Cost-Benefit of Investing in School Connects Parent Portal and Synervoice at the Elementary Panel

This motion was referred to staff and was discussed at November 7, 2017 Governance and Policy meeting.

E. CONCLUDING STATEMENT

This report is for the consideration of the Board.



APPENDIX A - CPIC Report 2016-17 **TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE ANNUAL REPORT**

For the Academic Year Ending August 2017

OPENING STATEMENT

Dear Director of Education, Chair of Trustees, TCDSB Parents and members of the Toronto Catholic Community:

The Toronto Catholic Parent Involvement Committee had a very busy and engaging year.

As you are probably aware, the purpose of your Committee is to promote, support, encourage and enhance parent engagement and parent involvement in your child's or children's education to help improve their academic achievement and well-being.

We are first and foremost a parent-centric body. Our primary means of achieving our purpose and objectives is by providing information and advice on parent engagement and parent involvement to the TCDSB through the Director of Education and the Chair of the Board of Trustees.

In addition, we work co-operatively with and support each of the school councils (CSPCs), through the principals of TCDSB schools, and the Chairs and members of each CSPC, to help the members develop skills and acquire knowledge to help them engage parents at the school level.

Finally, we directly undertake activities to help parents of students in TCDSB schools support their children's learning-whether at home or at school. We work to:

- share effective practices to help engage parents, especially parents who may find engagement challenging, in their children's learning;
- identify and reduce barriers to parent engagement; and,
- help ensure that TCDSB schools create a welcoming environment for parents of its students.

All our meetings are open to the public to encourage communication from parents and other members of the Toronto Community.

We wish to acknowledge the challenging work, dedication and commitment of the many individuals who volunteer their time to contribute to the success of your Committee over the past year. All members of this committee have contributed in some way but these members have put in extra time and effort: D. Hastings for his attendance and reporting on Board of Trustee & Committee



APPENDIX A - CPIC Report 2016-17
TORONTO CATHOLIC PARENT INVOLVEMENT
COMMITTEE ANNUAL REPORT

For the Academic Year Ending August 2017

Meetings, recording of CPIC events, attendance at CPIC meetings. J. Fiorante for keeping the books and accounting records of CPIC expenditures, as well as providing needed advice. R. Oliveros, M. Ching, N. Ang, C. Bristol-Matte, A. Bela Da Silva for lending an ear to ideas and concerns. R. Oliveros, M. Ching, N. Ang for always being willing to look after the Parent Resource Tables at events. K. Muthiah for reminding me why we volunteer and J. Del Grande for providing clarity to our Motions.

COMMITTEE MEMBERS

Your Committee has 28 positions to be filled by parents/guardians of students enrolled at a TCDSB school. In odd number years, we hold elections for 12 Parent Members: Ward Representatives open to parents/guardians that either live in or their student attends a TCDSB School in an odd-numbered ward. In even number years, we hold elections for 12 Parent

Member: Ward Representatives open to parents/guardians that either live in or their student attends a TCDSB School in an even-numbered ward. Parent Members: Ward Representatives commit to a two-year term or if appointed or elected at a by-election for the period remaining in the term. The remaining 4 Parent Member: At-Large positions are open to all parents/guardians throughout the TCDSB system. These parents/guardians commit to a one-year term or if after October of each year for the term remaining. Parent Member: At-Large positions are elected/appointed by your Committee during one of its meeting.

Elections for the Parent Member: Ward Representatives for Even Numbered Wards was held on Monday October 5, 2016. By-elections for the Parent Member: Ward Representatives for Odd Numbered Wards not fully represented, was held on Wednesday October 7, 2016.



APPENDIX A - CPIC Report 2016-17
TORONTO CATHOLIC PARENT INVOLVEMENT
COMMITTEE ANNUAL REPORT

For the Academic Year Ending August 2017

The following parents are the Toronto Catholic PIC Team for the FY2016-17:

Parent Members: Ward Representatives who were elected in each Ward or appointed by your Committee:

Mr. G. Feldman (Chair) (W2), Ms. S. Mastronardi (W2), Mr. L. Asenjo (W3), Mr. Nilo Ang (W3), Ms. A. Crudo-Perri (W4), Mr. J. Fiorante (Treasurer) (W4), Ms. J. Seymour (W5), Ms. C. Bristol-Matte (Vice-Chair) (W5), Ms. M. Hardwyk (W6), Mr. N. Goncalves (W6), Mr. D. Rodriguez (W7), Ms. R. Oliveros (W8), Ms. M. Lim Serrano (W8), Mr. M. Ching (W9), Mr. K. Muthiah (W10), Mr. L. Lobo (W11), Mr. B. Xavier (W11), Ms. P. Corpuz (W12), Mr. J. Del Grande (W12).

Parent Members: At-Large that were appointed by the Parent Member: Ward Representatives Ms. R. Del Grosso (PMAL1), D. Alvares (PMAL2), Ms. A. Bela Da Silva (PMAL3)

Community Representative(s) that were appointed by your Committee Mr. S. Boodoo (CR1), Mr. D. Hastings (CR3).

COMMITTEE MEETINGS

Your Committee met nine times during the fiscal year. Meetings were held on the following dates:

Orientation and Inaugural Meeting Monday October 17, 2016
Meeting #1 - Monday, November 21, 2016
Meeting #2 - Monday, December 19, 2016
Meeting #3 - Monday, January 16, 2017
Meeting #4 - Monday, March 06, 2017
Meeting #5 - Monday, May 02, 2017
Meeting #6 - Monday, May 15, 2017
Meeting #7 - Monday, June 19, 2017
Meeting #8 - Monday, September 18, 2017



APPENDIX A - CPIC Report 2016-17 **TORONTO CATHOLIC PARENT INVOLVEMENT COMMITTEE ANNUAL REPORT**

For the Academic Year Ending August 2017

Minutes of meetings held and financial records are available for public inspection at the TCDSB's offices at 80 Sheppard Avenue East in Toronto. In addition, Minutes are posted on the TCDSB website.

SUBCOMMITTEES & PROJECTS

Major accomplishments of your Committee in FY2016-17 included the following:

- Motions Presented to the Board of Trustees on January 26, 2017
 - Long-Term Accommodation and Program Plan (LTAP & LTPP) Parent Consultation.
 - Use Toronto Catholic Parent Involvement Committee & Ontario Association of Parents in Catholic Education - Toronto Region for selecting the best way to involve parents.
 - How Do Parents Delegate to the Board of Trustees?
 - Communicate to Parents the plan, if any, for Grade 3 and 6 EQAO test replacement.

The presentation went well but the four separate items were erroneously combined into one Agenda Item and was not discussed on their separate merits. The suggestions were referred to Staff, and Staff were directed to report their findings back to Toronto Catholic PIC. The report-back was presented to the Toronto Catholic PIC at the March 5, 2017 meeting.

- Motions presented to the Board of Trustees on September 21, 2017
 - Parent Friendly Improvements to your Community Engagement Policy & Handbook T07
 - Review the Cost - Benefit of investing in School Connects Parent Portal and Synervoice at the Elementary panel.
- Your Committee Funded these TCDSB Parent Engagement Events
 - Proudly Pinoy at St. Margaret's CES for \$2,000.
 - Student Transitioning Event Area 5 & 6 at the CEC for \$600.
 - Lego and Hospitality "Math n the Dark Ages" event for the St. Bruno CES and St. Raymond CES \$500.



APPENDIX A - CPIC Report 2016-17
TORONTO CATHOLIC PARENT INVOLVEMENT
COMMITTEE ANNUAL REPORT

For the Academic Year Ending August 2017

- Administrative Matters handled
 - Safekeeping of the Toronto Catholic PIC photograph collection.
 - Notetaker fee and annual adjustments.
 - Develop a Parent Involvement Survey.
 - Community Representation on Toronto Catholic PIC.
- Attendance and Dissemination Parent Engagement resource information.
 - Proudly Pinoy Event 2017
 - Lift Jesus Higher Event 2017
 - Let's Get Together Expo 2017
- Toronto Catholic PIC - PRO-Grant Events
 - Ward 4 "A Night Of Motivation" with Wes Williams. Led by CPIC Reps A. Crudo- Perri & J. Fiorante.
 - Ward 6 "Preparing Healthy Foods and avoid Diabetes". Led by CPIC Reps M. Hardyk & N. Goncalves.
 - Ward 7 "Screenagers Movie Screening" Led by CPIC Rep D. Rodriguez.
 - Ward 8 "School Structure and Model For Student Success" with Anne Kidder.

CPIC Led by CPIC Rep R. Oliveros.

- Ward 11 Faith In Our Child II "Our Parish, Our Spiritual Goal" with Father K. Lau, Mr. & Mrs. B. Xavier, et al. Led by CPIC Reps B. Xavier & L. Lobos.
- Presentations by TCDSB Staff
 - PIC Symposium – selection of 5 CSPC Members for attendance.
 - TCDSB Hot Weather Policy.
 - TCDSB Extended Heat Warning Policy.
 - KEB Online Banking Solutions - School Cash Online.
 - TCDSB 2017-18 Budget Information Session.
 - Institute for Catholic Education (ICE) Consultation on Catholic Education.
 - Proposed CPIC & CSPC Forum



APPENDIX A - CPIC Report 2016-17
TORONTO CATHOLIC PARENT INVOLVEMENT
COMMITTEE ANNUAL REPORT

For the Academic Year Ending August 2017

The following Subcommittees were established by your Committee:

Budget & Priority Setting Subcommittee. The Chair of this Subcommittee is part of the responsibility of the Toronto Catholic PIC Vice-Chair who was Ms. C. Bristol-Matte.

Governance & Procedure Subcommittee. The Chair of this Subcommittee Mr. J. Del Grande was appointed on Monday October 17, 2016.

Nominating & Elections Subcommittee. The Chair of this Subcommittee was appointed on Monday October 17, 2016 – his name was Mr. D. Hastings. The members of the Nominating and Elections Subcommittee were: Mr. M. Ching; Mr. N. Ang; Ms. R. Oliveros. The Nominating and Elections Subcommittee was responsible for recruiting Parents for vacant Parent Member roles on Toronto Catholic PIC. Working with Staff on the screening of potential Parent Members. To review other ideas to attract and recruit members for the 2018 Elections.

Conference Planning Subcommittee. The Chair of this Subcommittee Mr. B. Xavier was appointed on Monday October 17, 2016. However, due to work pressures Mr. J. Fiorante took on this role. This Subcommittee was responsible for the assignment, budgetary control and reporting of the 2016-17 PRO-Grant approved Ward Events.

The following Ad-hoc Subcommittees were established by your Committee

Communications & Dissemination Subcommittee Monday October 17, 2016 under the leadership of Mr. D. Hastings. This ad-hoc Subcommittee was tasked with the role of developing Toronto Catholic PIC communication pamphlets, Event Photographs and Recording, Parent Handouts, Banners, etc.

TCDSB Delegation Process Subcommittee Monday January 16, 2017 under the leadership of Ms. J. Seymour. This ad-hoc Subcommittee was tasked with working with TCDSB Staff to develop a pamphlet suitable for parents to understand the delegation process.



APPENDIX A - CPIC Report 2016-17
**TORONTO CATHOLIC PARENT INVOLVEMENT
COMMITTEE ANNUAL REPORT**

For the Academic Year Ending August 2017

FINANCIAL REPORT

We attach our Annual Financial Statement for your further information.

SUMMARY/OTHER

Finally, we would like to wish the best of luck to candidates who will stand in the Parent Member: Ward Representative's Odd Wards elections to be held on October 2, 2017 and Ward 6 and 10 by-elections to be held on October 4, 2017. Issues that we foresee as being important matters for the consideration of the new Committee following the October 2017 elections include:

- Review and improve the December 2013 Toronto Catholic PIC suggestion on Toronto Catholic PIC visibility.
- Review and improve the April and May 2015 Toronto Catholic PIC suggestions for parent engagement improvements on how Toronto Catholic PIC & our School Councils (CSPC) communicate directly with their Parent Community.
- Continue work on the Toronto Catholic PIC Parent Survey.
- Continue work on clarifying Community Representation on Toronto Catholic PIC.
- Continue work on the "Making Your Voices Heard as a Parent" theme to prepare a Suggestion to the TCDSB and Board of Trustees.
- Continue work on the "Parent Involvement Opportunity" chart.

Sincerely yours,

Geoffrey Feldman

Chair

September 18, 2017

**cc: Director of Education, Toronto Catholic District School Board
Chair of the Board of Trustees, Toronto Catholic District School Boar**



APPENDIX A - CPIC Report 2016-17
TORONTO CATHOLIC PARENT INVOLVEMENT
COMMITTEE ANNUAL REPORT

For the Academic Year Ending August 2017

Year-End Financial Report of the Toronto Catholic Parent Involvement Committee

CPIC Grant & Expenditure Summary	CPIC 2016-17	PRO GRANT 2016-17
As at August 31, 2017	FR 1344	FR 1369
APPROVED FUNDING	20,106.00	10,000.00
CARRYOVER FROM PREVIOUS YEAR	43,833.90	-
TOTAL FUNDING	63,939.90	10,000.00
EXPENSES:		
Childcare & Supplies	1,451.44	
Election-Parent Recruitment Expenses	-	
Media Advertising	-	298.00
Transcriptions	-	
Mileage	41.60	
Parent Resources	-	2,588.45
Printing & Supplies	7,165.04	
Promotional Materials	2,233.47	
Refreshments - Events	2,145.36	858.33
Refreshments - Meeting	1,167.35	
Speaker Expenses	795.00	2,300.00
Telecommunication	3,405.65	
Translation Services	-	
TTC Tokens - Buses	-	
TOTAL EXPENDITURES	18,404.91	6,044.78
Balance	45,534.99	3,955.22



Garry Tanuan
Trustee, Ward 8

To: Regular Board Meeting – October 19, 2017

Moved by: Garry Tanuan, Trustee Ward 8

Seconded by: Maria Rizzo, Trustee Ward 5

Subject: Notice of Motion – Ethno-centric Cultural School in North Scarborough

WHEREAS: The Ministry of Education has issued the Ontario Education Equity Action Plan in September 2017 stemming from the fundamental principle that every student should have the opportunity to succeed personally and academically, regardless of background, identity or personal circumstance.

WHEREAS: The Ministry of Education issued B09 memo RE: PAR (Pupil Accommodation Review) and CPPG (Community Planning and Partnership Program) intended to solicit wider public community participation and feedback on joint responsibility for integrated community planning with school boards, municipal governments, and ethnic community partners.

WHEREAS: In line with the Ministry's Equity Action Plan, our Board has set up an Equity Think Tank to address, among other areas, relevant learning experiences via ethnically sensitive and responsive pedagogy to further enhance student achievement, particularly in large culturally diverse student groups.

WHEREAS: The Board is committed to instilling the values of equity and inclusivity from a Catholic perspective.

BE IT RESOLVED THAT: Staff report on the establishment of an Ethno-centric Cultural School in the culturally diverse area of North Scarborough at the December Board meeting.



REPORT TO

REGULAR BOARD

ICT STRATEGY REVIEW – PROJECT PRIORITY LIST

“The Lord is not slow about his promise, as some think of slowness, but is patient with you, not wanting any to perish, but all to come to repentance.”

2 Peter 3:9

Created, Draft	First Tabling	Review
December 4, 2017	December 14, 2017	Click here to enter a date.

L. DiMarco, Superintendent Curriculum Leadership and Innovation; ICT
 J. Brighton, Senior Coordinator, ICT Trillium / Student Services
 J. Di Fonzo, Senior Coordinator, Technical Services

INFORMATION REPORT

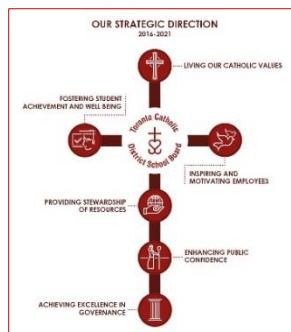
Vision:

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.



Rory McGuckin
 Director of Education

D. Koenig
 Associate Director
 of Academic Affairs

A. Sangiorgio
 Associate Director
 of Planning and Facilities

T.B.D.
 Executive Superintendent
 of Business Services and
 Chief Financial Officer

A. EXECUTIVE SUMMARY

At the June 2, 2017 meeting of the Audit Committee, Deloitte presented the report (attached as Appendix E) titled “*IT Strategy Review Executive Summary*” which defined the ICT Programs for the *Future IT Strategy* for the Board. The Committee requested that Staff bring back a report showing a breakdown of the high priority ICT needs.

Attached to this report are the following appendices that will present the list of ICT projects in priority order associated with the key recommendations detailed in the final report from Deloitte titled “*IT Strategy Review – Future IT Strategy*”:

Appendix	Description
A	The final report from Deloitte titled “ <i>IT Strategy Review – Future IT Strategy</i> ” that provides the details of the recommended ICT Programs and describes the key activities and projects. <ul style="list-style-type: none">• Pages 6-9 – Defines the set of guiding principles for ICT in order to deliver on the strategy and mature the Board’s ICT function to become a Strategic Enabler.• Pages 14-16 – Summary list of the recommended ICT Programs.• Page 18 – Explanation of the criteria used in the descriptions of the recommended ICT Programs.• Page 19 – 36 – Detailed description of the recommended ICT Programs along with Deloitte’s assessment of relative Value and Effort of the related key activities and projects.
B	Spreadsheet that outlines the ICT Programs defined by Deloitte and the required projects within each Program .
C	Spreadsheet that lists the projects in priority sequence and the estimated start year of each project is noted along with estimated additional one-time costs and base budget increases, value and effort and the ICT Program it is associated with.
D	Cost analysis of all projects that identifies the estimated additional one-time costs and base budget increases.
E	The summary report from Deloitte titled “ <i>IT Strategy Review – Exec Summary</i> ” as presented to the Audit Committee on June 2, 2017.

The cumulative staff time required to prepare this report was 88 hours

B. PURPOSE

1. The purpose of this report is to outline the priority ICT needs resulting from the ICT Strategy Review as requested at the June 2, 2017 meeting of the Audit Committee.

C. BACKGROUND

1. As part of the Boards' Regional Internal Audit Plan, the RIAT in consultation with Board staff initiated efforts to update the Board's ICT Strategic Plan originally established in May 2010. This is part of the strategic renewal process to review ICT priorities and governance structures and develop a new multi-year strategic plan (MYSP) for the Board.
2. Through a procurement process conducted by the RIAT, Deloitte was engaged to conduct a current state assessment to review the organizational structure, management and governance, technology environment (i.e., infrastructure, security, application portfolio, etc.) and to provide guidance for management in the development of an updated multi-year ICT Strategic Plan.
3. The engagement with Deloitte commenced in September 2016. Over the course of the following months, Deloitte with assistance from ICT staff conducted discussion groups to engage stakeholders from the various academic and business functions of the TCDSB organization. Over 100 stakeholders participated in 11 discussion groups that were up to 2 hours in duration. The details Deloitte collected from the discussion groups along with information and documentation that was requested by the Deloitte team and provided by ICT was the basis of evidence that informed the final the reports.
4. In June 2017, after extensive review, interviews and feedback from stakeholders within the Board, the final report and 3-year ICT Strategic Plan titled "*IT Strategy Review – Future IT Strategy*" was created.
5. The ICT Programs described in the report establish objectives that need to be achieved to move the ICT function to become a Strategic Enabler that contributes to initiatives that enable modern work and learning. Deloitte noted strict adherence to the following four guiding principles in order to

deliver on the strategy and mature the Board's ICT function to become that Strategic Enabler:

- Become a Trusted Strategic Business and Learning Partner
 - Champion the adoption of processes and technologies that enable modern work and learning
 - Establish effective communication strategies to help customers understand offerings and services
 - Develop employee resource strategy that focuses on IT professional and technical competencies
6. Deloitte identified eighteen (18) ICT Programs (Appendix A pages 14-16) and described within each program the key activities or projects to be undertaken in order to achieve the objectives of the program. The ICT Programs are described in the detailed report attached in Appendix A, pages 19-36. Deloitte assigned a relative **Value** and **Effort** of High, Medium or Low to each program. The criteria used to assign this valuation is defined on page 18 of the report attached in Appendix A.
 7. Staff have reviewed the ICT Programs and established an initial list of projects required to achieve the objectives of the ICT Programs defined by Deloitte. Appendix B outlines the projects within each of the defined ICT Programs. Appendix C list the projects in priority sequence and the estimated start year of each project is noted along with estimated additional one-time costs and base budget increases, value and effort.
 8. The cost analysis of all projects by budget year are summarized in Appendix D.

9. The final report by Deloitte (included as Appendix A) defines a set of ICT Programs that vary in complexity and effort. An ICT Program may have multiple projects that need to be implemented to achieve the Program's objectives and key activities. The following identify some high priority initiatives:

CIO, Governance and Organizational Restructuring

In order to position the ICT function to become a Strategic Enabler that contributes to initiatives that enable modern work and learning, a redefinition of the governance structure and organizational structure of the ICT function is needed.

This starts with the hiring of a Chief Information Officer (CIO) to create the vision and own the projects and initiatives to achieve the objectives of the ICT Programs identified by Deloitte. The CIO needs to be at Director's Council and be part of all technology conversations in the schools and departments.

See reference to Project ID A1, A2, A3, B1, C1, D2, E1, E2, G1, I1, I2 and R1 in appendices B and C.

New Student Information System (SIS)

With the purchase of Trillium SIS by PowerSchool, the Trillium SIS is being sunset. A procurement process will be undertaken to acquire a replacement solution. The new SIS solution will minimally have to replace existing functionality and provide added functionality including:

- Student case management systems for Special Services.
- Self-service web-based access for parents to stay informed about their child's progress in school.
- Web-based and mobile App functionality on multiple device platforms for access by parents, teachers and school administrators.
- A solution that integrates with other Board applications and systems.

See references to Project ID P1, K5, P8, P9, and P10 in appendices B and C.

New Enterprise Telephone System

Telephone systems in the schools and Catholic Education Centre are essential in ensuring communication to and from the schools and the parent community. A limited number of staff are using a modern voice messaging solution integrated with e-mail, however the vast majority of staff are hosted on an unsupported old voice mail system. The current telephone and voice messaging systems installed in schools and departments is based on outdated analogue and digital technology that is nearly 20 years old and must be replaced.

See reference to Project ID K4 in appendices B and C.

Technology and Infrastructure Refresh

Central funding and some additional funding from the Ministry through the Technology Learning Fund or the Innovation Learning Fund has been used to assist with the purchase of technology and infrastructure related needs, that is classroom devices for Elementary (Grade 6 recently) and Secondary schools (recently Grade 9 iPads in Math classrooms), Lego Robotics, WiFi, etc. The Ministry is discontinuing this funding after this year.

The demand to update existing devices and add more devices into the classrooms exceeds the funding level available to date. A disciplined technology replacement plan with committed funding is required in order to: continuously refresh; keep the technology and related infrastructure current; and add more devices to adequately equip the classrooms.

See reference to Project ID N1, N2, K1, K2 and P7 in appendices B and C.

10. This Information Report was initially presented at the November 13, 2017 meeting of the Audit Committee. At the meeting, a motion was made to report back regarding *“how the Academic Device Refresh will be equitably distributed to schools”*. In general, when a device refresh is planned for student use, the following considerations and criteria are taken into account and in many cases multiple factors contribute to the decision:
- The source of the funding may determine the target student group of the rollout. Ministry funding initiatives may have target objectives and constraints, for example SHSM (Special High School Major) and FNMI (First Nations Metis Inuit) initiatives
 - Devices funded through the Classroom Computers envelope typically target the panel of schools, Elementary or Secondary Schools.
 - Student enrolment (e.g., school, program, course, grade, etc.) is used to determine the allocation.
 - The need for a minimum allocation of devices may be required to effectively utilize the devices in a classroom setting.
 - Demographic data of schools (i.e., parental income, second language at home, parent unemployment, housing, etc.) is used to decide the allocation of additional devices to schools with greater needs.
 - Academic requirements and curriculum needs may drive the selection of and allocation of devices, e.g., Special Education vs. Math, tablets vs. laptops, standard device vs. assistive technology, etc.
 - Achievement results of the school may drive the decision to deploy devices to those specific schools, e.g. projects that focus on schools with lowest EQAO Math results.
 - A grade level or division may be the focus for an initiative.
 - A subject area or course such as Math, Literacy, Grade 9 Applied Math, etc. may be a consideration for a rollout.

D. CONCLUDING STATEMENT

This report is for the consideration of the Board.



Toronto Catholic District School Board (TCDSB)

IT Strategy Review

Future IT Strategy

Final

Contents

Background & Context	3
Project Overview	4
IT Strategy Structure	5
Potential Programs	17
Project Timeline	37
Quick Wins	41
Next Steps	42
Appendix	43



Background & Context

TCDSB is looking to refresh its existing IT Strategy and Roadmap for the next 3-5 years based on the updated Multi-Year Strategic Plan

Role of IT at TCDSB

**Learning
within
Schools**

**Core Business
Functions**

TCDSB's IT services acts as a pillar to its academic and business functions. IT is used to enable learning within the schools as well as an enabler for the delivery of core business services such as Finance and Human Resources for the organization.

TCDSB Information Technology

Project Objectives for TCDSB

**Refreshed Multi Year
Strategic Plan**

**Existing IT Strategy &
Customer Inputs**

**Budget, Legal and other
constraints**



Refreshed IT Strategy & Roadmap

**'Quick Wins' to obtain immediate
benefits and business value**

Project Overview

Deloitte undertook a multi-step approach to gather data, and identify relevant risks which form the basis of the overall recommendations towards TCDSB's strategic plan.

Data Gathering

**Workshops with
key individuals
from identified
functional
groups**

**Identified
Document
Review**

Deloitte took a multi-step approach to gather data with regards to the current state of IT Services and Support at the Board, consisting of workshops and meetings with the key functional groups, and a review of the current state documentation.

ICT Strategy

The gathered data was then used to identify some key findings and key risks which the Board needs to consider based on their current state. The analysis also reviewed the status of projects from the previous ICT strategy. This information along with some key trends in the education sector, were then used to identify some key recommendations for the Board to consider.

Key Findings

Key Risks

**Current status of previous
plan**

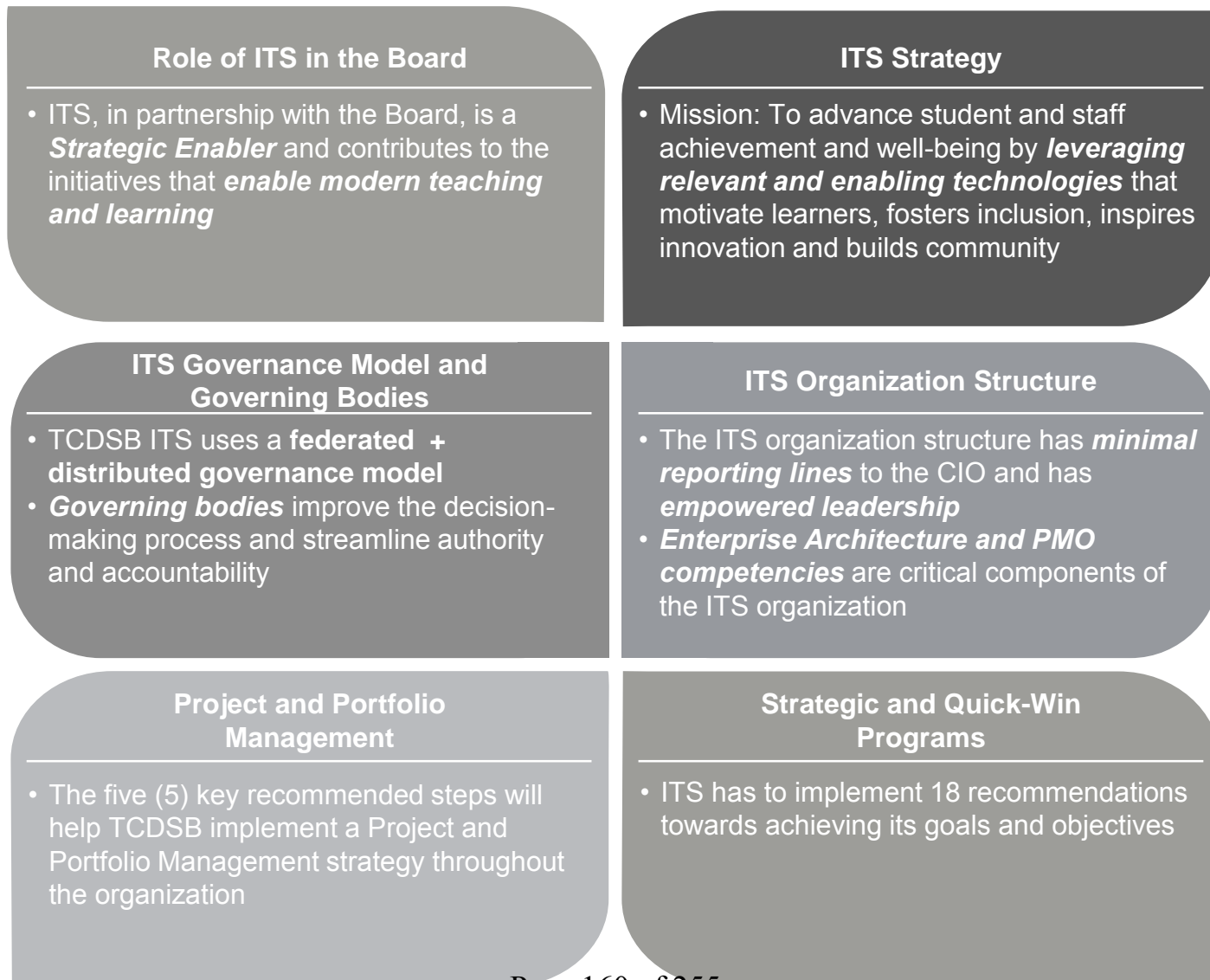
Key Education Trends

Key Recommendations in ICT Strategy

**'Quick Wins' to obtain immediate
benefits and business value &
Implementation Roadmap**

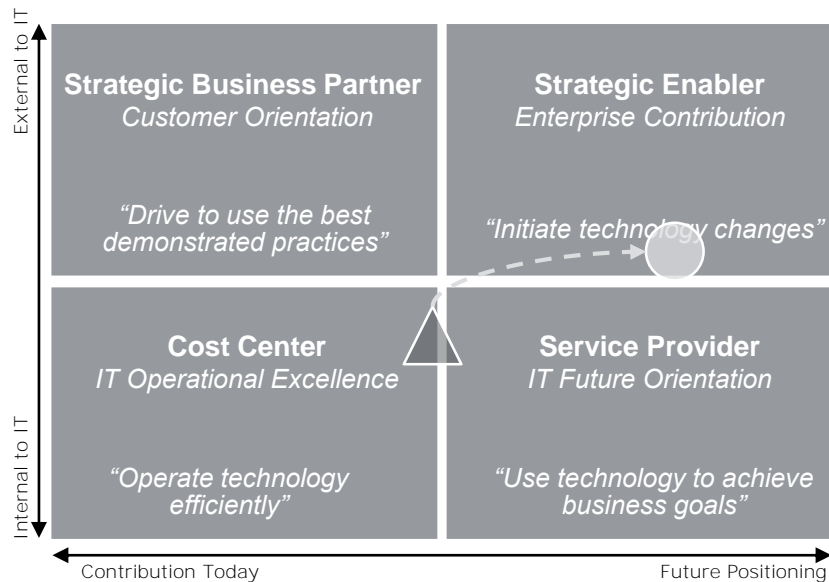
Board's IT Strategy

The IT Strategy is structured into six (6) main sections





ITS, in partnership with the Board, is a Strategic Enabler / Service Provider and contributes to initiatives that enable modern work and learning






TCDSB ICT:

- Initiates the changes and ensures technology is used in an effective manner
- Has a transparent culture
- Is integrated with the business, teaching and learning functions
- Works closely with the academic, and business functions to identify pain points and challenges; helps innovate to solve these challenges by using technology in a creative manner
- Defines potential of new IT solutions
- Tolerates some risk taking to encourage creative ideas
- Extends results through new approaches
- Applies research with assured quality
- Is focused on setting standards and processes
- Has a combination of visionary leaders and IT experts
- Manages and delivers on the IT service and solution life cycles



Being a Strategic Enabler / Service Provider, ICT's strategy is to support the Board to realize its mission, vision, and values

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.		
Goals			
	Become a Trusted Strategic Business and Learning Partner	<ul style="list-style-type: none">• Proactive, Transparent and Accountable• Technology products and services are aligned with business and learning needs and challenges	
	Champion the adoption of processes and technologies that enable modern work and learning	<ul style="list-style-type: none">• Identify new processes and technology solutions for new and currently deployed processes, and advance the technology solutions for operational excellence	
	Establish effective communication strategies to help customers understand offerings and services	<ul style="list-style-type: none">• Effectively communicate with partners, business and academic functions to act as the primary services partner for technology serviced delivery• Client focused service and solution offerings including effective communication with clients on how to best utilize the offerings and obtain support	
	Develop employee resource strategy that focuses on IT professional and technical competencies	<ul style="list-style-type: none">• Organizational model and capacity aligns with demands• Governance methods to manage and prioritize requests• Knowledge, skills and attitudes are aligned with the Board and IT strategy• Talent recruitment and retention• Succession planning	



Delivering the strategy requires strict adherence to the guiding principles



Become a Trusted Strategic Business and Learning Partner



Champion the adoption of processes and technologies that enable modern work and learning



Establish effective communication strategies to help customers understand offerings and services



Develop employee resource strategy that focuses on IT professional and technical competencies

Guiding Principles / Enablers (who we are, how we work)



People

- Foster a culture of **collaboration, innovation, service excellence and continuous improvement**
- Efficiently utilize our **employees skills, talents and interests**
- **Build technical competencies** on current and emerging technologies
- **Facilitate leadership development** that support capacity building and succession planning
- **Develop and promote technical, soft and project management skills** to facilitate employee growth



Process

- Follow and communicate **governance and operating model that fosters delivery excellence**
- **Transparently engage, collaborate and communicate** with stakeholders
- **Actively manage the technology portfolio** by having stringent and measurable controls to ensure the identified projects are delivered with quality and within scope, timelines and budget
- **Apply project management principles** to the development and management of current and future projects
- **Achieve operational excellence across the Board** by optimizing efficiencies and actively managing technology products, services and operating processes

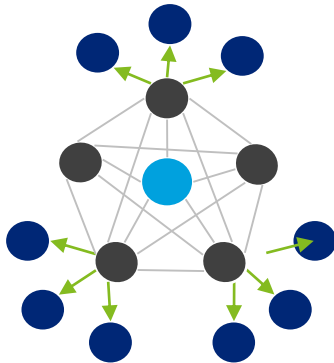


Technology

- Develop and deliver **quality products and services** that are architected to support cross organization integration
- Optimize technology investments to ensure **continued stewardship of the Board resources**
- Promote and deliver **environmentally responsible technology** and practices
- Develop and identify **quality solutions and products to fulfill business and academic needs**
- Review and **enhance current out of the box solutions** for Board needs, **obtain additional solutions** as needed, **retire solutions** which no longer fit Board's technology landscape
- Follow a **cloud first architecture**
- Develop an **enterprise architecture mindset**



TCDSB ICT should continue to use their federated + distributed governance model to improve decision-making and streamline authority and accountability



Federated + Distributed Governance Model

The ICT organization should follow a **federated + distributed governance model** and recognize that appropriate processes, people and relationships must be in place for effective governance

In doing this, ICT will be positioned to:

- **Enable** the development and delivery of an **unified ITS strategy and roadmap**
- **Drive standardization and consistency** of its technology processes
- Offer greater potential for **skills growth and specialization** among IT staff

The distributed + federated model **partially aligns with the current ICT environment** and does not warrant a radical shift in operations

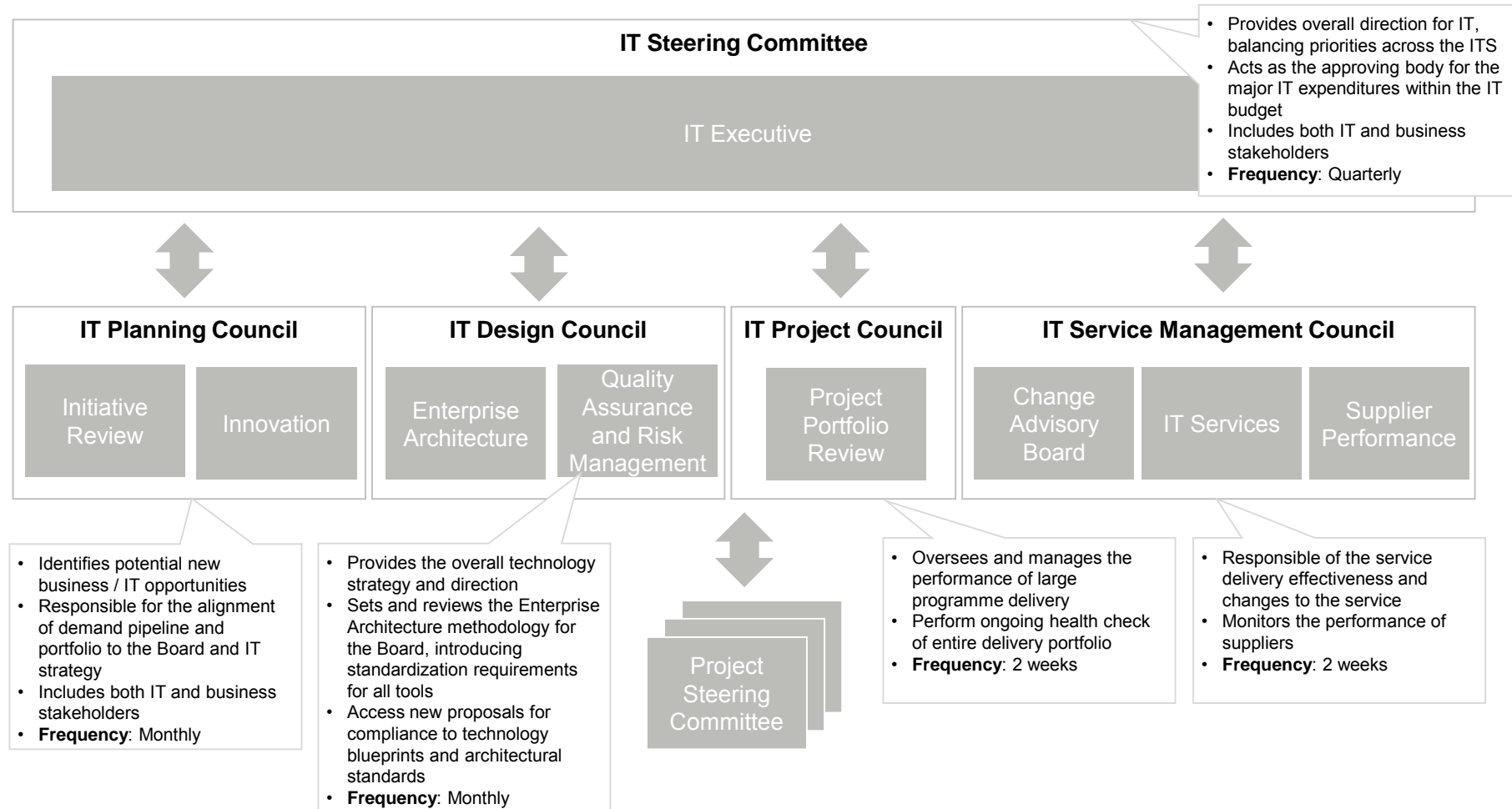
Rationale

The characteristics of the Federated + Distributed ICT governance model has various advantages:

- **Drives common standards** – The model facilitates the implementation of **common standards, policies and processes** across all ICT operations
- **Supportive of culture** – The model encourages **engagement and coordination** between technology personnel across all functions and continues to **support and strengthen the collaborative culture** that exists within the organization
- **Supportive of effective governance** – The model supports an effective governance regime as there is a **closer and at the same time distributed point of accountability for the ICT**



Governance specifies the decision-making authority and accountability to encourage desirable behaviors

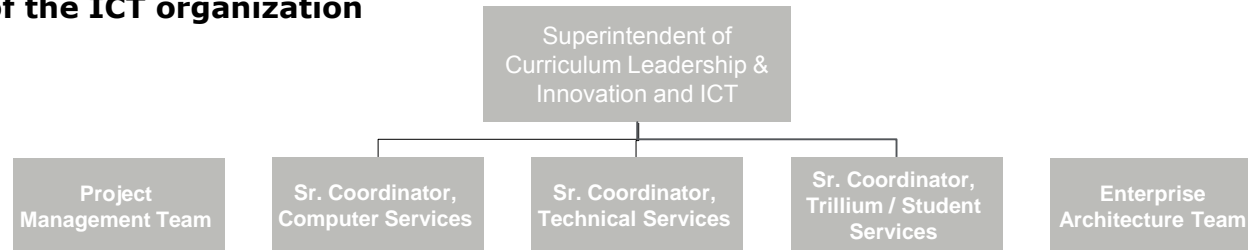


While most of the council's and committee's would be staffed with independent resources at different levels and from within different teams, they would need to work together in order to deliver on the IT Steering Committee's objectives



The ICT organization structure has minimal reporting lines to the ICT superintendent and has empowered leadership

The ICT organization structure has **minimal reporting lines** to the ICT superintendent and **provides more decision making authority** to the **superintendent's direct reports**. In addition, **Enterprise Architecture and Project Management (including Quality Assurance and Change Management) competencies are critical components of the ICT organization**



In doing this, ICT is positioned to:

- Have leadership focus on **ICT Strategy delivery**
- Offer greater potential for **leadership development**
- **Drive standardization and consistency** of its technology processes
- **Drives effectiveness and efficiencies** by **coordinating changes** in technology

The ICT Organization Structure aligns well with the **federated + distributed governance model**

Rationale

The characteristics of this ICT Organization Structure has various advantages:

- **Free Leadership to focus on ICT Strategy** – The model allows leadership to focus on the ICT strategy and overall direction for ICT within the Board
- **Supportive of Federated + Distributed Governance** – The model supports the implementation of governing bodies and processes required to enable the delivery of ICT strategy and roadmap
- **Drives common standards** – The model facilitates the implementation of **common standards, policies and processes** across all technology operations



Project and Portfolio Management (PPM) Assessment and Recommendations

Key Observations

- Proposed technology projects are not prioritized based on a specific criteria aligned with the board strategy, thus limiting the **ability to focus on work that drives the Board's strategy**
- There is no current Project and Portfolio management process to manage the vast number of technology projects being managed and run by the Board
- The project portfolio is not assessed periodically to evaluate contribution to the Board and IT goals and ensure continued alignment
- Lack of a holistic picture of current and future resource needs make it difficult to plan and identify key resource availability and assignment
- Some foundational components of project management are leveraged, however, the processes are not followed consistently and thoroughly thus limiting clear visibility into health of ongoing projects
- Accountability for projects is not clearly defined and communicated among business stakeholders and ITS
- Lack of a holistic project portfolio management exercise, results in a limited view of the projects taking place within the Board and the problems being solved

High Level Recommendations

- **Implement Enterprise Kanban Board (EKB):** EKB is a work management tool that an ITS organization can use to visualize its portfolio of projects and manage the flow of work through the delivery system
- **Develop the Project Portfolio Strategy:** Develop the Project Portfolio Strategy based on the ITS strategy and have specific objectives and quantifiable targets for the portfolio
- **Develop the Project Prioritization Model:** Develop the value and risk criteria used in the project prioritization process and establish thresholds and constraints
- **Develop an Employee Resourcing Strategy and Plan:** Develop an employee resourcing strategy and plan that highlights current and future resource and skills needed to best achieve the Board and ITS goals
- **Establish an IT Project Management Office (PMO):** Establish an IT Project Management Office (PMO) that initiate projects, monitor progress, measure performance, and facilitate decision making

Benefits

- These recommendations helps create value in three key ways:
 - Improve project evaluation, selection and budgeting processes
 - Improve resource allocation and resolve conflicts from interdependencies among projects
 - Establish greater controls over project execution and outcomes



Programs to “Enable ITS” to achieve the identified goals

	Program	Brief Description	Estimated Duration
A	Establish the Governance Structure	<ul style="list-style-type: none"> Establish a federated + distributed governance structure that is best suited to TCDSB ITS given its size, products and services provided, and Future Role of ITS 	3 months
B	Introduce a Tech Representative at the Director’s council	<ul style="list-style-type: none"> The Tech Representative role will be a part of the executive Board for the TCDSB and will be responsible for bringing strategic guidance for all IT planning and decision making purposes 	6 months
C	Develop the Project Portfolio Strategy	<ul style="list-style-type: none"> Develop the project portfolio strategy based on the ITS strategy and have specific objectives and quantifiable targets for the project portfolio Develop the value and risk criteria used in the project prioritization process and establish thresholds and constraints 	2 months
D	Develop a Cloud First Strategy	<ul style="list-style-type: none"> Develop the tools and methodologies to support the development of a cloud first strategy for new and current solutions, while becoming the single stop shop for all Cloud solutions 	6 months
E	Develop an Employee Resourcing Strategy and Plan	<ul style="list-style-type: none"> Develop an employee resourcing strategy and plan that highlights current and future resource / succession needs to best achieve the Board and ITS goals 	6 months
F	Establish an IT Project Management Office (PMO)	<ul style="list-style-type: none"> Establish an IT Project Management Office (PMO) that initiate projects, monitor progress, measure performance, and facilitate decision making 	3 months
G	Establish an Enterprise Architecture Function	<ul style="list-style-type: none"> Establish an Enterprise Architecture function that will provide the foundational framework to logically organize applications, infrastructure, and data into a standardized set of directives and process which enables ITS service delivery 	6 months
H	Establish an ITS Support Model	<ul style="list-style-type: none"> Establish an ITS support model that ensures support is provided efficiently and as per expectations 	3 months



Programs to “Enable ITS” to achieve the identified goals

	Program	Brief Description	Estimated Duration
I	Review the current software strategy	<ul style="list-style-type: none"> Review the current applications for rationalization and enhancement to newer versions of the same solution or different solutions to add additional functionality and capabilities Review should include SAP, eScribe, Web Portal, HCM, Trillium 	12 months
J	Develop a Document & Record Management Strategy	<ul style="list-style-type: none"> Establish a document storage and governance process, identify relevant tools to be used for document storage and retrieval 	24 months
K	Enable a Digital mobility/access anywhere strategy	<ul style="list-style-type: none"> Enhance the current mobility capabilities to beyond mobile phone and Wi-Fi delivery by enhancing applications to work on the multiple platforms and browsers (Digital workplace), and look at enhancing network access, VOIP 	12 months
L	Develop an enterprise data analytics culture	<ul style="list-style-type: none"> Increase the data collection from the different board applications, to be used as an input towards the implementation of a Business Intelligence solution for analytics and predictive modeling 	36 months
M	Introduce an Enterprise service management system	<ul style="list-style-type: none"> Introduce a Board wide system to log and track cases for the delivery of different services to the Board’s various stakeholders 	36 months
N	Implement a hardware lifecycle management policy	<ul style="list-style-type: none"> Implement a policy for the renewal of hardware assets owned by the board and deployed with the various schools, teachers and staff 	12 months
O	Implement a Disaster Recovery / Business Continuity Strategy	<ul style="list-style-type: none"> Disaster Recovery plans provide a step-by-step process for responding to disruptive events. Procedures should be easy-to-use in an effort to recover damaged IT assets. 	24 months



Programs to “Enable ITS” to achieve the identified goals

	Program	Brief Description	Estimated Duration
P	Implement a software and hardware vitality plan	<ul style="list-style-type: none"> Hardware and software vitality is an important part of the regular maintenance of the Board's infrastructure and software Maintaining vitality helps ensure the latest versions of software and firmware are deployed, and helps reduce the Board's overall risk and increase security Review the hardware and software vitality to ensure the Board is either at the latest or latest – 1 version of the software and firmware 	12 months
Q	Implement an IT Asset Management Solution	<ul style="list-style-type: none"> The Board has a number of physical and software assets which are used to complete all its day to day activities Currently there is no software solution used to manage the assets in the lifecycles as well as track their usage across the organization Investigate and implement an IT Asset Management solution to manage the Board's assets 	36 months
R	Implement a communication policy	<ul style="list-style-type: none"> Communicate the policies, its impact and processes to the different stakeholders 	6 months

Detailed Recommended Projects



How to read the recommendation details?

- Owner – Who within TCDSB would have overall responsibility for the implementation of the recommendation, and would have responsibility to drive the recommendation from inception to implementation
- Estimated Duration – Expected duration for the implementation of the recommendation for an **organization of TCDSB's size and IT maturity**
- Value – Business and Technical value / returns obtained as a result of implementing the recommendation
 - High – indicates a high return of value, and would help move TCDSB move forward towards its strategic goals the most
 - Medium – indicates a medium return of value, would move TCDSB forward towards its strategic goals but not as much as a high value recommendation
 - Low – indicates a low return of value, would move TCDSB forward by a smaller return compared to a medium value recommendation
- Effort – Amount of effort in terms of time and costs needed to implement the recommendation
 - High – indicates that either the cost of implementation or timeline for implementation of the recommendation is high due to there being a need for a specialized skill or resources
 - Medium – indicates that either the cost of implementation or timeline for implementation is of medium cost
 - Low – indicates that either the cost of implementation or timeline for implementation is lower or shorter compared to other recommendations and can be implemented either really quickly or with a very low cost or both
- Key Activities – Provides a summary of the possible steps that TCDSB and the recommendation owner would need to plan and take in order to implement the recommendation



A: Establish the Governance Structure

A	Establish the Governance Structure	Owner (Person, Governing Body)	Superintendent, ICT		
Details	<ul style="list-style-type: none">Establish a federated + distributed governance structure that is best suited to TCDSB ITS given its size, products and services provided, and Future Role of ITSEstablish decision-making authority and accountability through governing committees / councilsIn doing this, ITS will be positioned to:<ul style="list-style-type: none">Enable the delivery of unified ITS strategy and roadmapDrive standardization and consistency of its technology processesOffer greater potential for skills growth and specialization among ITS staff				
Estimated Duration	3 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)	Medium
Key Activities					

The creation of an overarching IT governance council will need to be made for the entire overall organization in order to set a **standard for members and to ensure that there is a strategic alignment of technology with the Board's goals. Underneath this** central governance council there will be smaller governance councils for each of the different functions that will instill the objectives of the main council to their respective teams. There will also be several project steering committees to ensure that the direction and timeliness of different projects are following standards and that issues are resolved quickly.

Steps that need to be taken in order to refine the IT governance structure include:

1. Identify the roles and responsibilities for all attendees of the proposed governing bodies
2. Develop a communication plan to communicate the changes and impacts to the key stakeholders in the Board
3. Define the frequency and agenda of the meetings
4. Execute the communication plan and implement governance structures

The enhancement of the IT governance structure will require:

- The attendance of the tech representative and the leadership of both the academic and IT side to be present at the meetings of the main IT council
- The attendance of the tech representative and the leads of Technical Services as well as IT Infrastructure and Operations to be present at the sub council
- No dependencies on other projects exist

Note: Activities are based on a high level estimate and may be refined at a later date

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B: Introduce a Tech Representative at the Director's council

B	Introduce a Tech Representative at the Director's council	Owner (Person, Governing Body)	Superintendent, ICT		
Details	<ul style="list-style-type: none">The Tech Representative role will be a part of the Director's council for TCDSB and will be responsible for bringing strategic guidance for all IT planning and decision making purposesThe Tech Representative will be responsible for executing the Board's IT Vision and Strategic Roadmap as well as being an advisor to the Board with regards to IT/technology mattersThe role would be cross-functional to act as an advisor and a bridge to different academic and strategic units to ensure a strong uptake of technology as well as to ensure funding and utilization of current solutions				
Estimated Duration	6 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)	Medium
Key Activities					

In order to fill the Tech Representative role members of the organization will need to:

- Develop a business case for the reasons why the organization requires a Tech Representative (e.g. to ensure the alignment of **the IT Strategy with the overall strategy of the Board, to communicate the Board's IT Strategic Roadmap to all stakeholders**)
- Present the business case for appropriate approvals
- Identify individuals within the organization who can take on this role or if needed the external resourcing strategy
- Identify impacts to the organization and develop a communication strategy
- Execute resourcing strategy and select the candidate for the role
- Execute the communications plan

In addition to the representation at other councils such as education council, having a tech representative at the Director's council would ensure IT is abreast of any programs (IT impacting or dependent) and is involved from program planning. In addition, it will help ensure that any new programs or projects are aligned with the strategic direction of ICT and the Board.

While presence at the Director's council can help ensure IT is playing a strategic role within the organization, there also needs to be additional involvement of IT representatives within the other governance councils and decision making processes, to ensure project prioritization, planning and funding takes into account ICT's current budget, capacity and roadmap.

Note: Activities are based on a high level estimate and may be refined at a later date

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C: Develop the Project Portfolio Strategy

C	Develop the Project Portfolio Strategy	Owner (Person, Governing Body)	Project Management Office		
Details	<ul style="list-style-type: none">Develop the project portfolio strategy based on the ITS strategy and have specific objectives and quantifiable targets for the project portfolioDevelop the value and risk criteria used in the project prioritization process and establish thresholds and constraints				
Estimated Duration	2 months	Value (High, Medium, Low)	Medium	Effort (High, Medium, Low)	Medium
Key Activities					

Developing an overall project portfolio strategy, will help ITS guide the selection and direction of the projects for the various academic and business units. The following activities would need to be completed to setup the strategy:

- Establish a project scoping, estimation, monitoring and scoring methodology to be used for the project portfolio
 - Determine a project scoping methodology which will be used to scope and define the objectives of all current and future projects
 - Develop a project estimation framework, which can be used to estimate the project timeline and plan against
 - Develop a monitoring strategy to continuously collect information, track the progress of a project and report on it
 - Develop a scoring methodology which can be used to score the current and future projects and use this information to confirm staffing, resources and timelines
- Establish the throughput and delivery capacity for ITS to deliver on the Board's projects**
- Develop a project scoring methodology
- Identify the Strategic Alignment for the projects and update scoring accordingly
- Score the projects to be delivered

Gartner identifies the following products as leading IT Project and Portfolio Management solutions, which TCDSB should consider – Planview Enterprise, CA Technologies PPM, Changepoint, Microsoft Project Server

Note: Activities are based on a high level estimate and may be refined at a later date

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D: Develop a Cloud First Strategy

D	Develop a Cloud First Strategy		Owner (Person, Governing Body)	Enterprise Architecture	
Details	<ul style="list-style-type: none">Develop the tools and methodologies to support the development of a cloud first strategy for new and current solutions, while becoming the single stop shop for all Cloud solutionsThe TCDSB needs to look at the cloud as a possible solution to many of its data storage and sharing problems. Utilizing the cloud will be able to solve most of the IT Infrastructure Management issues the board faces				
	Estimated Duration	6 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)
Key Activities					

Steps to develop a cloud implementation strategy include:

1. Educate the IT staff on cloud and its related technologies
2. Educate the rest of the organizations to the advantages of using the cloud
3. Introduce IT as the one stop shop for all technology related solutions, to ensure the Board can benefit from economies of scale, and a common brokerage model
4. Develop a cloud strategy, and review the current applications and their ability to move to the cloud
5. **Make it "cloud first" for any new projects: when a new application is needed, start by considering cloud-based solutions first**
6. Move test and development to the public cloud
7. Review the IT maintenance schedule
8. Utilize the project planning team to identify workloads to migrate
9. Hire an expert provider to spearhead the project who can assist with tasks from risk assessment to strategy development
10. Plan for ongoing cloud support needs
11. Build the migration and integration project plan

Using IT as the common brokerage for all infrastructure and solution needs will ensure the Board does not have shadow IT within the Board i.e. the business does not go and purchase services directly from vendors with little attention being paid to security, enterprise architecture and achieving economies of scale.

Note: Activities are based on a high level estimate and may be refined at a later date.



E: Develop an Employee Resourcing Strategy and Plan

E	Develop an Employee Resourcing Strategy and Plan		Owner (Person, Governing Body)	Superintendent, ICT, HR	
Details		<ul style="list-style-type: none">Develop an employee resourcing strategy and plan that highlights current and future resource / succession needs to best achieve the Board and ITS goalsEstablish the succession planning process that ensures that knowledge and expertise are transferred to others in the organization			
Estimated Duration	6 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)	Medium
Key Activities					

Key steps to develop an employee resourcing plan:

1. Link Strategic and Workforce Planning Decisions to develop staffing needs including identifying full time v/s contractor needs
2. Analyze and identify skills and resourcing gaps
3. Identify Talent Pools: Assess competency and skill levels of current workforce
4. Develop Succession Strategies:
 - Identify retention and development/learning strategies including coaching/ mentoring and assessment/ feedback
 - Implement Succession Strategies
 - Implement development/learning strategies (e.g., planned job assignments, formal development)

As a part of the employee resourcing strategy, develop an employee growth /retention plan as well:

- Conduct a Self-assessment: A manager and employee sit down to explore his or her knowledge, skills and abilities, as well as past experiences, accomplishments and interests.
- Individualized career map: Create an individualized career map that involves identifying other positions within the organization that the employee may be interested in. The position may be a lateral move into a different job family or a **promotion. In either case, the position should capitalize on the employee's past experiences, interests and motivation while** at the same time requiring the employee to develop a certain degree of new knowledge, skills and abilities (KSAs) to give him or her something to work toward and stay engaged.
- Training plan: Develop an individual training and certification plan with employees to ensure there is continuous updation of their skills and soft skills. Track their progress on the plan and use as a part of their growth plan.

Note: Activities are based on a high level estimate and may be refined at a later date



F: Establish an IT Project Management Office (PMO)

F	Establish an IT Project Management Office (PMO)		Owner (Person, Governing Body)	Superintendent, ICT		
Details		<ul style="list-style-type: none">Establish an IT Project Management Office (PMO) that initiate projects, monitor progress, measure performance, and facilitate decision makingIntroduce Quality Assurance (QA) and Change Management (CM) capabilities within the Project Management Office to ensure Quality Assurance and Change Management are a core part of any program or project delivery				
Estimated Duration		3 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)	High
Key Activities						

In order to create this office, staff who possess key competencies in project management and staff who are interested in taking on project management responsibilities will be brought in from their respective teams. This newly created team will be informal as no changes will be made to existing departments. Some key initiatives that this group can undertake can include: creating repositories for documentation material, introducing standards and processes to enhance project management methodology and reporting metrics, and creating a detailed dashboard which outlines ongoing projects, resource allocations, budget variance, define quality assurance and change management processes.

In order to establish the PMO the following steps need to be done:

- Define roles and responsibilities for all members of the group
- Identify existing staff who have PM, QA and CM expertise and develop a communication plan for other members who would like to join the working group
- Perform an assessment of the current standards, processes, tools and templates
- Research formal tools and processes that can be used to generate specific reports
- Develop recommendations and execute PM, QA and CM standards on an ongoing basis
- Initiate vendor and service management processes as a part of the PMO activities
- Identify the need for additional resources, while trying to maintain a 1 PM for every 3-4 major programs ratio

The establishment of a Project Management Working Group will require:

- Interest of existing team members to join this group and be a part of PM, QA and CM activities
- Ability and time to take training for interested team members
- Ability and time to deliver training to interested potential team members

Note: Activities are based on a high level estimate and may be refined at a later date



G: Establish an Enterprise Architecture Structure

G	Establish an Enterprise Architecture Function	Owner (Person, Governing Body)	Superintendent, ICT		
Details		<ul style="list-style-type: none">Establish an Enterprise Architecture function that will provide the foundational framework to logically organize applications, infrastructure, and data into a standardized set of directives and process which enables ITS service delivery			
Estimated Duration	6 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)	Medium
Key Activities					

The Enterprise Architecture function can be created through existing IT personnel resources with the designated staff being given additional tasks and responsibilities i.e. undergoing an organization redesign or by recruiting additional resources. The structure of the team will consist of an Enterprise Architecture Lead, Solution Architects, Infrastructure Architects and Project Teams. **The Enterprise Architecture Lead role will be responsible for developing and managing the Board's IT Enterprise Architecture.** This role will manage the Solution Architects and the Infrastructure Architects who will be taken from a resource pool within the Technical Services teams. These teams will then manage project teams who can be taken from the remaining IT staff and resources.

Steps that can be taken to establish this function include:

- Define roles and responsibilities for members of the Enterprise Architecture team
- Identify existing staff who have competencies required for each role
- Identify skills gaps and address through training or recruitment
- Assign enterprise architecture roles and responsibilities to identified staff resources
- Ongoing review and enforcement of the architecture processes and standards

The establishment and maintenance of an Enterprise Architecture function will require:

- Training to address skills gaps
- Capacity of existing staff to work on EA tasks with no impact on their day to day responsibilities
- Recruitment of additional resources to support EA tasks

Note: Activities are based on a high level estimate and may be refined at a later date

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H: Establish an ITS Support Model

H	Establish an ITS Support Model	Owner (Person, Governing Body)	Senior Coordinators, ICT		
Details	<ul style="list-style-type: none">Establish an enhanced ITS support model that ensures support is provided efficiently and as per expectationsDevelop support plans for business v/s academic staff, and provide trainings to staff on new hardware and software technologies				
Estimated Duration	3 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)	Medium
Key Activities					

Steps that TCDSB can undertake to improve the support model are as follows:

1. Identify all of the services that IT support provides to all members of the organization
2. Identify and clarify roles and responsibilities that each member of the help desk and technicians possess
3. Develop and define service level objectives (SLOs) and key performance indicators (KPIs) for all major technology services
4. Monitor performance against these objectives on a frequent basis
5. Enhance the current IT Support Model that outlines the processes, workflows, support levels, and tools used for providing support to technology service users
6. Create a budget plan and develop a roadmap and implementation timeline for this update to the model
7. Create a reporting tool that will identify key indicators (e.g. most frequent issues, calls logged per day, and resolution times)
8. Develop a communication plan to communicate the changes to the technology support model and service level objectives
9. Communicate to all stakeholders of the organization and emphasize that tickets that are not logged in the ITSM system will not be looked at and therefore not be resolved
10. Conduct training for newly issued initiatives for the IT support staff
11. Develop and implement a process for ongoing review and continuous improvement of IT services including collecting information for further analysis (using the analytics solution) to identify areas where additional support is needed

The success of this initiative will depend on:

- The ability and resources to train the support staff
- Efficient use of staffing resources to alleviate current workload and to be able to implement the new changes
- The cooperation of all members of the TCDSB to understand and adhere to the communication plan

Note: Activities are based on a high level estimate and may be refined at a later date



I: Review the current software strategy

I	Review the current software strategy		Owner (Person, Governing Body)	Superintendent, ICT	
Details		<ul style="list-style-type: none">Review the current applications for rationalization and enhancement to newer versions of the same solution or different solutions to add additional functionality and capabilitiesReview should include SAP, eScribe, Web Portal, HCM, Trillium			
Estimated Duration	12 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)	High
Key Activities					

Some of the Board's solutions do not fully support the business needs for the various business units, a few of these are by design, while some are due to new features added by vendors in newer versions of the products. ITS should conduct an analysis to review the capabilities and features of the software solutions being used against the expected functionality the solutions are expected to resolve. The review should include SAP, eScribe, Web Portal, Document Management Systems, Human Capital Management Systems, etc. ITS should follow the following steps to review and update the current strategy:

1. Identify all the software solutions being used by the Board, as well as additional tools requested by the business
2. Identify the different features and capabilities of the various software solutions being used or planned for usage
3. Develop the different business needs which these solutions are designed to solve, work with the business units to identify the different functions and activities the tools are used for
4. Perform a gap analysis to identify the appropriate set of solutions which would need to be selected in order to fulfil the **business' mandate**
5. Identify and request the funding needed in order to undertake the required changes

The board is also leveraging Trillium to offer student services. As Trillium has been purchased by another vendor who has indicated a lack of interest in continuing with the development of the solution, the Board should take the following steps on an immediate basis:

1. Work with the relevant academic and business functions to identify the relevant business needs for the student information system solution
2. Conduct a market scan of potential solutions, and perform a review of the possible solutions against the requirements
3. Select and deploy the appropriate solution to replace Trillium

Note: Activities are based on a high level estimate and may be refined at a later date



J: Develop a Document & Record Management Strategy

J	Develop a Document & Record Management Strategy	Owner (Person, Governing Body)	Enterprise Architecture
Details	<ul style="list-style-type: none"> Establish a document storage and governance process, identify relevant tools to be used for document storage and retrieval 		
Estimated Duration	24 months	Value (High, Medium, Low)	High
			Effort (High, Medium, Low)
			High
Key Activities			

Steps to develop a document & record management strategy include:

1. Develop a governance process for the storage of documents and reports
2. Develop a data classification model for the different types of data generated by the organization
3. Identify the business requirements for a document management system
4. **Conduct a RFP process to identify an appropriate solution which can fulfil the Board's requirements**
5. Deploy the Document Management System via a PoC
6. Collect results from the PoC, which can then be used to update the solution offering
7. Deploy the solution for all employees

As a part of the Document Management Strategy, the Board should look to deploy additional information and communication strategies to communicate with the employees,

- The Board should identify the most commonly raised issues, which can be solved by a self service process and deploy a set of frequently asked questions
- The Board should upload process documents in a central location on the Document Management System and make it available for all employees to refer
- Create how to videos to help employees solve some frequent issues (especially with Trillium, SAP, etc.)
- Workflows can also be implemented as a part of the solution, to enable an automated approval process to be setup

Record keeping should be an essential component of the solution to ensure student records especially on special education are not lost

Note: Activities are based on a high level estimate and may be refined at a later date

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K: Enable a Digital mobility/access anywhere strategy

K	Enable a Digital mobility/access anywhere strategy		Owner (Person, Governing Body)	Superintendent, ICT	
Details		<ul style="list-style-type: none">Enhance the current mobility capabilities to beyond mobile phone and Wi-Fi delivery by enhancing applications to work on the multiple platforms and browsers (Digital Workplace), and look at enhancing network access, VOIP			
Estimated Duration	36 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)	High
Key Activities					

Board employees currently do not enjoy a consistent experience in accessing the various Board resources required by them to do their jobs. Most resources are accessible from Board computing devices (when they work), and are not accessible through other devices including Board provided handhelds. The Board and ITS must take the following steps to enable mobility and provide a consistent experience for the employees:

1. Review the current Wi-Fi deployment for fidelity and ease of access, ensuring it is available at all schools and all required locations within the schools and administrative offices
2. Review the bandwidth consumption at the various Board sites, identify the additional bandwidth requirements and work with the vendor to upgrade the available bandwidth. If required, the Board should consider introducing QoS to improve availability of bandwidth for critical functionality
3. Introduce VoIP based phone lines for all employees, including introducing a software based dialer on laptops versus actual physical hard phones
4. **Expand the availability and services provided by the Board's Citrix solution, to enable employees to access all Board resources even while using a non-Board device**
5. Introduce either mobile based websites or applications for employees to access relevant student and teaching data from their Board provided mobile phones when required

The Board would also need to work through an RFP process to identify the costs of implementing these solutions and budget for them as required.

Note: Activities are based on a high level estimate and may be refined at a later date

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L: Develop an enterprise data analytics culture

L	Develop an enterprise data analytics culture	Owner (Person, Governing Body)	Superintendent, ICT
Details	<ul style="list-style-type: none"> Increase the data collection from the different board applications, to be used as an input towards the implementation of a Business Intelligence solution for analytics and predictive modeling 		
Estimated Duration	36 months	Value (High, Medium, Low)	High
		Effort (High, Medium, Low)	High
Key Activities			

The Board collects a vast amount of data ranging from student scores to education delivered; in addition from a shared services perspective they also collect information on the types of challenges faced by employees to deliver their work. The Board should look at developing a data analytics culture within the organization, and can follow the following steps to achieve the same:

1. Identify the various types and sources of data being collected by the business
2. Identify additional sources of data not being currently collected, which could be used for analytics
3. Develop a metadata and big data architecture
4. Run a proof of concept to identify insights from the data already collected by the Board
5. Deploy a big data solution to analyze the different data the Board has and to develop insights to improve education

The Board should look at leveraging the analytical solution to analyze the various incoming calls to the IT Support Help Desk, create a staffing model based on high and low peaks of service demand from their customers and work to update staffing as needed, including bringing in external contractors during peak periods. The analyzed data can also help the Board identify the common areas where help is required by the employees, and create self help guides and how to videos to help employees resolve some of these issues on their own and without raising support cases

Note: Activities are based on a high level estimate and may be refined at a later date

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M: Introduce an Enterprise service management system

M	Introduce an Enterprise service management system	Owner (Person, Governing Body)	Superintendent, ICT, Governance Council		
Details	<ul style="list-style-type: none">Introduce a Board wide system to log and track cases for the delivery of different services to the Board’s various stakeholdersHeat is an old system with limited functionality that should be upgraded so that it tracks all IT ticketsCurrently the IT ticketing system is not used across the board and is therefore not able to accurately track all issues throughout the organizationOptimize the IT Service Desk				
Estimated Duration	36 months	Value (High, Medium, Low)	High	Effort (High, Medium, Low)	High
Key Activities					

The steps needed to upgrade the ITSM software to an enterprise wide solution include:

1. Identify your precise needs: The Board needs to identify the business needs from the solution including for special services
2. Evaluate service providers to identify which ones meet your needs and requirements as well as budget demands
3. Create a rough schedule: flexibility is important in reaching goals and planning out upgrades to make constant progress
4. Provide training to IT support and create training materials for end users for creating and submitting tickets

The steps needed to introduce a Board wide case management system:

1. Use a governance committee to setup a common understanding of the case management system and its leverage for all service staff including Special Education Services, HR/Payroll, Business Services, Planning and Facilities
2. Develop a plan that includes the deployment of the case management system

Steps to optimize the IT Service Desk:

1. Remove Sources of Waste to Become Effective and Efficient, examples of waste include:
 - Movement of work, information and materials: On-site visits to resolve incidents that could be resolved remotely
 - Unnecessary physical movement: printing information from one place, then re-entering it in another place
 - Reworking to correct mistakes: help desk interventions that were not done correctly or that do not solve problems
2. Try to eliminate these sources of waste by creating a value stream map which shows the flow of a process, highlighting information, inputs, outputs, controls and cycle times
3. Always start the process of value streams with the to-be state, then draft the value stream with the desired state
4. Generate recommendations and prioritize solutions and then create an improvement roadmap

Note: Activities are based on a high level estimate and may be refined at a later date



N: Implement a hardware lifecycle management policy

N	Implement a hardware lifecycle management policy	Owner (Person, Governing Body)	Superintendent, ICT		
Details	<ul style="list-style-type: none">Implement a policy for the renewal of hardware assets owned by the board and deployed with the various schools, teachers and staffA standardized refresh process to replace end-of-life devices and infrastructure on a 3-5 year cycle should be developedA standard IT device catalogue should also be implemented				
	Estimated Duration	12 months	Value (High, Medium, Low)	Medium	Effort (High, Medium, Low)
Key Activities					

Steps to update the device refresh plan:

1. Determine: Determine the technology awareness within the organization and perform a health check of the landscape
2. Design: Identify refresh candidates and options. Build a refresh strategy that includes how the technology is going to work, roadmaps, and risks involved
3. Develop: Once the overall refresh strategy is built, the next step is to plan for its implementation. This includes developing a detailed solution design, test planning, and building a Proof of Concept (PoC)
4. Deploy: Execute the strategy by testing and training the IT team to ensure that they know how to support the devices. Also, provide training guides for staff who will be using the devices. Rollout the new technology to the end users. Ensure to communicate that non standard devices will not receive IT support under any circumstance
5. Deliver: Decommission the old devices and capture feedback to improve solution designs in the future

Not implementing a hardware lifecycle strategy carries a high risk for the Board and introduces it to risks of poor performance, frequent breakdowns and increasing support costs.

Note: Activities are based on a high level estimate and may be refined at a later date.

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O: Implement a disaster recovery / business continuity strategy

O	Implement a disaster recovery / business continuity strategy	Owner (Person, Governing Body)	Superintendent, ICT		
Details	<ul style="list-style-type: none">Disaster Recovery plans provide a step-by-step process for responding to disruptive events. Procedures should be easy-to-use in an effort to recover damaged IT assets.				
Estimated Duration	24 months	Value (High, Medium, Low)	Medium	Effort (High, Medium, Low)	Medium
Key Activities					

Steps to develop the disaster recovery plan:

- Before a detailed recovery plan can be generated a business impact analysis should be conducted to identify the IT services that support the organization's critical business activities. In addition a review of the Board's Business Continuity Plan should be done to ensure the Disaster Recovery plan is in support of the Board's BCP plan
- This project should be organized with acknowledgements to timeline, resources, and expected output
- Risk assessment should be conducted regularly and the backup site facility should be checked upon regularly
- Onsite and Offsite Backup and Recovery procedures should be reviewed, special care should be taken to review cloud based recovery options as well
- Develop of a Disaster Recovery Plan which includes the roles of staff members, communication plans, and scenario plans
- Conduct regular testing of the plan
- Maintenance and periodic inspection of the Plan through updates and review should be conducted on an ongoing basis

Update the Board's Business Continuity Plan

- ICT should take into consideration the Board's Business Continuity Plan while developing the disaster recovery plan
- Post the creation and updation of the disaster recovery plan, ICT needs to leverage with the owners of the Board's Business Continuity Plan to update the plan and link it closely with the Disaster Recovery plan so that the two might work hand in hand in case of a disaster

Note: Activities are based on a high level estimate and may be refined at a later date

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P: Implement a software / hardware vitality plan

P	Implement a software / hardware currency plan		Owner (Person, Governing Body)	Superintendent, ICT	
Details		<ul style="list-style-type: none">Hardware and software vitality is an important part of the regular maintenance of the Boards infrastructure and softwareMaintaining vitality helps ensure the latest versions of software and firmware are deployed, and helps reduce the Board's overall risk and increase securityReview the hardware and software vitality to ensure the Board is either at the latest or latest – 1 version of the software and firmware			
Estimated Duration	12 months	Value (High, Medium, Low)	Medium	Effort (High, Medium, Low)	Medium
Key Activities					

Steps to develop a vitality plan:

1. Conduct a application and hardware inventory exercise of all the deployed software and hardware within the Board
2. Identify the latest versions of the software's and applicable firmware's for each of the identified solutions
3. Perform a diff between the latest version features and capabilities versus the currently deployed versions
4. Analyze the information to come up with an update plan to bring the application and firmware currency to the latest acceptable solution option for the Board
5. Perform the upgrades and updates as required

Note: Activities are based on a high level estimate and may be refined at a later date

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Q: Implement an IT Asset Management Solution

Q	Implement an IT Asset Management Solution		Owner (Person, Governing Body)	Superintendent, ICT	
Details		<ul style="list-style-type: none">The Board has a number of physical and software assets which are used to complete all its day to day activitiesCurrently there is no software solution used to manage the assets in the lifecycles as well as track their usage across the organizationInvestigate and implement an IT Asset Management solution to manage the Board’s assets			
Estimated Duration	36 months	Value (High, Medium, Low)	Medium	Effort (High, Medium, Low)	High
Key Activities					

The Board should look to deploy an IT Asset Management Solution to track the various IT assets deployed by it with the various employees. This solution would need to work with the current SAP solution leveraged by the Board to track employees and their roles. The Board should take the following steps to deploy an IT Asset Management solution:

1. Identify the types of assets being leveraged by the Board in order to perform its duties
2. Identify the asset lifecycles for the various assets identified
3. Based on the identified assets and lifecycles processes, issue an RFP to identify a solution to be deployed
4. Deploy the Asset Management Solution
5. Transfer all the Asset Management data to the solution
6. Leverage the solution to track the various IT assets and assign them to the various Board employees as needed

Note: Activities are based on a high level estimate and may be refined at a later date.

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R: Implement a communication policy

R	Implement a communication policy		Owner (Person, Governing Body)	Superintendent, ICT	
Details		<ul style="list-style-type: none">Current communication processes both internally and externally are leading to challenges that result in increased costs and impaired service performance. Better communication processes need to be put in place to drive productivity			
Estimated Duration	6 months	Value (High, Medium, Low)	Medium	Effort (High, Medium, Low)	Low
Key Activities					
<p>Steps to develop an improved communication plan</p> <ul style="list-style-type: none">Communicate directly with targeted staff in order to get the message across clearly and succinctly. Address why the information required is criticalSend out concise messages to get the information across and use a central location on the intranet to upload and make available relevant information on commonly raised requests and ticketsRequire status reports from employees to determine what they have accomplished during the week. This will help monitor progress on incomplete projects.					

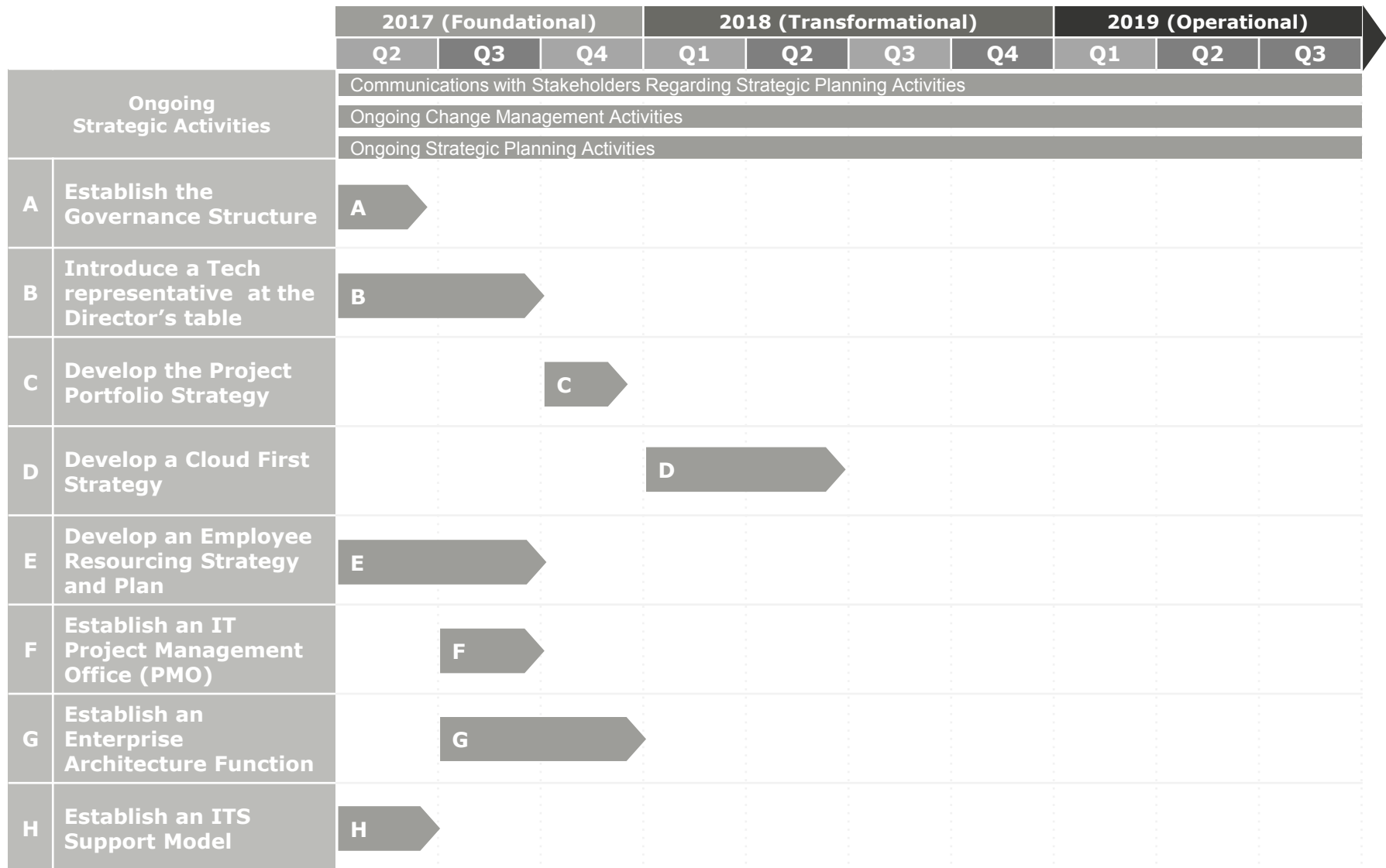
Note: Activities are based on a high level estimate and may be refined at a later date

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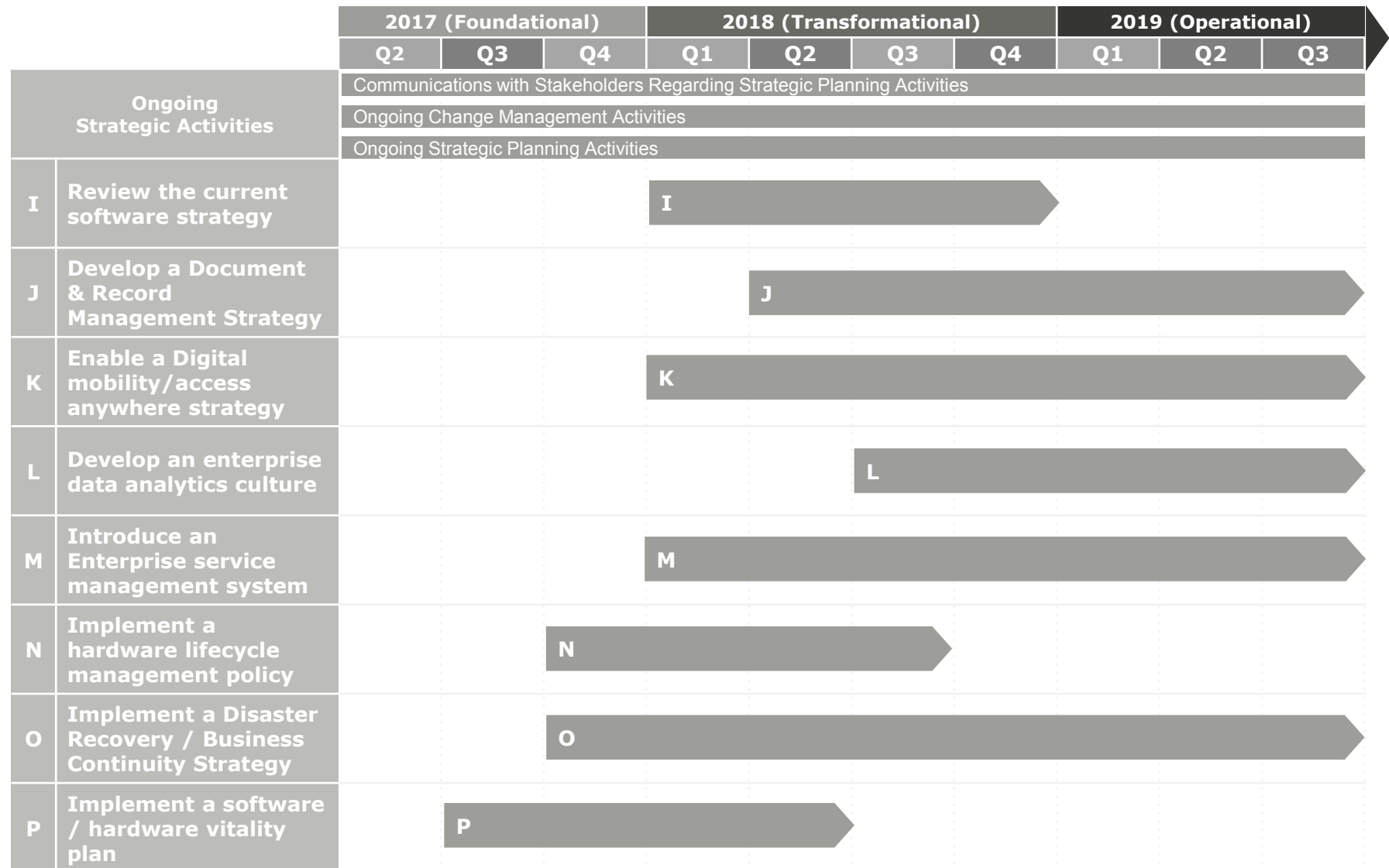
Program Timeline

And “Quick Wins”

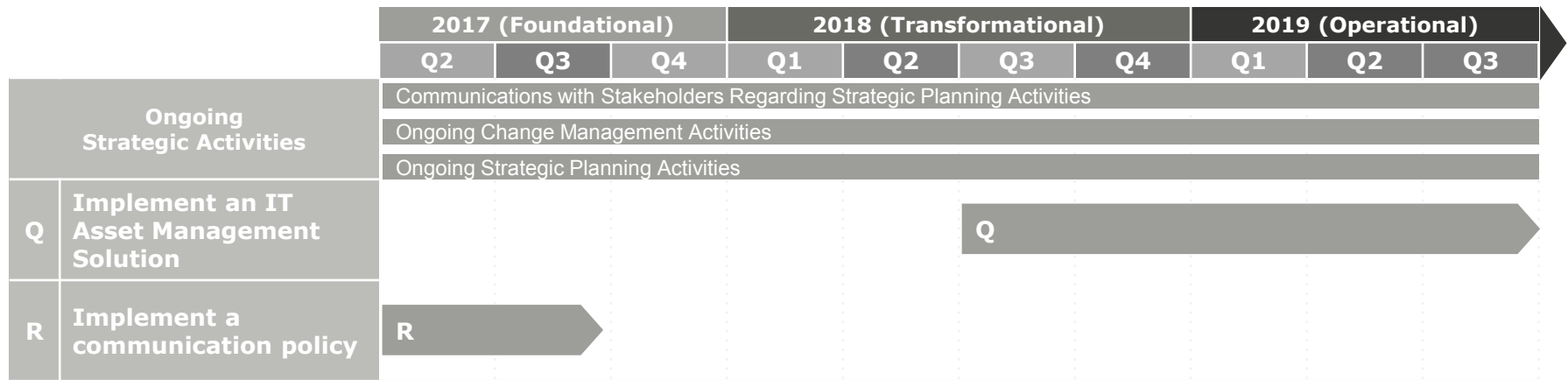
ITS Strategic Roadmap



ITS Strategic Roadmap



ITS Strategic Roadmap



Based on the roadmap and prioritization, the following initiatives were identified as the high-value “quick-wins” for the Board

Initiative	Initiative Name	Value	Effort
A	Establish the Governance Structure	H	M
B	Introduce a Tech representative at the Director's table	H	M
C	Develop the Project Portfolio Strategy	M	M
D	Develop a Cloud First Strategy	H	M
E	Develop an Employee Resourcing Strategy and Plan	H	M
F	Establish an IT Project Management Office (PMO)	H	H
G	Establish an Enterprise Architecture Function	H	M
H	Establish an ITS Support Model	H	M
I	Review the current software strategy	H	H
J	Develop a Document & Record Management Strategy	H	H
K	Enable a Digital mobility/access anywhere strategy	H	H
L	Develop an enterprise data analytics culture	H	H
M	Introduce an Enterprise service management system	H	H
N	Implement a hardware lifecycle management policy	M	M
O	Implement a Disaster Recovery / Business Continuity Strategy	M	M
P	Implement a software / hardware vitality plan	M	M
Q	Implement an IT Asset Management Solution	M	H
R	Implement a communication policy	M	L



H = High; M = Medium; L = Low

Next Steps

1. Meet with the Board leadership on the future direction of ITS
2. Seek approval from the Board leadership and Human Resources on the changes required to the ITS organization structure
3. Communicate the future direction of ITS and the defined strategy within and outside of ITS
4. Define the governing body member roles and responsibilities and establish a federated + distributed governance structure
5. Communicate the ITS governance structure to the key stakeholders in the Board and schools (about the change and how the change will impact them)
6. Define responsibilities of new / updated roles required to deliver on the ITS strategy

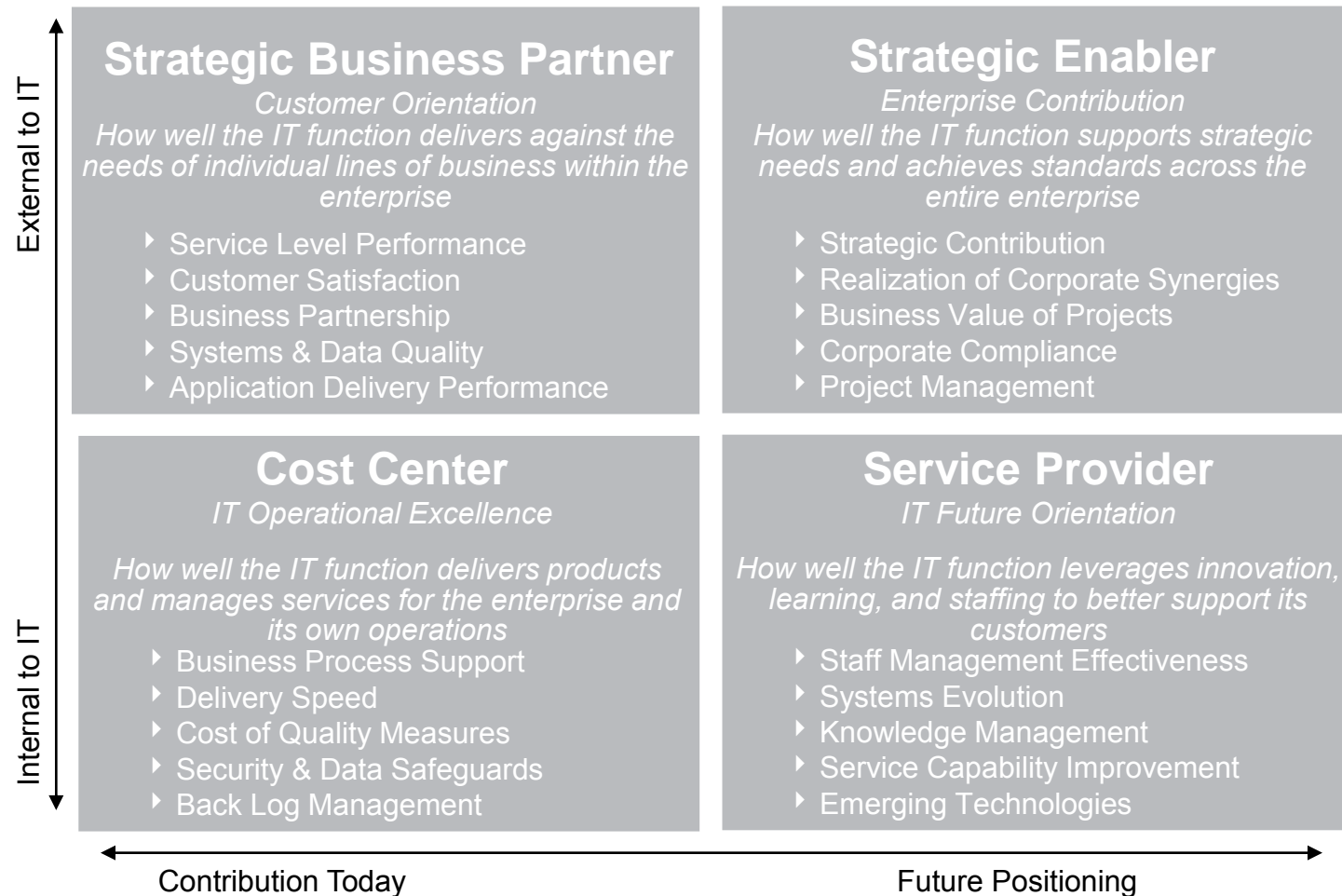
Appendix

Key Frameworks



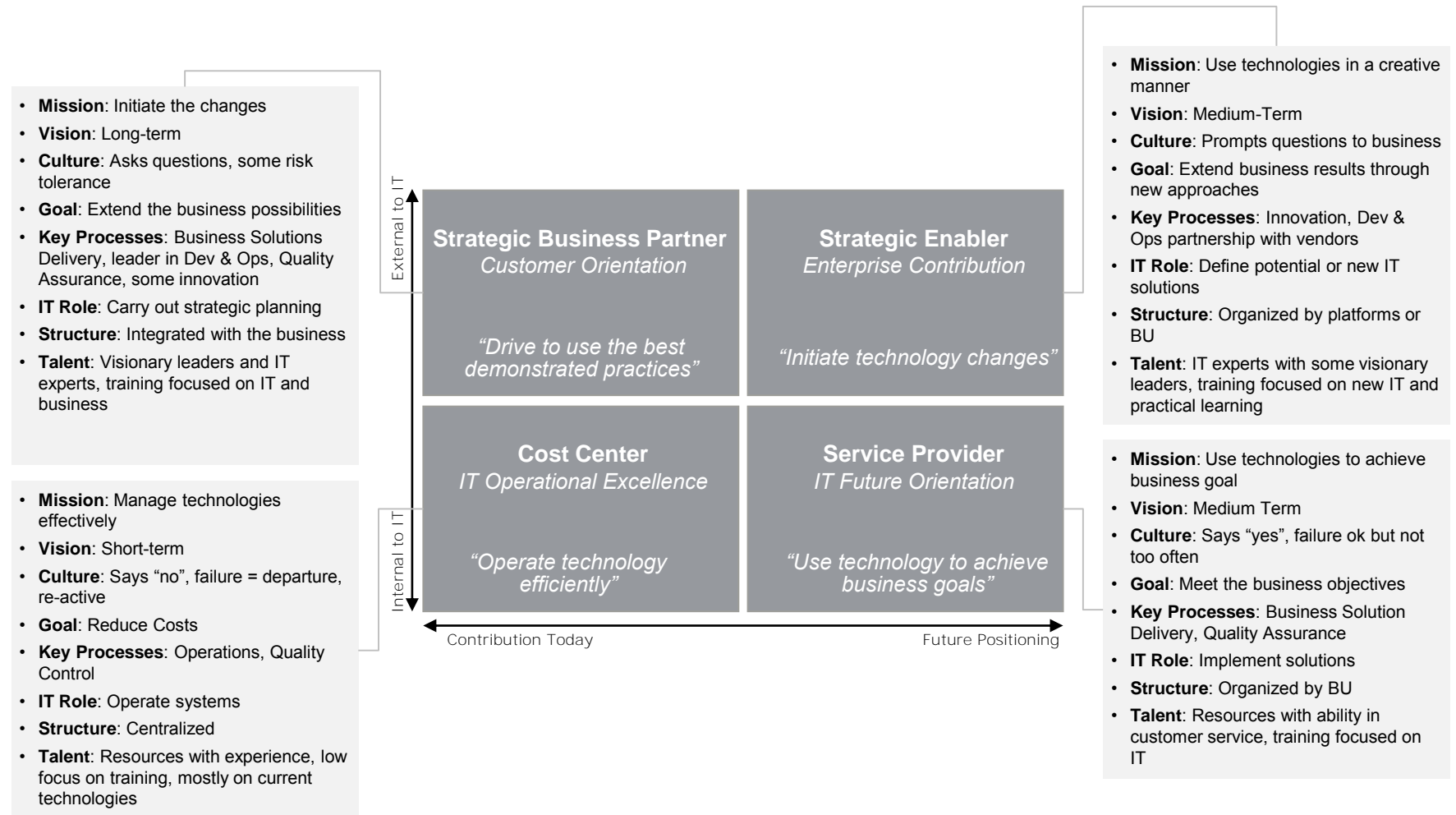
Deloitte's Role of IT Framework

Deloitte's Role of IT Framework was developed to help clarify target interactions with the business





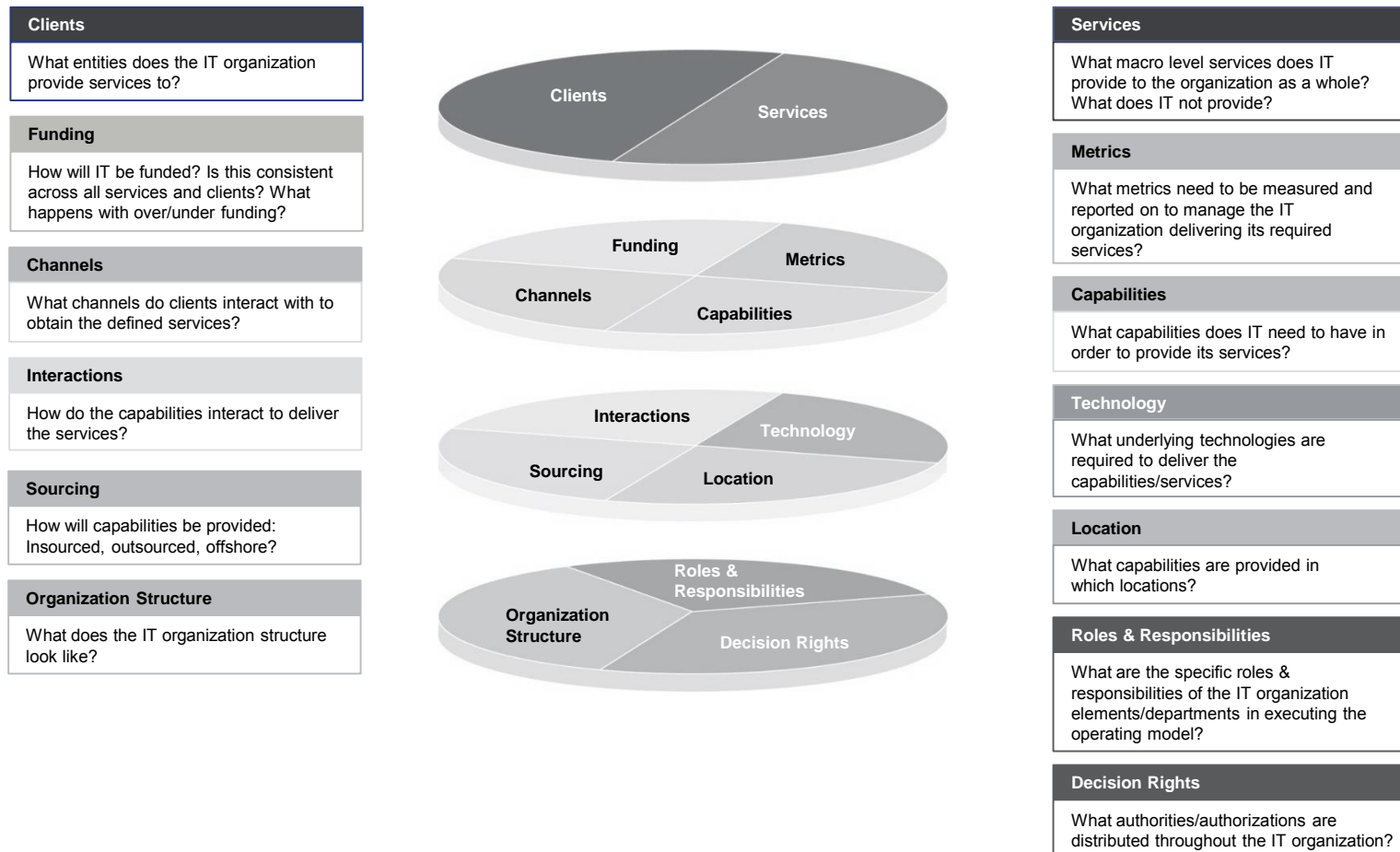
Defining the Future Role of ITS is an important first step in developing an ITS Strategy and Roadmap





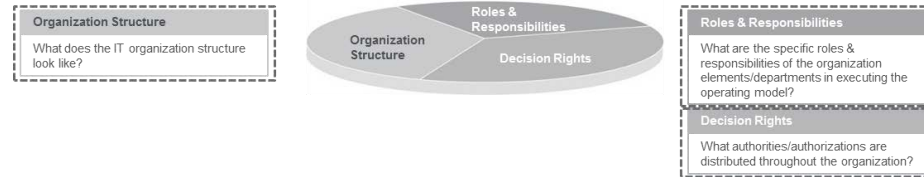
The Operating Model forms a critical link between the Board and ITS strategies and is the requisite foundation to deliver value

The ITS Operating Model depicts the critical dimensions of an effective ITS function including ITS organization, the services it delivers and the manner of this delivery. **It's** important to note that changes in one dimension may have an impact on other dimensions.





Governance describes the leadership, decision-making structure, processes, and accountability that determine how the ITS organization gets work done



Governance is the “What, Who and How”

- **What** decisions require formal management (i.e. what is ITS governing)
- **Who** is responsible and accountable for making IT decisions (i.e. which ITS governance bodies and roles are responsible and accountable)
- **How** these decisions are made and monitored (i.e. what are the relevant ITS governance processes)

Governance Essential Elements

Management Style

Collaborative
Consensus-Driven
Structured
Controlling
Entrepreneurial

Inform and influence the decision-making process

Management Style

Authorities, Structure and Accountability

Targets and Results

Process, Participation and Timing

Reinforcement

Funding — Activities — Benefits
Decisions

Decisions

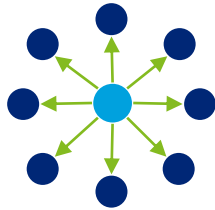
Leadership
Allocating Capital
Monitoring & Control
Policy
Planning
Coordination & Compliance

Drive business and governance objectives

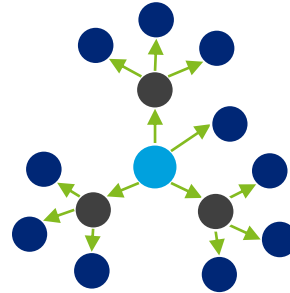
Possible Governance/Organization Models for ITS

Governance Model Continuum

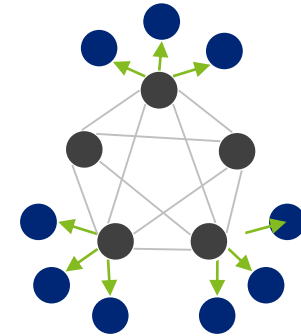
Centralized



Federated



Distributed

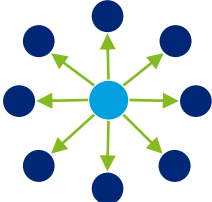
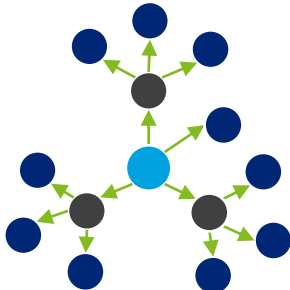
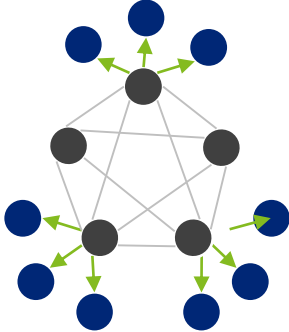


Characteristics

- Central authority guide policies to the various groups
- Decisions made quickly; leads to efficient operations at the expense of individual effectiveness
- Desirable for architecture, other IT-related standard maintenance where efficiency is highly valued
- Generates significant resentment and resistance from those not in the monarchy
- Central authority delivers coordination services, measures, project management and standards to IT groups
- Governance through committees
- Central authority controls back end and cost-related elements (e.g., infrastructure) while IT groups control other elements based on agility
- Large potential for synergies
- Efficiency and effectiveness depends on coordination, sharing of responsibilities and information
- IT groups decide as a group on all common issues, each with veto
- May gain some efficiencies when there is broad consensus
- Decisions made slowly; can easily devolve into anarchy
- Model is inefficient for delivery and management of enterprise-wide solutions



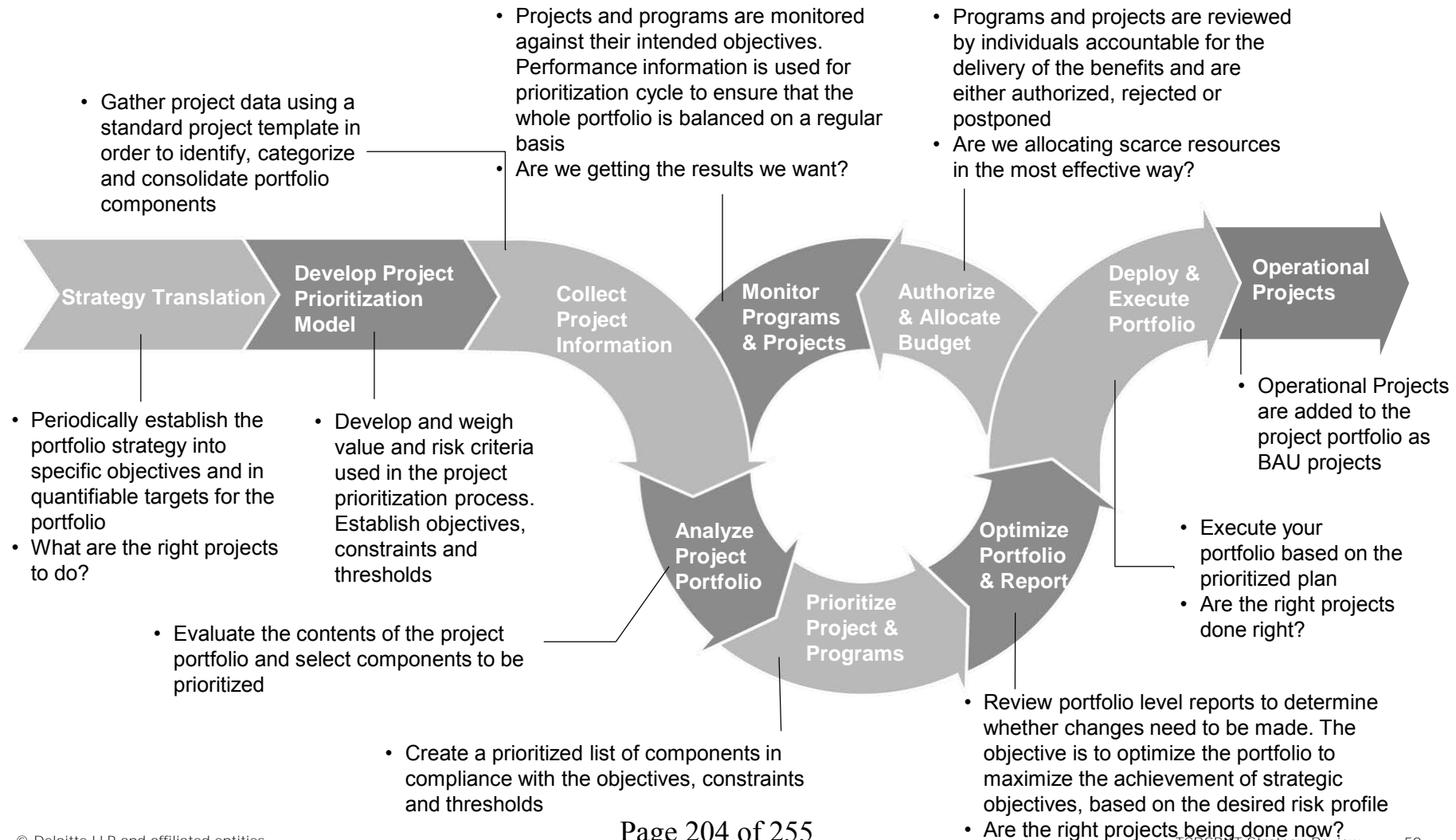
Pros and Cons of Centralized, Federated, and Distributed Governance/ Organization Models

Governance Model Continuum			
	Centralized	Federated	Distributed
			
Pros	<ul style="list-style-type: none"> • Able to drive economies of scale and achieve reduced costs • Simple reporting structure, allowing for easier controls and supervision • Ideal when specialized resources / knowledge are required • Inherent sharing 	<ul style="list-style-type: none"> • Combines benefits for both centralized and distributed models • Facilitates sharing on certain topics • Gains in resource efficiencies, reduced costs • Balances central and local needs • Drives standardization and consistency of IT processes • Large potential for synergies • Reduces redundancies within organization 	<ul style="list-style-type: none"> • Driven by demand, customer satisfaction, and/or financial metrics • Responsive to local needs • Facilitates sharing • Improves expertise overall • Allows for more flexibility in resource deployment
Cons	<ul style="list-style-type: none"> • Traditionally less flexible • Organizational efficiency may be a challenge • Isolated from the business • Less responsible to specific needs 	<ul style="list-style-type: none"> • Requires strong governance • Can be viewed as bureaucratic • Potential for slower decisions • Reduces flexibility and agility of standardization of IT services across the organization 	<ul style="list-style-type: none"> • Managerial control and coordination may be more difficult • Potential for frustration • Potential for duplication and thus increased costs • Difficult to share expertise • Architectural diffusion • Isolated best practices

Project Portfolio Management (PPM) is a collection of strategies and applications that integrate people, processes, and technology



Following portfolio management capabilities and processes provide a useful mechanism to analyze current processes

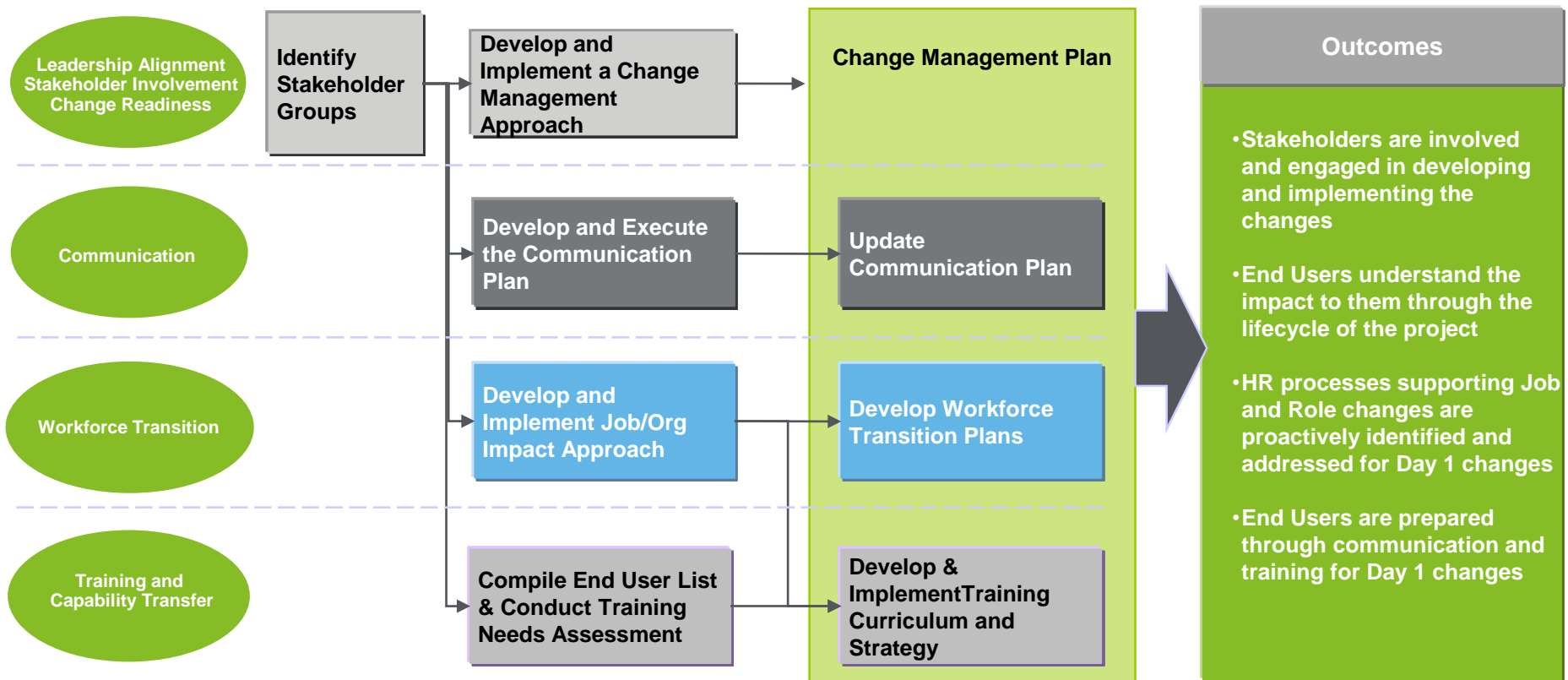


Appendix

Change Management

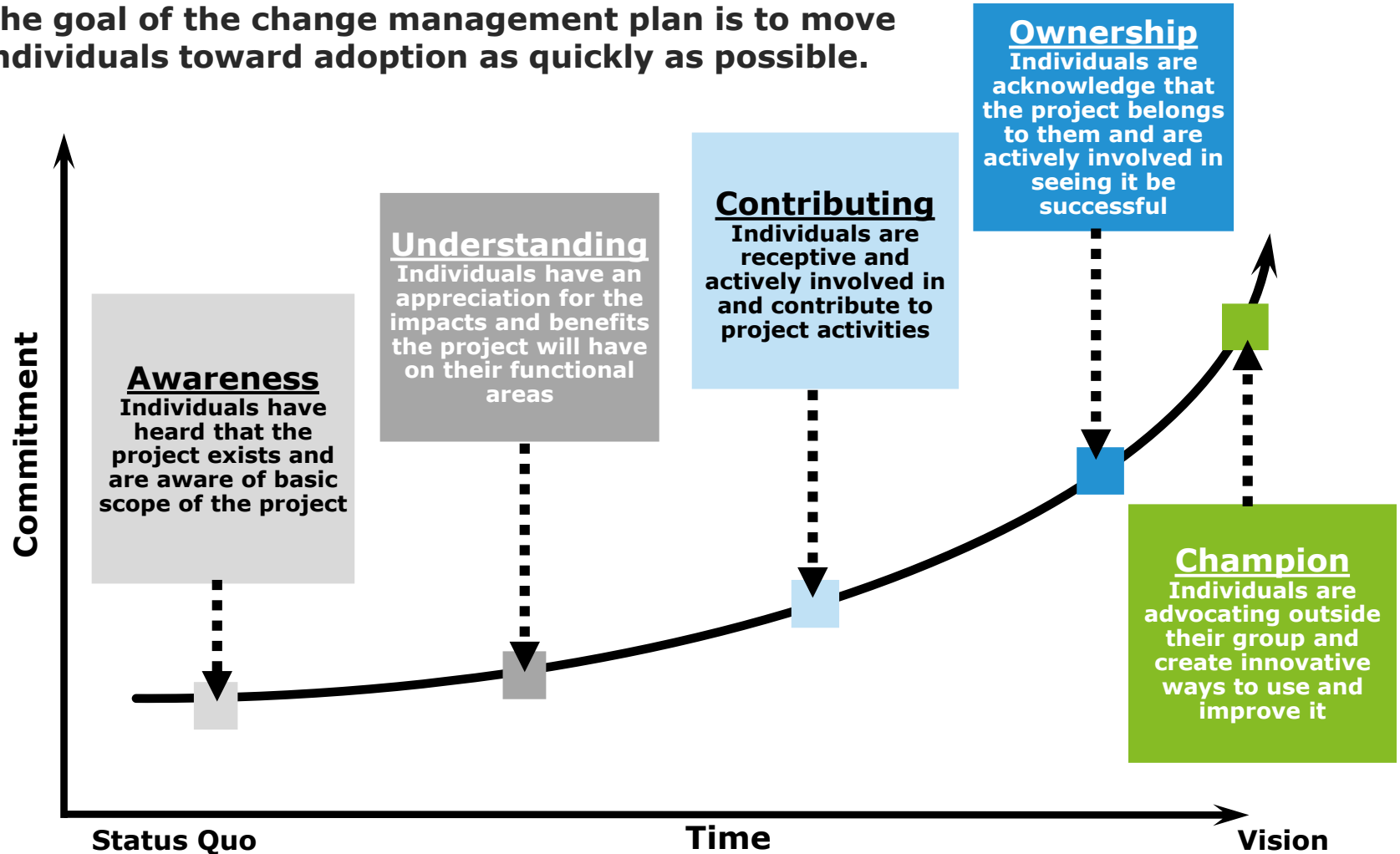
Change Management Approach

The change management approach starts with a clear identification of the user groups and the specific impacts each group will experience as a result of this implementation. The **change readiness plan** will encompass **communication, workforce transition and training** activities designed and executed to address each group's specific needs.



Change Adoption Curve

The goal of the change management plan is to move individuals toward adoption as quickly as possible.



Appendix

Culture Change

Culture Transitions – making successful shifts happen



Phase I

Confirm the culture challenge

- Identify business need and cultural challenge



- Define current profile – i.e. “where you are”. Using various data such as the Deloitte CulturePath assessment tool



Phase II

Define your culture ambition

- Define target culture – i.e., “where you want to be”

- Select levers that will support culture transition

Behaviours



Systems

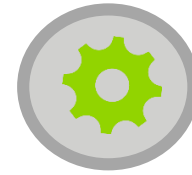


Symbols



- Define culture transition plan

Culture Transition plan



Phase III

Execute and make it stick

- Execute Culture Transition Plan and make it ‘stick’



- Apply different levers to make culture transition stick

- Measure and monitor progress



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Appendix B, Page 1 of 2

Project to Program Alignment											
Program ID	Program Title	Project ID	Project Title	Start Year	Priority	Seq	Req	One Time Costs	Ongoing Costs	Status	
A	Establish the Governance Structure	A1	Hire CIO	2017-18	1	1		\$0	\$170,000	In Progress	
A	Establish the Governance Structure	A2	ICT Organization Restructuring Plan	2017-18	2	5	E	\$0	\$0	Not Started	
A	Establish the Governance Structure	A3	Governance Committees - Re-envision	2017-18	2	2	A1	\$0	\$0	Not Started	
A	Establish the Governance Structure	A4	Implement - ICT Organization Restructuring Plan	2018-19	2	9	A2	\$0	\$500,000	Not Started	
B	Introduce a Tech Representative at the Director's council	B1	CIO regular attendee at Director's Council	2017-18	2	1	A1	\$0	\$0	Not Started	
C	Develop the Project Portfolio Strategy	C1	Project Portfolio Cross-functional Governance Committee	2017-18	2	3	A3	\$0	\$0	Not Started	
C	Develop the Project Portfolio Strategy	C2	Establish Project Portfolio Framework	2017-18	2	4	C1	\$20,000	\$0	Not Started	
C	Develop the Project Portfolio Strategy	C3	Implementation of Project Portfolio Strategy	2018-19	3	3		\$10,000	\$0	Not Started	
D	Develop a Cloud First Strategy	D1	Cloud Readiness Assessment	2018-19	3	6		\$100,000	\$0	Not Started	
D	Develop a Cloud First Strategy	D2	Establish IT Standards for Cloud Services	2018-19	3	5		\$50,000	\$0	Not Started	
D	Develop a Cloud First Strategy	D3	Cloud Service Migration and Integration Plan	2018-19	3	7	D1	\$50,000	\$0	Not Started	
E	Develop an Employee Resourcing Strategy and Plan	E1	Skills and Qualifications Assessment of ICT staff	2017-18	2	6	A2	\$60,000	\$0	Not Started	
E	Develop an Employee Resourcing Strategy and Plan	E2	ICT Staff - Skills gap analysis	2018-19	2	8	E1	\$40,000	\$0	Not Started	
E	Develop an Employee Resourcing Strategy and Plan	E3	Staff Professional Development	2018-19	2	10	E2	\$300,000	\$0	Not Started	
F	Establish an IT Project Management Office (PMO)	F1	Establish resources for (PMO) Project Management Office	2018-19	2	11	A2	\$0	\$0	Not Started	
F	Establish an IT Project Management Office (PMO)	F2	Establish a five stage (PM) Project Management methodology	2018-19	3	1	F1	\$20,000	\$0	Not Started	
G	Establish an Enterprise Architecture Function	G1	Establish resources for (EA) Enterprise Architecture Team	2018-19	2	12	A2	\$25,000	\$0	Not Started	
G	Establish an Enterprise Architecture Function	G2	Establish (EA) Enterprise Architecture Framework and Methodology	2018-19	3	2		\$0	\$0	Not Started	
H	Establish an ITS Support Model	H1	Create a Service Catalogue	2018-19	2	18		\$50,000	\$0	Not Started	
H	Establish an ITS Support Model	H2	Implement (ITSM) IT Service Management Software	2018-19	2	19		\$60,000	\$50,000	Not Started	
H	Establish an ITS Support Model	H3	IT Service Management - Service reporting dashboards	2018-19	3	8		\$40,000	\$0	Not Started	
I	Review the current software strategy	I1	Enterprise Software - Current State Analysis	2017-18	1	6		\$0	\$0	In Progress	
I	Review the current software strategy	I2	Enterprise Software - Gap Analysis	2017-18	1	7		\$0	\$0	In Progress	
I	Review the current software strategy	I3	Enterprise Software - Future State Planning	2018-19	3	11		\$50,000	\$0	Not Started	
J	Develop a Document Management Strategy	J1	Data Classification	2020+	5			\$500,000	\$0	Not Started	
J	Develop a Document Management Strategy	J2	Procure and implement (EDM) Electronic Document Management software and document imaging	2020+	6			\$750,000	\$250,000	Not Started	
J	Develop a Document Management Strategy	J3	Information Management Process and Procedures	2020+	5			\$50,000	\$0	Not Started	
J	Develop a Document Management Strategy	J4	Document Management - User Professional Development and Documentation	2020+	5		J2	\$500,000	\$100,000	Not Started	
K	Enable a Digital mobility/access anywhere strategy	K1	WiFi and (LAN) Local Area Network Infrastructure Enhancements	2020+	6			\$5,300,000	\$200,000	Not Started	
K	Enable a Digital mobility/access anywhere strategy	K2	(WAN) Wide Area Network Bandwidth Enhancements	2020+	6			\$0	\$125,000	Not Started	
K	Enable a Digital mobility/access anywhere strategy	K3	Remote Access Enhancements	2017-18	1	4		\$40,000	\$5,000	In Progress	
K	Enable a Digital mobility/access anywhere strategy	K4	Unified Communication and Telephone Infrastructure Enhancement	2018-19	3	4		\$500,000	\$2,300,000	Not Started	
K	Enable a Digital mobility/access anywhere strategy	K5	(SIS) Student Information System - Mobile Enhancement	2018-19	2	15	P1	\$0	\$660,000	Not Started	
L	Develop a data analytics culture	L1	Data Architecture	2018-19	3	9	G1	\$50,000	\$10,000	Not Started	
L	Develop a data analytics culture	L2	Enterprise (BI) Business Intelligence Infrastructure	2018-19	3	10		\$10,000	\$30,000	Not Started	
L	Develop a data analytics culture	L3	Predictive Analytics	2020+	5			\$50,000	\$10,000	Not Started	
M	Introduce a Board wide case management system	M1	Implement Student-based Case Management software (Spec. Ed)	2018-19	2	14	P1	\$30,000	\$300,000	Not Started	

Appendix B, Page 2 of 2

M	Introduce a Board wide case management system	M2	Implement Employee-based Case Management software (HR, Benefits, Emp	2019-20	4			\$30,000	\$300,000	Not Started		
N	Implement a hardware lifecycle management policy	N1	Academic Device Refresh	2017-18	1	2		\$0	\$3,000,000	In Progress		
N	Implement a hardware lifecycle management policy	N2	Academic Device Refresh - Top Up	2018-19	2	17		\$0	\$2,000,000	Not Started		
N	Implement a hardware lifecycle management policy	N3	Administration Device Refresh	2017-18	1	3		\$0	\$1,300,000	In Progress		
O	Implement a Disaster Recovery / Business Continuity Strategy	O1	Enterprise Business Continuity / Disaster Recovery (BC/DR) Plan	2020+	5			\$200,000	\$0	Not Started		
O	Implement a Disaster Recovery / Business Continuity Strategy	O2	Implement Enterprise Business Continuity / Disaster Recovery (BC/DR) Infrastructure	2020+	6		O1	\$50,000	\$100,000	Not Started		
O	Implement a Disaster Recovery / Business Continuity Strategy	O3	Enterprise Cloud Backup	2019-20	4			\$0	\$100,000	Not Started		
P	Implement a software and hardware currency plan	P1	Planning and Acquisition of new Student Information System (SIS)	2017-18	1	5	K5, P2, P8, P9, P10	\$1,900,000	\$750,000	In Progress		
P	Implement a software and hardware currency plan	P10	(SIS) Student Information System - Staff Training - Elementary Year 2 Training and Elem & Sec ongoing	2020+	4		P1,P2	\$600,000	\$125,000	Not Started		
P	Implement a software and hardware currency plan	P2	(SIS) Student Information System - Implementation Team	2018-19	2	13	P1	\$170,000	\$500,000	Not Started		
P	Implement a software and hardware currency plan	P3	SAP Planning (HANA)	2019-20	4			\$30,000	\$0	Not Started		
P	Implement a software and hardware currency plan	P4	SAP Migration (HANA)	2020+	7		P3	\$250,000	\$225,000	Not Started		
P	Implement a software and hardware currency plan	P5	Enterprise Portal / Intranet solution	2019-20	4			\$250,000	\$150,000	Not Started		
P	Implement a software and hardware currency plan	P6	Solution for Recruitment, Onboarding, Growth Planning, Performance Appraisal	2018-19	2	20		\$50,000	\$200,000	Not Started		
P	Implement a software and hardware currency plan	P7	(LAN) Local Area Network Infrastructure Refresh	2020+	6			\$3,000,000	\$300,000	Not Started		
P	Implement a software and hardware currency plan	P8	(SIS) Student Information System - Staff Training - Secondary Training	2018-19	2	7	P1,P2	\$575,000	\$0	Not Started		
P	Implement a software and hardware currency plan	P9	(SIS) Student Information System - Staff Training - Secondary Year 2 Training and Elementary Year 1 Training	2019-20	3	12	P1,P2	\$1,100,000	\$0	Not Started		
Q	Implement an IT Asset Management Solution	Q1	IT Asset Management Solution	2019-20	4			\$50,000	\$10,000	Not Started		
Q	Implement an IT Asset Management Solution	Q2	SAP Asset Management Integration	2019-20	4		Q1	\$50,000	\$0	Not Started		
R	Implement a communication policy	R1	Establish Communication Resource Role	2018-19	2	16	A2	\$0	\$0	Not Started		
Z	Other	Z1	Acquire and Implement - (SIEM) Security Information and Events Management	2019-20	4			\$250,000	\$40,000	Not Started		
Z	Other	Z2	Identity Management Enhancements	2020+	5			\$50,000	\$10,000	Not Started		

Appendix C, Page 1 of 2

Prioritized Project List																
Start Year	Priority	Seq	Project ID	Project Title	Additional One Time Costs	Funded	Base Budget Increase	Funded	Status	Value	Effort	Program ID	Program Title	Req		
2017-18	1	1	A1	Hire CIO	\$0		\$170,000	Y	In Progress	High	Low	A	Establish the Governance Structure			
2017-18	1	2	N1	Academic Device Refresh	\$0		\$3,000,000	Y	In Progress	High	Med	N	Implement a hardware lifecycle management policy			
2017-18	1	3	N3	Administration Device Refresh	\$0		\$1,300,000	Y	In Progress	High	Med	N	Implement a hardware lifecycle management policy			
2017-18	1	4	K3	Remote Access Enhancements	\$40,000	Y	\$5,000	Y	In Progress	Med	Med	K	Enable a Digital mobility/access anywhere strategy			
2017-18	1	5	P1	Planning and Acquisition of new Student Information System (SIS)	\$1,900,000	N	\$750,000	N	In Progress	High	High	P	Implement a software and hardware currency plan	K5, P2, P8, P9, P10		
2017-18	1	6	I1	Enterprise Software - Current State Analysis	\$0		\$0		In Progress	High	Med	I	Review the current software strategy			
2017-18	1	7	I2	Enterprise Software - Gap Analysis	\$0		\$0		In Progress	High	Med	I	Review the current software strategy			
2017-18	2	1	B1	CIO regular attendee at Director's Council	\$0		\$0		Not Started	High	Low	B	Introduce a Tech Representative at the Director's council	A1		
2017-18	2	2	A3	Governance Committees - Re-envision	\$0		\$0		Not Started	High	Low	A	Establish the Governance Structure	A1		
2017-18	2	3	C1	Project Portfolio Cross-functional Governance Committee	\$0		\$0		Not Started	High	Med	C	Develop the Project Portfolio Strategy	A3		
2017-18	2	4	C2	Establish Project Portfolio Framework	\$20,000	N	\$0		Not Started	High	Med	C	Develop the Project Portfolio Strategy	C1		
2017-18	2	5	A2	ICT Organization Restructuring Plan	\$0		\$0		Not Started	High	Med	A	Establish the Governance Structure	E		
2017-18	2	6	E1	Skills and Qualifications Assessment of ICT staff	\$60,000	N	\$0		Not Started	High	Med	E	Develop an Employee Resourcing Strategy and Plan	A2		
2018-19	2	7	P8	(SIS) Student Information System - Staff Training - Secondary Training	\$575,000	N	\$0		Not Started	High	High	P	Implement a software and hardware currency plan	P1,P2		
2018-19	2	8	E2	ICT Staff - Skills gap analysis	\$40,000	N	\$0		Not Started	High	Med	E	Develop an Employee Resourcing Strategy and Plan	E1		
2018-19	2	9	A4	Implement - ICT Organization Restructuring Plan	\$0		\$500,000	N	Not Started	High	High	A	Establish the Governance Structure	A2		
2018-19	2	10	E3	Staff Professional Development	\$300,000	N	\$0		Not Started	High	High	E	Develop an Employee Resourcing Strategy and Plan	E2		
2018-19	2	11	F1	Establish resources for (PMO) Project Management Office	\$0		\$0		Not Started	High	Med	F	Establish an IT Project Management Office (PMO)	A2		
2018-19	2	12	G1	Establish resources for (EA) Enterprise Architecture Team	\$25,000	Y	\$0		Not Started	High	Med	G	Establish an Enterprise Architecture Function	A2		
2018-19	2	13	P2	(SIS) Student Information System - Implementation Team	\$170,000	N	\$500,000	N	Not Started	High	High	P	Implement a software and hardware currency plan	P1		
2018-19	2	14	M1	Implement Student-based Case Management software (Spec. Ed)	\$30,000	N	\$300,000	N	Not Started	High	High	M	Introduce a Board wide case management system	P1		
2018-19	2	15	K5	(SIS) Student Information System - Mobile Enhancement	\$0		\$660,000	N	Not Started	High	Med	K	Enable a Digital mobility/access anywhere strategy	P1		
2018-19	2	16	R1	Establish Communication Resource Role	\$0		\$0		Not Started	High	Med	R	Implement a communication policy	A2		
2018-19	2	17	N2	Academic Device Refresh - Top Up	\$0		\$2,000,000	N	Not Started	High	Med	N	Implement a hardware lifecycle management policy			
2018-19	2	18	H1	Create a Service Catalogue	\$50,000	N	\$0		Not Started	Med	Med	H	Establish an ITS Support Model			
2018-19	2	19	H2	Implement (ITSM) IT Service Management Software	\$60,000	N	\$50,000	N	Not Started	High	Med	H	Establish an ITS Support Model			
2018-19	2	20	P6	Solution for Recruitment, Onboarding, Growth Planning, Performance Appraisal	\$50,000	N	\$200,000	N	Not Started	Med	Med	P	Implement a software and hardware currency plan			
2018-19	3	1	F2	Establish a five stage (PM) Project Management methodology	\$20,000	Y	\$0		Not Started	High	Med	F	Establish an IT Project Management Office (PMO)	F1		
2018-19	3	2	G2	Establish (EA) Enterprise Architecture Framework and Methodology	\$0		\$0		Not Started	High	Med	G	Establish an Enterprise Architecture Function			
2018-19	3	3	C3	Implementation of Project Portfolio Strategy	\$10,000	Y	\$0		Not Started	High	High	C	Develop the Project Portfolio Strategy			
2018-19	3	4	K4	Unified Communication and Telephone Infrastructure Enhancement	\$500,000	N	\$2,300,000	N	Not Started	High	High	K	Enable a Digital mobility/access anywhere strategy			
2018-19	3	5	D2	Establish IT Standards for Cloud Services	\$50,000	N	\$0		Not Started	Med	Med	D	Develop a Cloud First Strategy			
2018-19	3	6	D1	Cloud Readiness Assessment	\$100,000	N	\$0		Not Started	Med	Med	D	Develop a Cloud First Strategy			
2018-19	3	7	D3	Cloud Service Migration and Integration Plan	\$50,000	N	\$0		Not Started	Med	Med	D	Develop a Cloud First Strategy	D1		
2018-19	3	8	H3	IT Service Management - Service reporting dashboards	\$40,000	N	\$0		Not Started	High	Med	H	Establish an ITS Support Model			
2018-19	3	9	L1	Data Architecture	\$50,000	N	\$10,000	N	Not Started	High	High	L	Develop a data analytics culture	G1		
2018-19	3	10	L2	Enterprise (BI) Business Intelligence Infrastructure	\$10,000	Y	\$30,000	N	Not Started	High	High	L	Develop a data analytics culture			
2018-19	3	11	I3	Enterprise Software - Future State Planning	\$50,000	N	\$0		Not Started	High	Med	I	Review the current software strategy			
2019-20	3	12	P9	(SIS) Student Information System - Staff Training - Secondary Year 2 Training and Elementary Year 1 Training	\$1,100,000	N	\$0		Not Started	High	High	P	Implement a software and hardware currency plan	P1,P2		
2019-20	4		M2	Implement Employee-based Case Management software (HR, Benefits, Emp	\$30,000	N	\$300,000	N	Not Started	High	High	M	Introduce a Board wide case management system			

Appendix C, Page 2 of 2

2019-20	4		O3	Enterprise Cloud Backup	\$0		\$100,000	N	Not Started	Med	Med	O	Implement a Disaster Recovery / Business Continuity Strategy		
2019-20	4		P3	SAP Planning (HANA)	\$30,000	Y	\$0		Not Started	High	High	P	Implement a software and hardware currency plan		
2019-20	4		P5	Enterprise Portal / Intranet solution	\$250,000	N	\$150,000	N	Not Started	Med	High	P	Implement a software and hardware currency plan		
2019-20	4		Q1	IT Asset Management Solution	\$50,000	N	\$10,000	N	Not Started	Med	Med	Q	Implement an IT Asset Management Solution		
2019-20	4		Q2	SAP Asset Management Integration	\$50,000	N	\$0		Not Started	Med	Med	Q	Implement an IT Asset Management Solution	Q1	
2019-20	4		Z1	Acquire and Implement - (SIEM) Security Information and Events Management	\$250,000	N	\$40,000	N	Not Started	High	High	Z	Other		
	4		P10	(SIS) Student Information System - Staff Training - Elementary Year 2 Training and Elem & Sec ongoing	\$600,000	N	\$125,000	N	Not Started	High	High	P	Implement a software and hardware currency plan	P1,P2	
2020+	5		J1	Data Classification	\$500,000	N	\$0		Not Started	High	High	J	Develop a Document Management Strategy		
2020+	5		J3	Information Management Process and Procedures	\$50,000	N	\$0		Not Started	High	High	J	Develop a Document Management Strategy		
2020+	5		J4	Document Management - User Professional Development and Documentation	\$500,000	N	\$100,000	N	Not Started	High	High	J	Develop a Document Management Strategy	J2	
2020+	5		L3	Predictive Analytics	\$50,000	N	\$10,000	N	Not Started	High	High	L	Develop a data analytics culture		
2020+	5		O1	Enterprise Business Continuity / Disaster Recovery (BC/DR) Plan	\$200,000	N	\$0		Not Started	Med	High	O	Implement a Disaster Recovery / Business Continuity Strategy		
2020+	5		Z2	Identity Management Enhancements	\$50,000	N	\$10,000	N	Not Started	High	Med	Z	Other		
	6		J2	Procure and implement (EDM) Electronic Document Management software and document imaging	\$750,000	N	\$250,000	N	Not Started	High	High	J	Develop a Document Management Strategy		
2020+	6		K1	WiFi and (LAN) Local Area Network Infrastructure Enhancements	\$5,300,000	N	\$200,000	N	Not Started	High	Med	K	Enable a Digital mobility/access anywhere strategy		
2020+	6		K2	(WAN) Wide Area Network Bandwidth Enhancements	\$0		\$125,000	N	Not Started	High	Med	K	Enable a Digital mobility/access anywhere strategy		
2020+	6		O2	Implement Enterprise Business Continuity / Disaster Recovery (BC/DR) Infrastructure	\$50,000	N	\$100,000	N	Not Started	Med	Med	O	Implement a Disaster Recovery / Business Continuity Strategy	O1	
2020+	6		P7	(LAN) Local Area Network Infrastructure Refresh	\$3,000,000	N	\$300,000	N	Not Started	Med	Med	P	Implement a software and hardware currency plan		
2020+	7		P4	SAP Migration (HANA)	\$250,000	N	\$225,000	N	Not Started	High	High	P	Implement a software and hardware currency plan	P3	

Estimated Project Costs

Already Funded Costs per Budget Year							
2017-2018		2018-2019		2019-2020		2020+	
One Time Costs	Base Budget	One Time Costs	Base Budget	One Time Costs	Base Budget	One Time Costs	Base Budget
\$40,000	\$4,475,000						
		\$65,000					
				\$30,000			

Additional Costs per Budget Year									
2017-2018		2018-2019		2019-2020		2020+		TOTAL	TOTAL
Additional One Time Costs	Base Budget Increase	Additional One Time Costs	Base Budget Increase	Additional One Time Costs	Base Budget Increase	Additional One Time Costs	Base Budget Increase	Additional One Time Costs	Base Budget Increase
\$1,980,000	\$750,000							\$1,980,000	\$750,000
		\$2,115,000	\$6,550,000					\$2,115,000	\$6,550,000
				\$1,730,000	\$600,000			\$1,730,000	\$600,000
						\$11,300,000	\$1,445,000	\$11,300,000	\$1,445,000
								\$17,125,000	\$9,345,000



Toronto Catholic District School Board (TCDSB)

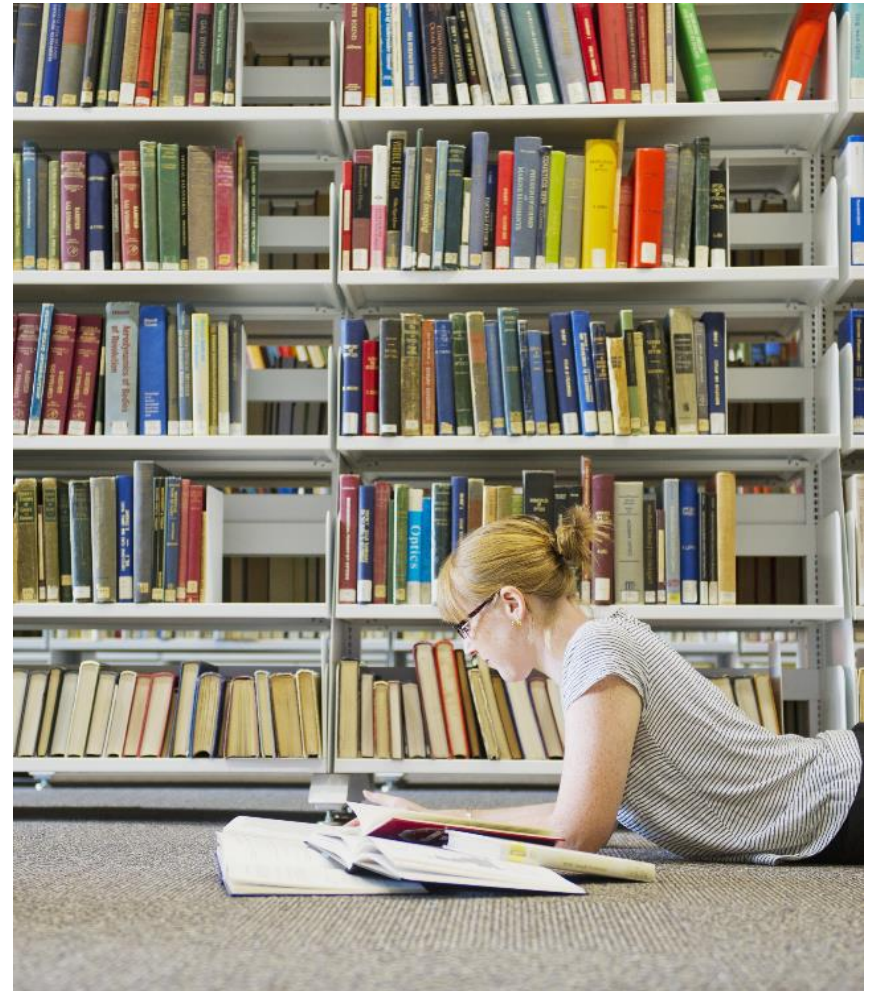
IT Strategy Review

Exec Summary

Final

Contents

Background & Context	3
Project Overview	4
IT Strategy	5
Projects & Timelines	10
Quick Wins	16
Next Steps	17



Background & Context

TCDSB is refreshing its existing IT Strategy and Roadmap for the next 3-5 years based on the updated Multi-Year Strategic Plan

Role of IT at TCDSB

**Learning
within
Schools**

**Core Business
Functions**

TCDSB's IT services acts as a pillar to its academic and business functions. IT is used to enable learning within the schools as well as an enabler for the delivery of core business services such as Finance and Human Resources for the organization.

TCDSB Information Technology

Project Objectives for TCDSB

**Refreshed Multi Year
Strategic Plan**

**Existing IT Strategy and
Customer Inputs**

**Budget, Legal and other
constraints**



Refreshed IT Strategy & Roadmap

**'Quick Wins' to obtain immediate
benefits and business value**

Project Overview

Deloitte undertook a multi-step approach to gather data, and identify relevant risks which forms the basis of the overall recommendations towards TCDSB's strategic plan.

Data Gathering

**Workshops with
key individuals
from identified
functional
groups**

**Identified
Document
Review**

Deloitte took a multi-step approach to gather data with regards to the current state of IT Services and Support at the Board, consisting of workshops and meetings with the key functional groups, and a review of the current state documentation.

ICT Strategy

The gathered data was then used to identify some key findings and key risks which the Board needs to consider based on their current state. The analysis also reviewed the status of projects from the previous ICT strategy. This information along with some key trends in the education sector, were then used to identify some key recommendations for the Board to consider.

Key Findings

Key Risks

**Current status of previous
plan**

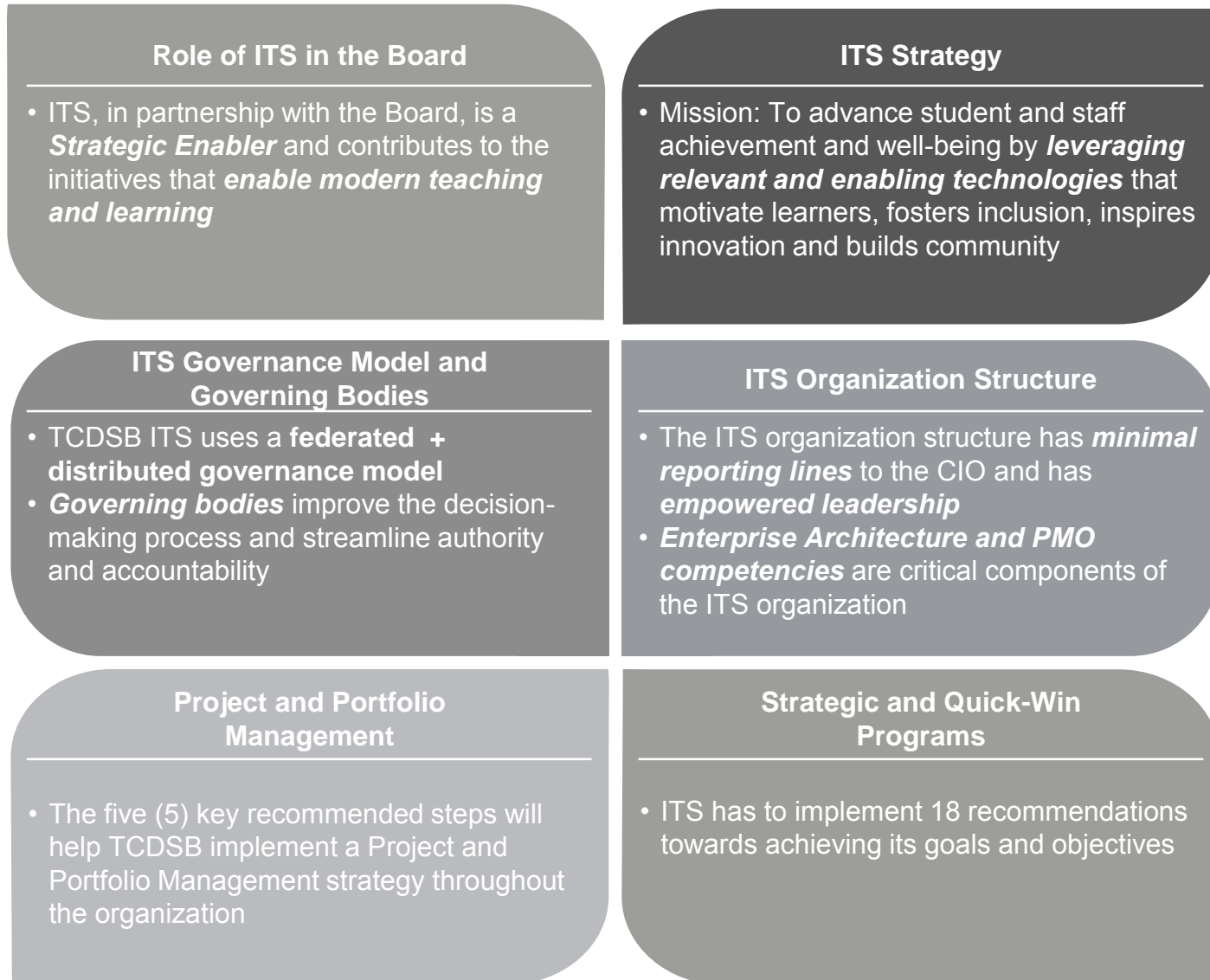
Key Education Trends

Key Recommendations in ICT Strategy

**'Quick Wins' to obtain immediate
benefits and business value &
Implementation Roadmap**

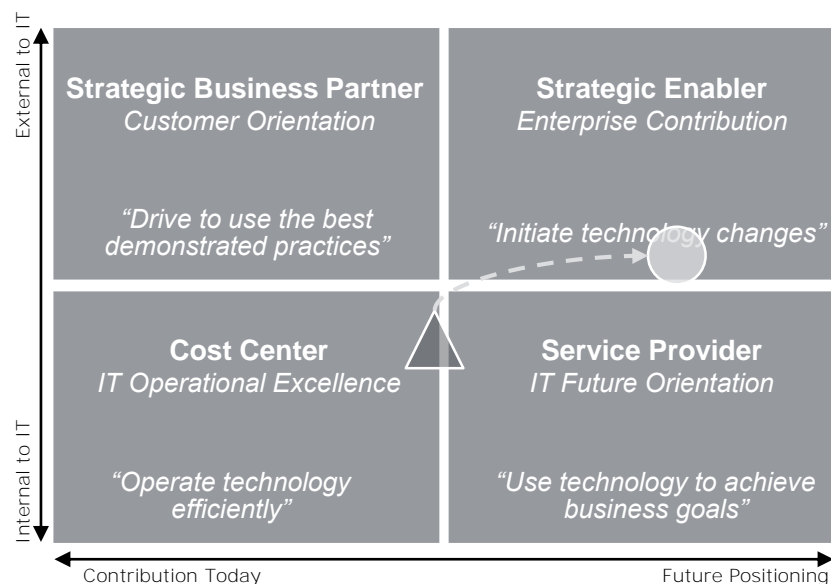
Board's IT Strategy

The IT Strategy is structured into six (6) main sections





ITS, in partnership with the Board, is a Strategic Enabler / Service Provider and contributes to initiatives that enable modern work and learning



TCDSB ICT:

- Initiates the changes and ensures technology is used in an effective manner
- Has a transparent culture
- Is integrated with the business, teaching and learning functions
- Works closely with the academic, and business functions to identify pain points and challenges; helps innovate to solve these challenges by using technology in a creative manner
- Defines potential of new IT solutions
- Tolerates some risk taking to encourage creative ideas
- Extends results through new approaches
- Applies research with assured quality
- Is focused on setting standards and processes
- Has a combination of visionary leaders and IT experts
- Manages and delivers on the IT service and solution life cycles



Delivering the strategy requires strict adherence to the guiding principles



Become a Trusted Strategic Business and Learning Partner



Champion the adoption of processes and technologies that enable modern work and learning



Establish effective communication strategies to help customers understand offerings and services



Develop employee resource strategy that focuses on IT professional and technical competencies

Guiding Principles / Enablers (who we are, how we work)



People

- Foster a culture of **collaboration, innovation, service excellence and continuous improvement**
- Efficiently utilize our **employees skills, talents and interests**
- **Build technical competencies** on current and emerging technologies
- **Facilitate leadership development** that support capacity building and succession planning
- **Develop and promote technical, soft and project management skills** to facilitate employee growth



Process

- Follow and communicate **governance and operating model that fosters delivery excellence**
- **Transparently engage, collaborate and communicate** with stakeholders
- **Actively manage the technology portfolio** by having stringent and measurable controls to ensure the identified projects are delivered with quality and within scope, timelines and budget
- **Apply project management principles** to the development and management of current and future projects
- **Achieve operational excellence across the Board** by optimizing efficiencies and actively managing technology products, services and operating processes

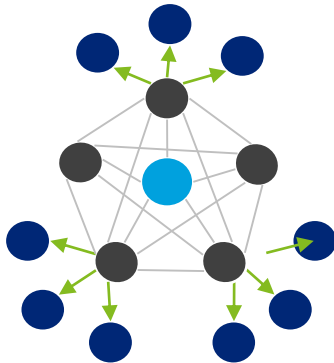


Technology

- Develop and deliver **quality products and services** that are architected to support cross organization integration
- Optimize technology investments to ensure **continued stewardship of the Board resources**
- Promote and deliver **environmentally responsible technology** and practices
- Develop and identify **quality solutions and products to fulfill business and academic needs**
- Review and **enhance current out of the box solutions** for Board needs, **obtain additional solutions** as needed, **retire solutions** which no longer fit Board's technology landscape
- Follow a **cloud first architecture**
- Develop an **enterprise architecture mindset**



TCDSB ICT should continue to use their federated + distributed governance model to improve decision-making and streamline authority and accountability



Federated + Distributed Governance Model

The ICT organization should follow a **federated + distributed governance model** and recognize that appropriate processes, people and relationships must be in place for effective governance

In doing this, ICT will be positioned to:

- **Enable** the development and delivery of an **unified ITS strategy and roadmap**
- **Drive standardization and consistency** of its technology processes
- Offer greater potential for **skills growth and specialization** among IT staff

The distributed + federated model **partially aligns with the current ICT environment** and does not warrant a radical shift in operations

Rationale

The characteristics of the Federated + Distributed ICT governance model has various advantages:

- **Drives common standards** – The model facilitates the implementation of **common standards, policies and processes** across all ICT operations
- **Supportive of culture** – The model encourages **engagement and coordination** between technology personnel across all functions and continues to **support and strengthen the collaborative culture** that exists within the organization
- **Supportive of effective governance** – The model supports an effective governance regime as there is a **closer and at the same time distributed point of accountability for the ICT**



Programs to “Enable ITS” to achieve the identified goals

	Program	Brief Description	Estimated Duration
A	Establish the Governance Structure	<ul style="list-style-type: none"> Establish a federated + distributed governance structure that is best suited to TCDSB ITS given its size, products and services provided, and Future Role of ITS 	3 months
B	Introduce a Tech Representative at the Director’s council	<ul style="list-style-type: none"> The Tech Representative role will be a part of the executive Board for the TCDSB and will be responsible for bringing strategic guidance for all IT planning and decision making purposes 	6 months
C	Develop the Project Portfolio Strategy	<ul style="list-style-type: none"> Develop the project portfolio strategy based on the ITS strategy and have specific objectives and quantifiable targets for the project portfolio Develop the value and risk criteria used in the project prioritization process and establish thresholds and constraints 	2 months
D	Develop a Cloud First Strategy	<ul style="list-style-type: none"> Develop the tools and methodologies to support the development of a cloud first strategy for new and current solutions, while becoming the single stop shop for all Cloud solutions 	6 months
E	Develop an Employee Resourcing Strategy and Plan	<ul style="list-style-type: none"> Develop an employee resourcing strategy and plan that highlights current and future resource / succession needs to best achieve the Board and ITS goals 	6 months
F	Establish an IT Project Management Office (PMO)	<ul style="list-style-type: none"> Establish an IT Project Management Office (PMO) that initiate projects, monitor progress, measure performance, and facilitate decision making 	3 months
G	Establish an Enterprise Architecture Function	<ul style="list-style-type: none"> Establish an Enterprise Architecture function that will provide the foundational framework to logically organize applications, infrastructure, and data into a standardized set of directives and process which enables ITS service delivery 	6 months
H	Establish an ITS Support Model	<ul style="list-style-type: none"> Establish an ITS support model that ensures support is provided efficiently and as per expectations 	3 months



Programs to “Enable ITS” to achieve the identified goals

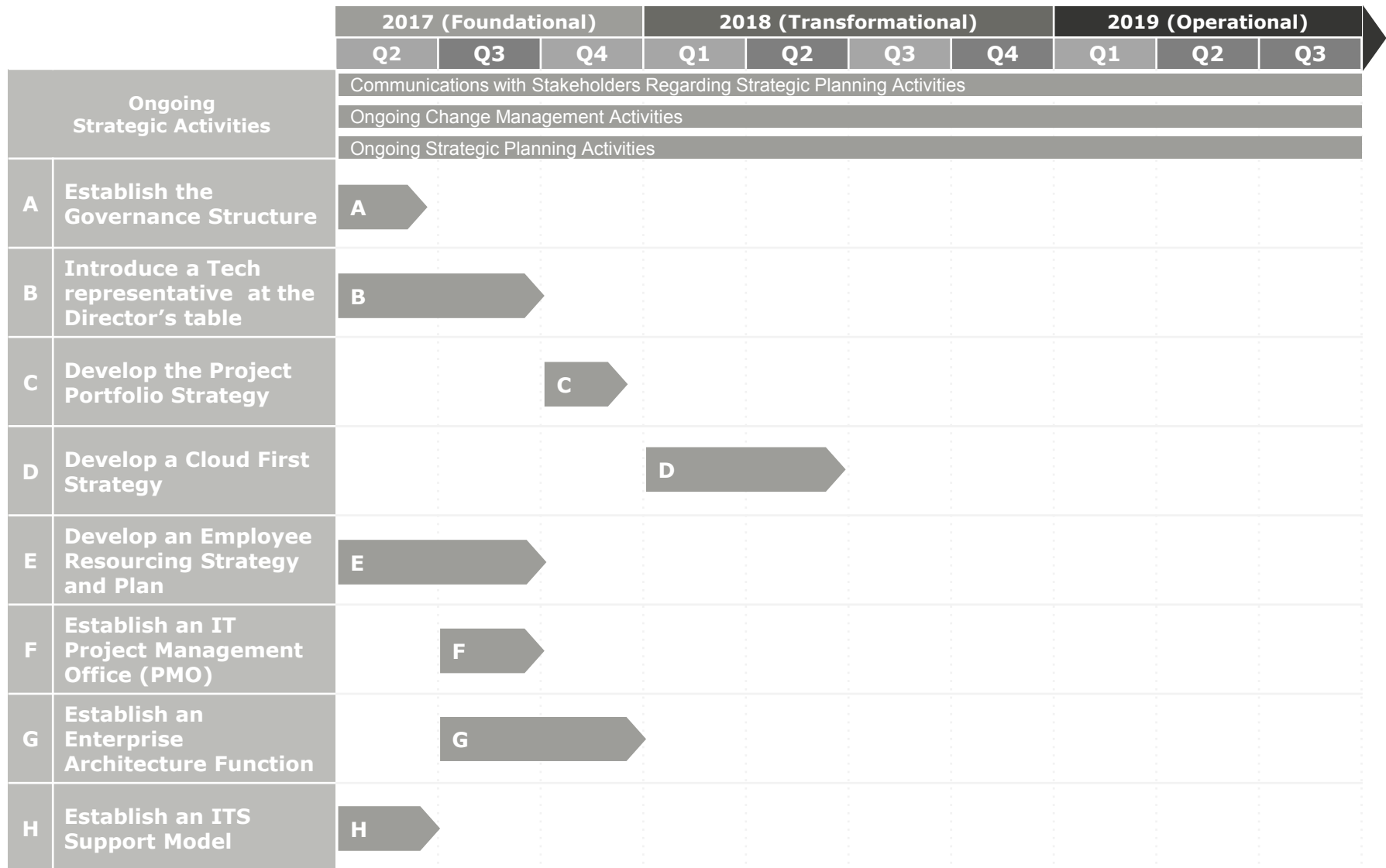
	Program	Brief Description	Estimated Duration
I	Review the current software strategy	<ul style="list-style-type: none"> Review the current applications for rationalization and enhancement to newer versions of the same solution or different solutions to add additional functionality and capabilities Review should include SAP, eScribe, Web Portal, HCM, Trillium 	12 months
J	Develop a Document & Record Management Strategy	<ul style="list-style-type: none"> Establish a document storage and governance process, identify relevant tools to be used for document storage and retrieval 	24 months
K	Enable a Digital mobility/access anywhere strategy	<ul style="list-style-type: none"> Enhance the current mobility capabilities to beyond mobile phone and Wi-Fi delivery by enhancing applications to work on the multiple platforms and browsers (Digital workplace), and look at enhancing network access, VOIP 	12 months
L	Develop an enterprise data analytics culture	<ul style="list-style-type: none"> Increase the data collection from the different board applications, to be used as an input towards the implementation of a Business Intelligence solution for analytics and predictive modeling 	36 months
M	Introduce an Enterprise service management system	<ul style="list-style-type: none"> Introduce a Board wide system to log and track cases for the delivery of different services to the Board’s various stakeholders 	36 months
N	Implement a hardware lifecycle management policy	<ul style="list-style-type: none"> Implement a policy for the renewal of hardware assets owned by the board and deployed with the various schools, teachers and staff 	12 months
O	Implement a Disaster Recovery / Business Continuity Strategy	<ul style="list-style-type: none"> Disaster Recovery plans provide a step-by-step process for responding to disruptive events. Procedures should be easy-to-use in an effort to recover damaged IT assets. 	24 months



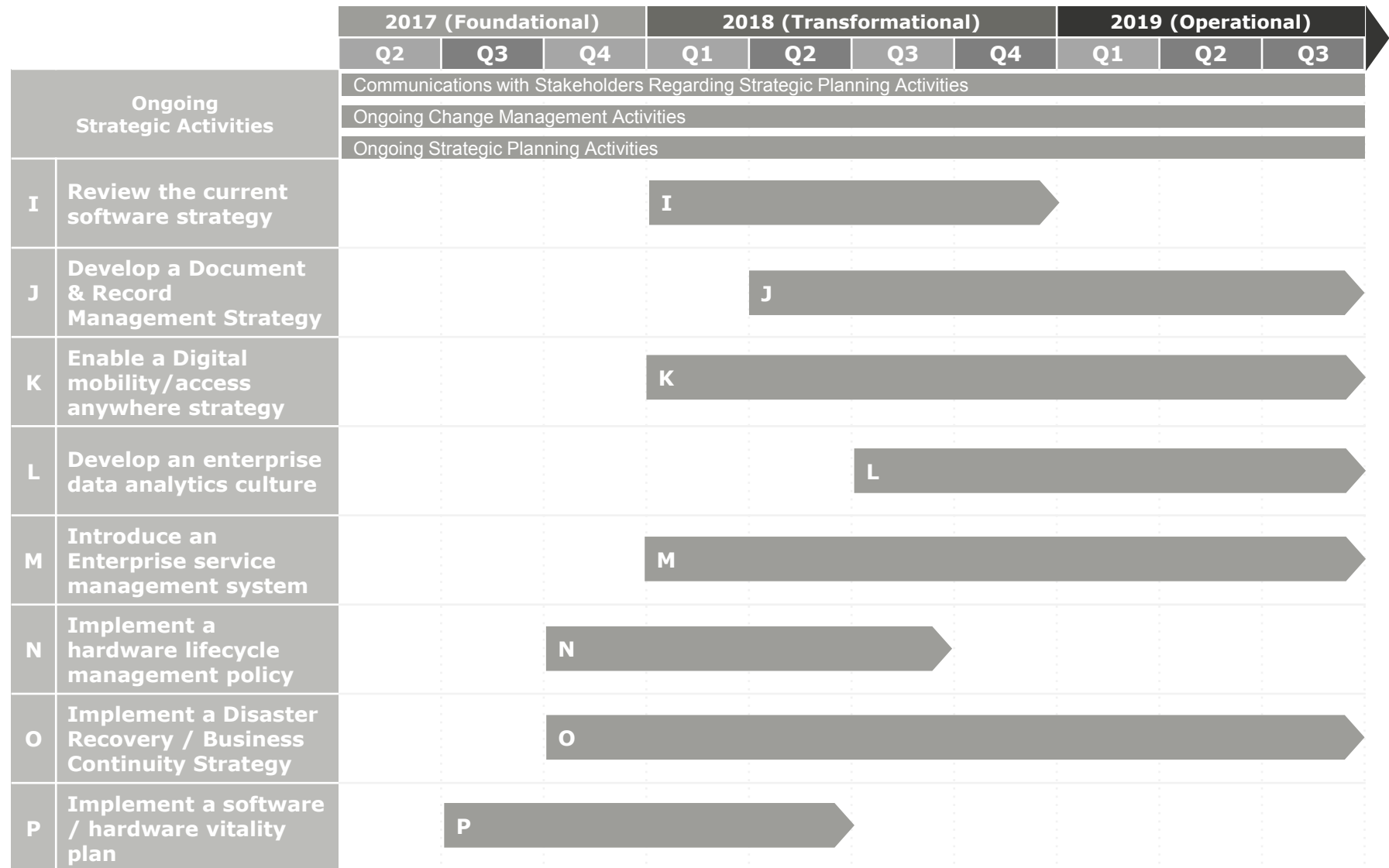
Programs to “Enable ITS” to achieve the identified goals

	Program	Brief Description	Estimated Duration
P	Implement a software and hardware vitality plan	<ul style="list-style-type: none"> Hardware and software vitality is an important part of the regular maintenance of the Board's infrastructure and software Maintaining vitality helps ensure the latest versions of software and firmware are deployed, and helps reduce the Board's overall risk and increase security Review the hardware and software vitality to ensure the Board is either at the latest or latest – 1 version of the software and firmware 	12 months
Q	Implement an IT Asset Management Solution	<ul style="list-style-type: none"> The Board has a number of physical and software assets which are used to complete all its day to day activities Currently there is no software solution used to manage the assets in the lifecycles as well as track their usage across the organization Investigate and implement an IT Asset Management solution to manage the Board's assets 	36 months
R	Implement a communication policy	<ul style="list-style-type: none"> Communicate the policies, its impact and processes to the different stakeholders 	6 months

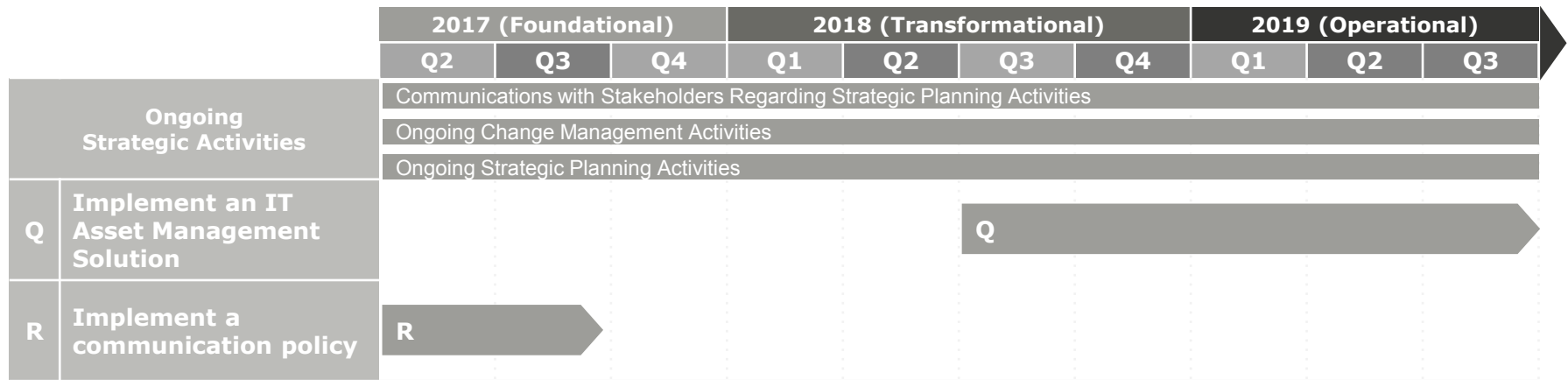
ITS Strategic Roadmap



ITS Strategic Roadmap



ITS Strategic Roadmap



Based on the roadmap and prioritization, the following initiatives were identified as the high-value “quick-wins” for the Board

Initiative	Initiative Name	Value	Effort
A	Establish the Governance Structure	H	M
B	Introduce a Tech representative at the Director's table	H	M
C	Develop the Project Portfolio Strategy	M	M
D	Develop a Cloud First Strategy	H	M
E	Develop an Employee Resourcing Strategy and Plan	H	M
F	Establish an IT Project Management Office (PMO)	H	H
G	Establish an Enterprise Architecture Function	H	M
H	Establish an ITS Support Model	H	M
I	Review the current software strategy	H	H
J	Develop a Document & Record Management Strategy	H	H
K	Enable a Digital mobility/access anywhere strategy	H	H
L	Develop an enterprise data analytics culture	H	H
M	Introduce an Enterprise service management system	H	H
N	Implement a hardware lifecycle management policy	M	M
O	Implement a Disaster Recovery / Business Continuity Strategy	M	M
P	Implement a software / hardware vitality plan	M	M
Q	Implement an IT Asset Management Solution	M	H
R	Implement a communication policy	M	L



H = High; M = Medium; L = Low

Next Steps

1. Meet with the Board leadership on the future direction of ITS
2. Seek approval from the Board leadership and work with Human Resources on the changes required to the ITS organization structure
3. Communicate the future direction of ITS and the defined strategy within and outside of ITS
4. Define the governing body member roles and responsibilities and establish a federated + distributed governance structure
5. Communicate the ITS governance structure to the key stakeholders in the Board and schools (about the change and how the change will impact them)
6. Define responsibilities of new / updated roles required to deliver on the ITS strategy



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REPORT TO

REGULAR BOARD

FINANCIAL UPDATE REPORT AS AT OCTOBER 31, 2017

“The LORD God took the man and put him in the Garden of Eden to work it and take care of it.”
Genesis 2:15

Created, Draft	First Tabling	Review
December 5, 2017	December 14, 2017	
D. Bilenduke, Senior Coordinator, Finance P. De Cock, Comptroller for Business Services & Finance		
INFORMATION 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.



Rory McGuckin
Director of Education

D. Koenig
Associate Director
of Academic Affairs

A. Sangiorgio
Associate Director
of Planning and Facilities

T.B.D.
Executive Superintendent
of Business Services and
Chief Financial Officer

A. EXECUTIVE SUMMARY

This Budget Status Report as at October 31st, 2017 provides a year-to-date look at both revenues and expenditures. This is the first update for fiscal 2017-18 and does not take into consideration any changes made in the Revised Estimates process. It is still very early to make a forecast against budget given that the Board of Trustees have not approved the Revised Budget Estimates. A more detailed variance summary is attached as Appendix B. When comparing the percentage spent to this period last year, it is important to know that YTD October 2016 and YTD October 2017 both had 40 teaching days.

The cumulative staff time required to prepare this report was 8 hours.

B. PURPOSE

The Budget Status report reviews expenditures, revenues, enrolment and staffing. The report tracks expenditures and revenues by category and compares YTD results to current budget and prior year actuals. Business Services staff investigate and analyse variances in order to detect, correct and report any unfavourable trends and events.

C. BACKGROUND

1. As part of the regular reporting cycle and consistent with best practices as outlined by both the Ministry of Education and District School Board Reporting Workgroup, a monthly Financial Report is prepared detailing any in-year expenditure variances and savings identified by analysing the 2017-18 year-to-date actual expenditures compared to the Budget Estimates. The current year's percentage spent of total budget is compared to the previous year's percentage spent for the same period.
2. All October YTD revenues and expenses have been adjusted for known MOE Public Sector Accounting Board (PSAB) requirements.
3. Attached as Appendix B is the October YTD Expenditure forecast which has been established as our method of reporting interim financial results.

D. EVIDENCE/RESEARCH/ANALYSIS

1. Business Services closely monitors the 2017-18 budget performance to identify areas of potential savings as well as any areas of potential cost

pressures to the Board. There were small variances across most expenditure categories based on the 2 months' performance at October 31st 2017 as outlined in Appendix B (attached). Most classroom expenditures occur over a 10-month period while administrative and facilities expenditures are more likely to follow a 12-month model. There are many factors that affect monthly expenditures, but as a rule and as a simple starting point, classroom expenditures are generally 20% spent (2/10) and expenditures associated with administration and facilities are usually 17% spent (2/12).

2. Enrolment remains the key driver for generating Grants for Student Needs (GSNs). The GSNs for the Revised Budget Estimates are calculated using a weighted average of enrolment projections for two count dates, actual enrolment on October 31st 2017 and projected enrolment for March 31st 2018. The enrolment numbers will be updated following approval of the 2017-18 Revised Budget Estimates and included in the November Interim Financial Report.

E. METRICS AND ACCOUNTABILITY

In the following examples, when the percentage of budget comparison is used it means actual YTD expenditure divided by total Budget for 2017/18 and actual YTD expenditure divided by total expenditure for 2016/17. This provides us with a more accurate comparator for 2016/17 and assumes any explained variance in 2016/17 has been corrected in the 2017/18 Budget.

The following are trends and issues that have been identified:

1. Teacher Salaries

The following graphs illustrate teacher salaries against the same period last year both in dollars and as a percent of budget:

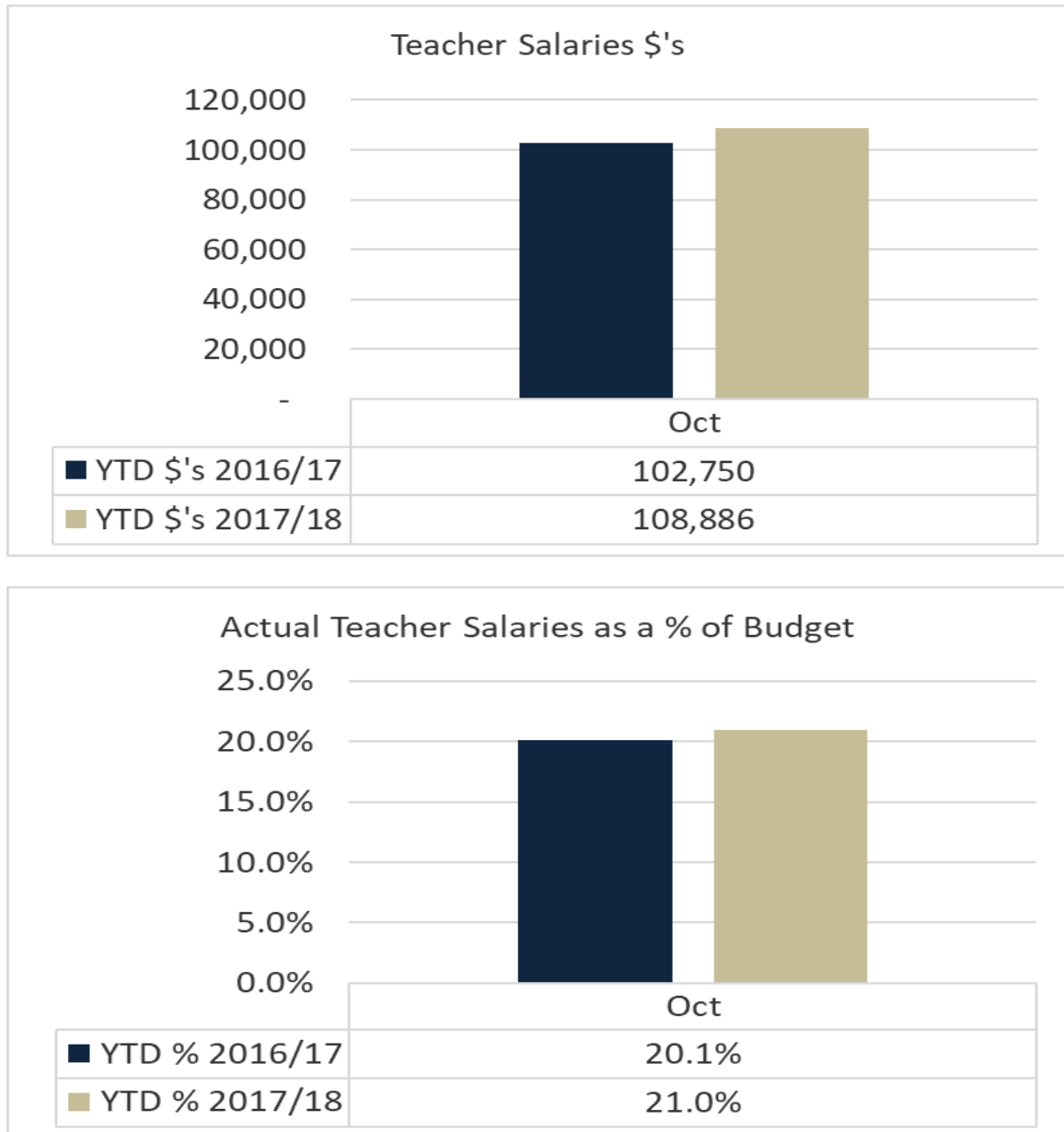


Figure 1 – 16/17 Budget \$511M, 16/17 Actual \$506M, 16/17 Budget \$519M

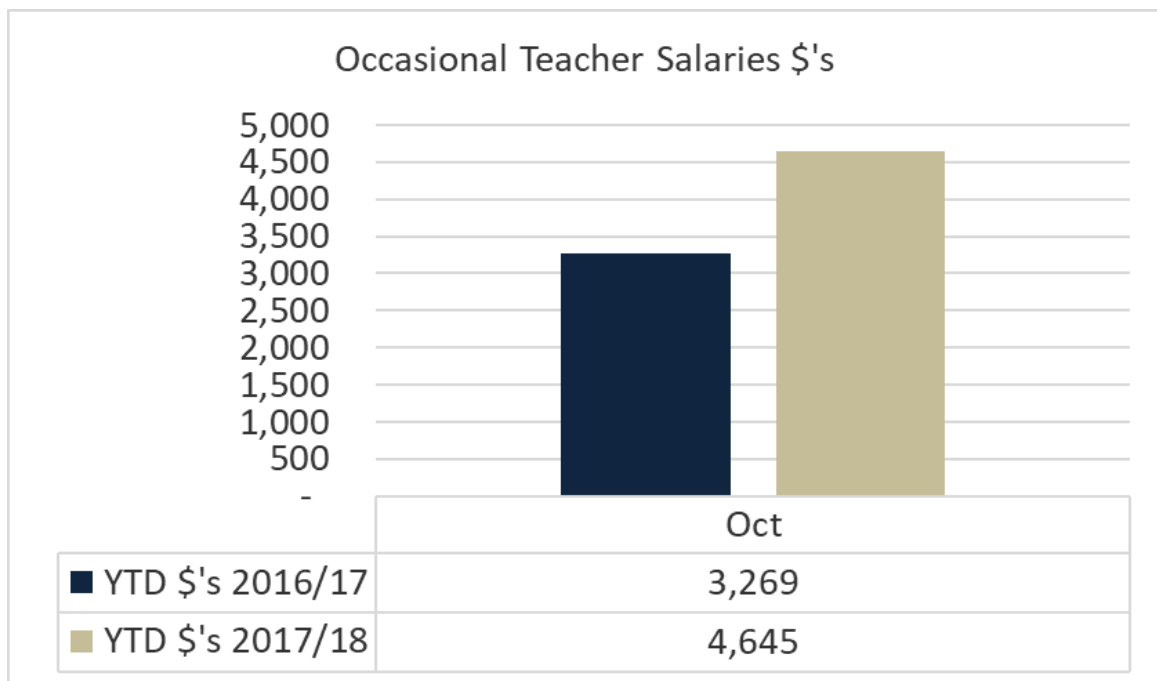
The table in the second graph indicates that teacher salaries this year are running approximately 0.9% higher than last year. During the month of October, teachers received a payment for a one-time professional development allowance equivalent to .5% of their annual salary, however, the budget for this is spread over 10 months. In conclusion, teacher salaries are tracking to finish on budget.

2. Occasional Teachers

Occasional Teacher expense is \$1.4 million higher than the same period last year. Since the budget this year is \$1.2M less than last year's actual the account is at risk of unfavourable variances if left unchecked.

Since it is still early in the year, many Occasional Teachers will be reclassified into permanent teachers as more staffing data becomes known. It is management's commitment to fill teacher vacancies due to illness and efforts have been made and will continue to be made to add more Occasional Teachers to the roster.

The following graphs illustrate occasional teacher salaries against the same period last year both in dollars and as a percent of budget/actual:



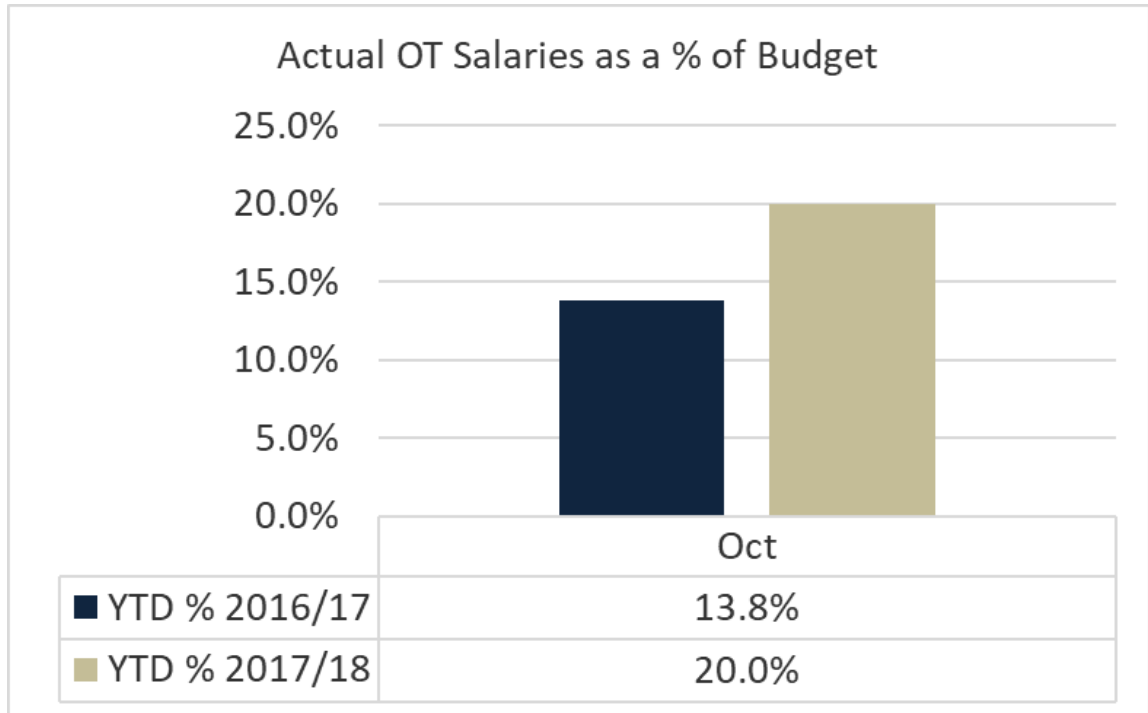
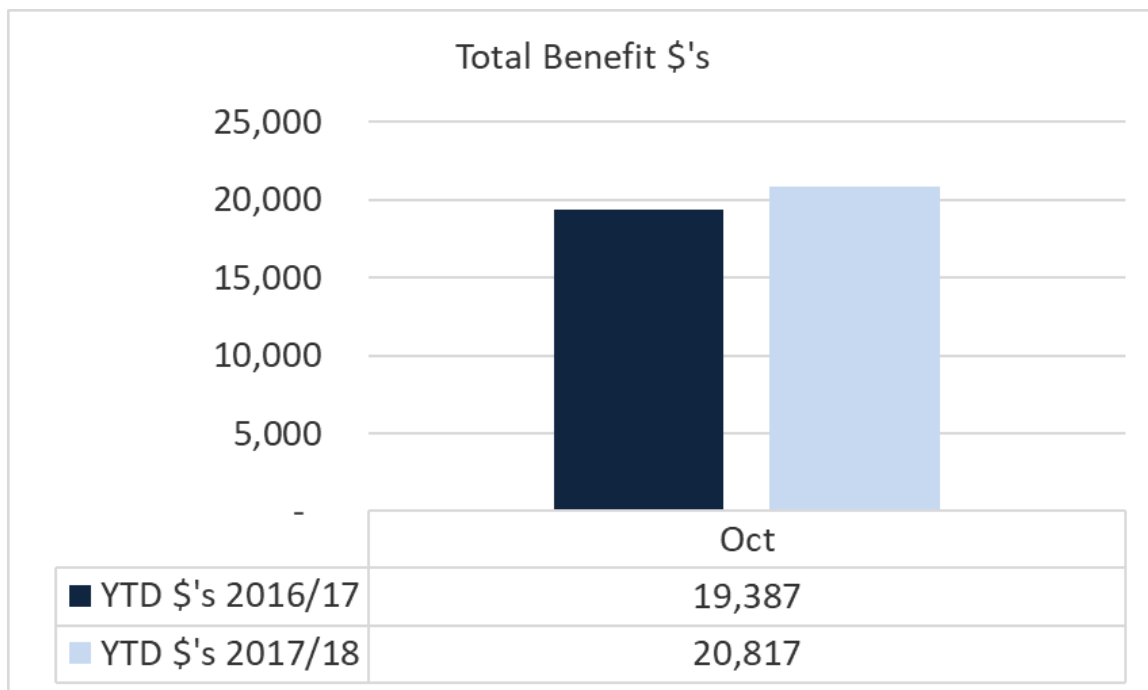


Figure 2 – 16/17 Budget \$21.7M, 16/17 Actual \$24.3M, 17/18 Budget \$23.2M

3. Benefits

The following graphs illustrate Board wide benefit costs against the same period last year both in dollars and as a percent of budget/actual:



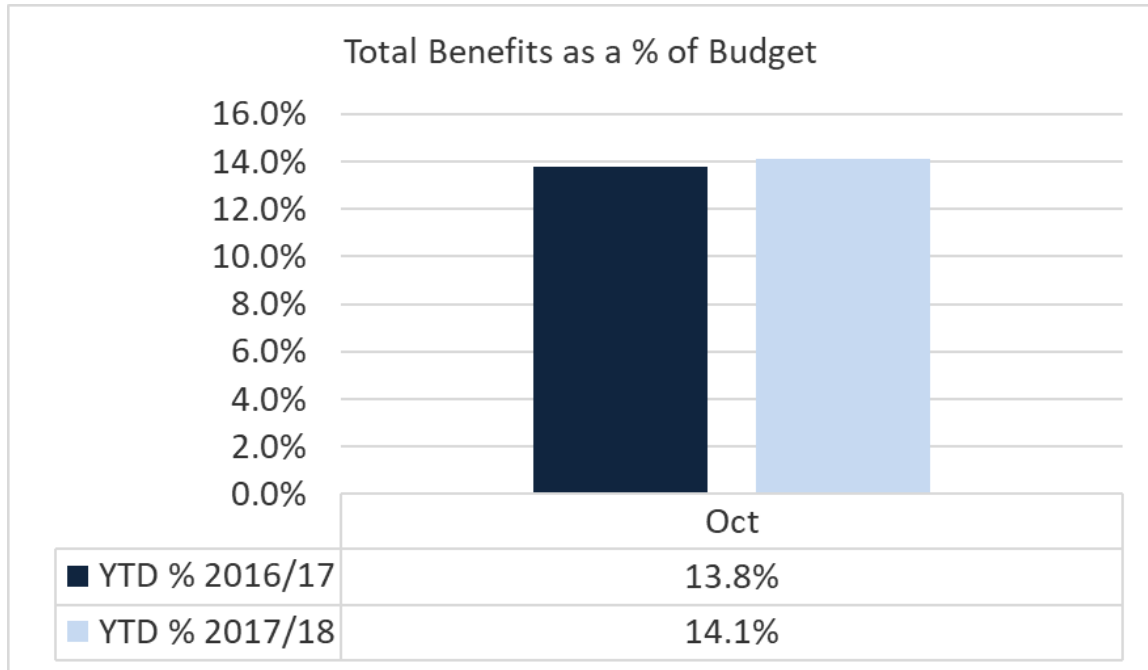


Figure 3 – 16/17 Budget \$142M, 16/17 Actual \$130M, 17/18 Budget \$148M

The above graphs indicate that spending has increased this year compared to last year at this time. Payments to the benefits trusts are still subject to change due to implementation delays but expenses are not expected to vary significantly.

4. Transportation

Transportation expenditures is \$.4 million higher than the same period last year and the percentage of budget spent is 0.9% higher than last year. There are many variables in transportation including, snow days, new contracts, higher rates and varying volumes of accommodations and utilizations for special needs students. We will continue to monitor this expenditure line closely.

The following graphs illustrate transportation expense against the same period last year both in dollars and as a percent of budget/actual:

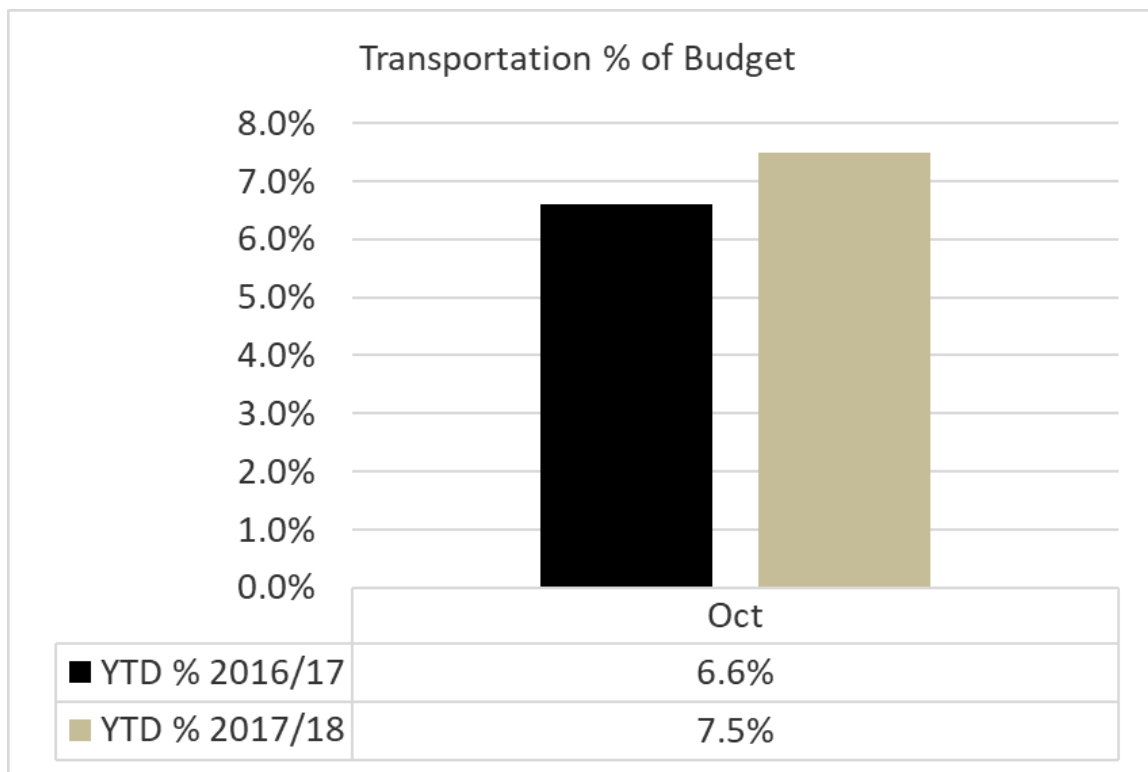
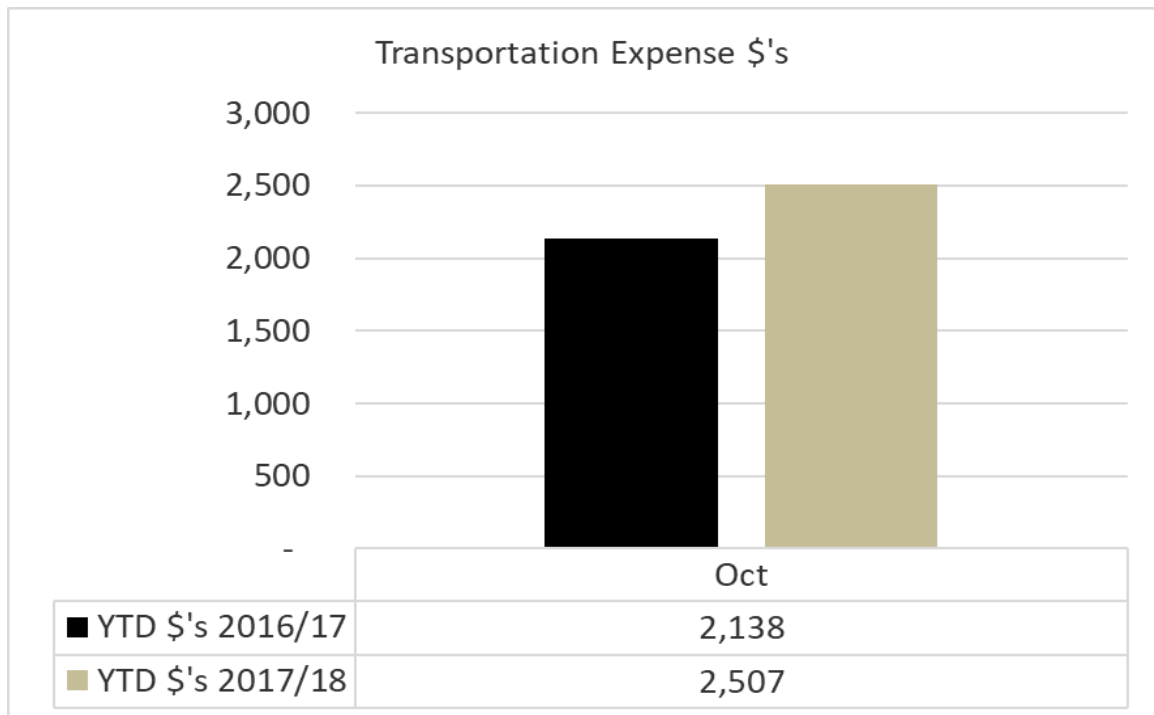


Figure 4 – 16/17 Budget \$32.3M, 16/17 Actual \$32.1M, 17/18 Budget \$33.4M

F. CONCLUDING STATEMENT

This report is for the consideration of the Board.

Toronto Catholic DSB
Interim Financial Report
For the Month Ending October 31, 2017
(\$ thousands)

	Budget Assessment						
	b		c = b - a		d = c/a		
	2016-17		2017-18		Change		
	Budget (Rev Estimates)	Financial Statements (August 2017)	Variance	Estimates Budget	Forecast	\$ Increase (Decrease)	% Increase (Decrease)
OPERATING							
Classroom Instruction							
Teachers							
Salary	510,960	506,003	(1.0%)	519,435	519,435	-	0.0%
Benefits	70,629	69,303	(1.9%)	74,613	74,613	-	0.0%
Other	610	574	(6.0%)	610	610	-	0.0%
Occasional Teachers							
Salary	21,715	24,311	12.0%	23,212	23,212	-	0.0%
Benefits	4,843	2,510	(48.2%)	5,035	5,035	-	0.0%
Other	-	-		-	-	-	0.0%
Educational Assistants and ECEs							
Salary	58,496	57,784	(1.2%)	60,576	60,576	-	0.0%
Benefits	19,082	17,548	(8.0%)	19,783	19,783	-	0.0%
Other	-	-	0.0%	-	-	-	0.0%
Classroom Computers	8,663	3,454	(60.1%)	9,865	9,865	-	0.0%
Textbooks and Supplies	22,826	21,087	(7.6%)	25,106	25,106	-	0.0%
Professionals and Paraprofessionals							
Salary	34,885	35,696	2.3%	36,053	36,053	-	0.0%
Benefits	9,400	8,941	(4.9%)	9,537	9,537	-	0.0%
Other	5,241	2,956	(43.6%)	5,659	5,659	-	0.0%
Library and Guidance							
Salary	14,381	13,947	(3.0%)	14,602	14,602	-	0.0%
Benefits	2,534	1,930	(23.8%)	2,618	2,618	-	0.0%
Other	-	1	0.0%	-	-	-	0.0%
Staff Development							
Salary	2,089	2,345	12.3%	1,863	1,863	-	0.0%
Benefits	227	265	16.9%	249	249	-	0.0%
Other	861	454	(47.3%)	1,090	1,090	-	0.0%
Department Heads							
Salary	2,433	1,317	(45.9%)	2,707	2,707	-	0.0%
Benefits	-	-	0.0%	-	-	-	0.0%
Other	-	-	0.0%	-	-	-	0.0%
Principal and Vice-Principals							
Salary	36,352	36,119	(0.6%)	37,149	37,149	-	0.0%
Benefits	5,165	4,606	(10.8%)	5,462	5,462	-	0.0%
Other	141	40	(71.5%)	137	137	-	0.0%
School Office							
Salary	17,389	18,389	5.7%	17,627	17,627	-	0.0%

Toronto Catholic DSB
Interim Financial Report
For the Month Ending October 31, 2017
(\$ thousands)

Appendix B

(\$ thousands)				Budget Assessment					
				b		c = b - a		d = c/a	
				2017-18					
				Change					
				Estimates Budget	Forecast	\$ Increase (Decrease)	% Increase (Decrease)		
Benefits	5,561	5,116	(8.0%)	5,512	5,512	-	0.0%		
Other	1,700	1,350	(20.6%)	2,236	2,236	-	0.0%		
Co-ordinators and Consultants					-				
Salary	4,468	3,933	(12.0%)	4,593	4,593	-	0.0%		
Benefits	851	653	(23.3%)	747	747	-	0.0%		
Other	64	6	(90.4%)	201	201	-	0.0%		
Continuing Education					-				
Salary	17,905	17,835	(0.4%)	18,080	18,080	-	0.0%		
Benefits	2,799	514	(81.6%)	2,740	2,740	-	0.0%		
Other	2,450	4,999	104.1%	2,625	2,625	-	0.0%		
Amortization and Write-downs	4,840	4,965	2.6%	4,941	4,941	-	0.0%		
Total Instruction	889,562	868,949	-2.3%	914,660	914,660	-	0.0%		
Administration									
Trustees									
Salary	255	248	(2.9%)	256	256	-	0.0%		
Benefits	11	9	(18.3%)	11	11	-	0.0%		
Other	590	335	(43.3%)	589	589	-	0.0%		
Director/Supervisory Officers					-				
Salary	2,890	2,866	(0.8%)	2,860	2,860	-	0.0%		
Benefits	897	824	(8.2%)	900	900	-	0.0%		
Other	84	52	(37.8%)	84	84	-	0.0%		
Board Administration					-				
Salary	12,724	12,535	(1.5%)	13,643	13,643	-	0.0%		
Benefits	3,442	3,333	(3.2%)	3,677	3,677	-	0.0%		
Other	3,359	2,813	(16.3%)	4,256	4,256	-	0.0%		
Amortization and Write-downs	255	261	2.6%	260	260	-	0.0%		
Total Administration	24,507	23,275	-5.0%	26,536	26,536	-	0.0%		
Transportation						-			
Salary	982	931	(5.2%)	993	993	-	0.0%		
Benefits	237	243	2.3%	245	245	-	0.0%		
Other	32,343	32,147	(0.6%)	33,449	33,449	-	0.0%		
Total Transportation	33,562	33,320	-0.7%	34,688	34,688	-	0.0%		

Page 244 of 255

Toronto Catholic DSB
Interim Financial Report
For the Month Ending October 31, 2017
(\$ thousands)

				Budget Assessment			
				b	c = b - a	d = c/a	
	2016-17			2017-18			
	Budget (Rev Estimates)	Financial Statements (August 2017)	Variance			Change	
				Estimates Budget	Forecast	\$ Increase (Decrease)	% Increase (Decrease)
Pupil Accommodation							
School Operations and Maintenance							
Salary	46,532	42,553	(8.6%)	46,809	46,809	-	0.0%
Benefits	14,309	13,020	(9.0%)	14,999	14,999	-	0.0%
Other	32,635	34,206	4.8%	33,186	33,186	-	0.0%
School Renewal	729	2,326	219.2%	439	439	-	0.0%
Other Pupil Accommodation	19,511	19,393	(0.6%)	18,068	18,068	-	0.0%
Amortization and Write-downs	45,850	47,034	2.6%	46,801	46,801	-	0.0%
Total Pupil Accommodation	159,565	158,532	-0.6%	160,302	160,302	-	0.0%
Other							
School Generated Funds -Expenditures	-	-	0.0%	-	-	-	0.0%
Salary	8,591	9,347	8.8%	8,591	8,591	-	0.0%
Benefits	1,701	775	(54.5%)	1,819	1,819	-	0.0%
Other	1,165	6,579	464.5%	2,390	2,390	-	0.0%
Amortizations		-	-			-	0.0%
Loss on disposal of assets		-	0.0%			-	0.0%
Other	-		0.0%	-	-	-	0.0%
Total Other Expenditures	11,458	16,701	45.8%	12,800	12,800	-	0.0%
TOTAL EXPENDITURES	1,118,653	1,100,777	(0)	1,148,985	1,148,985	-	0.0%
Salaries	793,048	786,157	Salaries	809,048	809,048		
Benefits	141,688	129,590	Benefits	147,946	147,946	100.0%	

Toronto Catholic DSB
Interim Financial Report
For the Month Ending October 31, 2017
(\$ thousands)

For the Month Ending October 31, 2017 (\$ thousands)	2/12 16.7%		2/10 20.0%		
	Risk Assessment				
	i	e	k	f	g = f - e
	Actual Spending 2017-18	Actual to Oct 31/17	Actual Spending 2016-17	Actual to Oct 31/16	Year-to year Increase (Decrease)
to Oct 31/17	% of Revised Estimate	to Oct 31/16	% of Actual Spent		
OPERATING					
Classroom Instruction					
Teachers					
Salary	108,886	20.96%	102,750	20.31%	0.7%
Benefits	10,451	14.01%	9,014	13.01%	1.0%
Other	17	2.81%	9	1.54%	1.3%
Occasional Teachers					
Salary	4,645	20.01%	3,269	13.45%	6.6%
Benefits	348	6.91%	343	13.67%	(6.8%)
Other	-	0.00%	-	0.00%	0.0%
Educational Assistants and ECEs					
Salary	11,093	18.31%	10,530	18.22%	0.1%
Benefits	2,769	14.00%	3,031	17.27%	(3.3%)
Other	-	0.00%	-	0.00%	0.0%
Classroom Computers	1,377	13.96%	1,094	31.66%	(17.7%)
Textbooks and Supplies	4,364	17.38%	4,325	20.51%	(3.1%)
Professionals and Paraprofessionals					
Salary	6,910	19.17%	6,625	18.56%	0.6%
Benefits	1,627	17.06%	1,510	16.89%	0.2%
Other	276	4.87%	380	12.85%	(8.0%)
Library and Guidance					
Salary	3,080	21.09%	2,046	14.67%	6.4%
Benefits	191	7.31%	193	9.99%	(2.7%)
Other	0	0.00%	0	3.86%	(3.9%)
Staff Development					
Salary	703	37.72%	620	26.43%	11.3%
Benefits	59	23.62%	53	19.91%	3.7%
Other	- 70	-6.44%	66	14.63%	(21.1%)
Department Heads					
Salary	258	9.53%	248	18.84%	(9.3%)
Benefits	-	0.00%	-	0.00%	0.0%
Other	-	0.00%	-	0.00%	0.0%
Principal and Vice-Principals					
Salary	7,615	20.50%	7,221	19.99%	0.5%
Benefits	714	13.07%	736	15.98%	(2.9%)
Other	1	0.40%	1	3.37%	(3.0%)
School Office					
Salary	3,150	17.87%	2,989	16.23%	1.6%

Page 246 of 255

Toronto Catholic DSB
Interim Financial Report
For the Month Ending October 31, 2017
(\$ thousands)

For the Month Ending October 31, 2017 (\$ thousands)		2/12 16.7%		2/10 20.0%		
Risk Assessment						
		i	e	k	f	g = f - e
		Actual Spending 2017-18	Actual to Oct 31/17	Actual Spending 2016-17	Actual to Oct 31/16	
						Year-to-year Increase (Decrease)
		to Oct 31/17	% of Revised Estimate	to Oct 31/16	% of Actual Spent	
Benefits		983	17.83%	870	17.00%	0.8%
Other		121	5.43%	134	9.95%	(4.5%)
Co-ordinators and Consultants						
Salary		1,001	21.79%	746	18.97%	2.8%
Benefits		83	11.17%	158	24.19%	(13.0%)
Other		0	0.20%	1	11.89%	(11.7%)
Continuing Education						
Salary		2,178	12.05%	2,195	12.31%	(0.3%)
Benefits		398	14.54%	442	86.03%	(71.5%)
Other		470	17.90%	286	5.72%	12.2%
Amortization and Write-downs		-	0.00%	-	0.00%	0.0%
Total Instruction		173,698	18.99%	161,881	18.63%	0.4%
Administration						
Trustees						
Salary		41	15.95%	41	16.47%	(0.5%)
Benefits		2	13.46%	2	16.47%	(3.0%)
Other		238	40.38%	226	67.41%	(27.0%)
Director/Supervisory Officers						
Salary		485	16.94%	554	19.32%	(2.4%)
Benefits		140	15.51%	146	17.77%	(2.3%)
Other		4	4.92%	6	12.39%	(7.5%)
Board Administration						
Salary		2,102	15.41%	2,039	16.26%	(0.9%)
Benefits		545	14.84%	506	15.19%	(0.4%)
Other		530	12.46%	393	13.97%	(1.5%)
Amortization and Write-downs		-	0.00%	-	0.00%	0.0%
Total Administration		4,086	15.40%	3,912	16.81%	(1.4%)
Transportation						
Salary		164	16.52%	152	16.29%	0.2%
Benefits		38	15.58%	39	15.94%	(0.4%)
Other		2,507	7.49%	2,138	6.65%	0.8%
Total Transportation		2,709	7.81%	2,329	6.99%	0.8%
				Page 247 of 255		

Toronto Catholic DSB
Interim Financial Report
For the Month Ending October 31, 2017
(\$ thousands)

For the Month Ending October 31, 2017 (\$ thousands)		2/12 16.7%		2/10 20.0%	
Risk Assessment					
	i	e	k	f	g = f - e
	Actual Spending 2017-18	Actual to Oct 31/17	Actual Spending 2016-17	Actual to Oct 31/16	Year-to year Increase (Decrease)
	to Oct 31/17	% of Revised Estimate	to Oct 31/16	% of Actual Spent	
Pupil Accommodation					
School Operations and Maintenance					
Salary	7,705	16.46%	7,515	17.66%	(1.2%)
Benefits	2,349	15.66%	2,215	17.01%	(1.4%)
Other	3,022	9.11%	4,446	13.00%	(3.9%)
School Renewal	1,380	314.81%	(536)	-23.04%	337.8%
Other Pupil Accommodation	(2,951)	-16.33%	(1,029)	-5.31%	(11.0%)
Amortization and Write-downs	8,737	18.67%	8,214	17.46%	1.2%
Total Pupil Accommodation	20,242	12.63%	20,824	13.14%	(0.5%)
Other					
School Generated Funds -Expenditures		0.00%		0.00%	0.0%
Salary	1,236	14.39%	1,014	10.85%	3.5%
Benefits	120	6.60%	125	16.18%	(9.6%)
Other	443	18.54%	476	7.24%	11.3%
Amortizations		0.00%		0.00%	0.0%
Loss on disposal of assets		0.00%		0.00%	0.0%
Other		0.00%		0.00%	0.0%
Total Other Expenditures	1,799	14.06%	1,616	9.67%	4.4%
TOTAL EXPENDITURES	202,534	17.6%	190,562	17.31%	0.3%
Salaries	161,250	19.9%	150,549	19.1%	
Benefits	20,817	14.1%	19,383	15.0%	

MASTER PENDING LIST AND ROLLING CALENDAR TO DECEMBER 14, 2017

#	Date Requested & Committee/Board	Report Due Date	Destination of Report Committee/Board	Subject	Delegated To
1	Dec-14 Corporate Services	Jan-18	Corporate Services	Report regarding System-Wide Approach to Digital School Signage	Associate Director of Planning and Facilities
2	June-17 Corporate Services	Jan-18	Corporate Services	Report regarding possibility of finding money in the Capital Improvement Fund this year or in the near future. (Delegation from Maria Del Rizzo, representative of CSPC regarding Field at MPSJ)	Associate Director Planning and Facilities
3	Jan-17 Student Achievement	TBC	Regular Board	Report regarding an update on the Strategic Objectives and Priorities identified in the background of the Report of October 20, 2016 regarding Trustee and Staff Strategic Planning Session at the May 2017 Strategic Planning Session and in a report to Full Board in June 2017 (Action After Board Report of October 20, 2016 regarding Trustee and Staff Strategic Planning Session)	Director of Education
4	Sep-17 Regular Board	Jan-18	Regular Board	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 (Andre Fullerton, Focus on Youth Coordinator/Manager of Outreach, Community Use of Schools, regarding Focus on Youth Summer Program)	Associate Director Planning and Facilities

#	Date Requested & Committee/Board	Report Due Date	Destination of Report Committee/Board	Subject	Delegated To
5	Oct-17 Regular Board	Jan-18	Regular Board	Report regarding additional information using examples of other Boards' policies and by-laws and their rationale, along with a recommendation on the language in the updated by-laws (Proposed Amendment to the Board's Operating By-Law No. 175 regarding Signing Authorities)	Legal Counsel
6	Sep-17 Student Achievement	TBD	Regular Board	Report regarding information on accessibility, ownership, costs, payment, permission, storage and usage of photographs taken by CPIC representative(s) at Board events (Inquiry from Trustee Andrachuk)	Director of Education
7	Nov-17 Student Achievement	TBD	Regular Board	Report from the Governance and Policy Committee on the updated Anaphylaxis policy together with the response to the delegation and a copy of the presentation at the same time (Review of Anaphylaxis Policy, Protocol and Guidelines)	Associate Director, Academic Affairs

ANNUAL REPORTS

#	Due Date	Committee/Board	Subject	Responsibility of
1	January (A)	Student Achievement	Mental Health Report	Associate Director Academic Services
2	January (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
3	February (A)	Student Achievement	External Research Report	Associate Director Academic Services
4	February (A)	Student Achievement	Accountability Framework for Special Education	Associate Director Academic Services
5	February (A)	Corporate Services	Legal Fees Report	Executive Superintendent Business Services
6	February (A)	Corporate Services	Statement Reserves Accumulated Surplus	Executive Superintendent Business Services
7	February (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
8	February (A)	Regular Board	Policy Budget Timeline and Public Consultation Survey	Executive Superintendent Business Services
9	February (A)	Regular Board	Metrics for MYSP 6 Strategic Directions	Director of Education

10	March (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
11	March (A)	Student Achievement	Staffing Status Report for Next School Year	Associate Director Academic Services
12	March (A)	Corporate Services	Planning Enrolment Projection	Associate Director of Planning and Facilities
13	April (A)	Student Achievement	Conflict Resolution Department Report	Associate Director Academic Services
14	April (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
15	April (A)	Regular Board	Non-Resident VISA Student Fees for September 2013	Associate Director Academic Services
16	April (A)	Regular Board	Education Development Charges Policy Review	Associate Director of Planning and Facilities
17	May (A)	Student Achievement	Report regarding Updates on items referred to in Ministry of Education Operational Review	Associate Director Academic Services
18	May (A)	Student Achievement	Staffing Status Report for Next School Year	Executive Superintendent Business Services
19	May (A)	Student Achievement	Ratification of Student Trustee Nominees	Associate Director Academic Services
20	May (A)	Corporate Services	Monthly Financial Report	Associate Director Academic Services
21	June (A)	Student Achievement	21 st Century Learning Update	Executive Superintendent Business Services

22	June (A)	Regular Board	Budget Estimates	Associate Director Academic Services
23	September (A)	Student Achievement	Portuguese Speaking	Associate Director Academic Services
24	September (A)	Corporate Services	Preliminary Enrolment Reports Full Day Kindergarten, Elementary and Secondary Schools	Associate Director Academic Services
25	September (A)	Corporate Services	Trustee Honorarium Report	Associate Director Academic Services
26	September (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
27	September (A)	Regular Board	Angel Foundation for Learning Year In Report	Executive Superintendent Business Services
28	September (A)	Student Achievement	Community Engagement	Director of Education
29	October (A)	Regular Board	H.M.33 Acceptance of Hospitality or Gifts Policy Report regarding all Gifts of considerable value which contribute to student achievement received and accepted on behalf of TCDSB	Director of Education
30	October (A)	Regular Board	Results of Ongoing Exit and Entry Surveys for all students either changing schools within the Board or entering or exiting the Board	Associate Director Planning & Facilities
31	October (A)	Student Achievement	Student Trustees: Voices that Challenge	Associate Director Academic Services
32	October (A)	Student Achievement	CLIST Report at the Elementary Level	Associate Director Academic Services
33	October (A)	Student Achievement	CPIC Annual Report including Financial Report	Associate Director Academic Services

34	October (A)	Student Achievement	Annual Safe Schools Report	Associate Director Academic Services
35	October (A)	Student Achievement	Information Report on the International Languages Program to include dates, statistical trends, surveys, results of previous assessments in changing demographics (city-wide population and home language dynamics) and immigration patterns in all wards.	Associate Director Academic Services
36	October (A)	Student Achievement	Primary and Junior Division Assessments Of Reading, Writing and Mathematics (EQAO) ·Grade 9 Assessment of Mathematics (second semester and full-year students) and OSSLT Assessment (EQAO)	Associate Director Academic Services
37	October (A)	Special Board	Director's Performance Appraisal (over 3 consecutive Special Board Meetings)	Director of Education
38	October (A)	Corporate Services	Trustee Honorarium Report	Executive Superintendent Business Services
39	October (A)	Regular Board	Report at the elementary level regarding Voices that Challenge 2017 CSLIT: Inspiring Active Citizenship in Catholic Education	Associate Director Academic Services
40	November (A)	Student Achievement	Board Learning Improvement Plan (BLIP)	Associate Director Academic Services
41	November (A)	Student Achievement	K-12 Professional Development Plan for Student Achievement and Well-Being	Associate Director Academic Services
42	November (A)	Student Achievement	Religious Accommodation Report	Associate Director Academic Services
43	November (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services

44	November (A)	Corporate Services	Parent/Guardian and Student Transition Surveys	
45	November (A)	Regular Board	Annual Calendar of Meetings	Director of Education
46	November (A)	Regular Board	Audited Financial Statements	Executive Superintendent Business Services
47	December (A)	Corporate Services	Revised Budget Estimate for Consideration	Executive Superintendent Business Services
48	December (A)	Regular Board	Director's Annual Report	Director of Education
49	December (A)	Student Achievement	Status of Monitoring Team for the Safe School Inquiry Recommendations	Associate Director Academic Services