

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE REGULAR MEETING Public Session

AGENDA FEBRUARY 8, 2018

Jo-Ann Davis, Chair
Trustee Ward 9

Garry Tanuan, Vice Chair
Trustee Ward 8

Ann Andrachuk
Trustee Ward 2

Patrizia Bottoni
Trustee Ward 4

Nancy Crawford
Trustee Ward 12

Frank D'Amico
Trustee Ward 6

Rhea Carlisle
Student Trustee

Michael Del Grande
Trustee Ward 7

Angela Kennedy
Trustee Ward 11

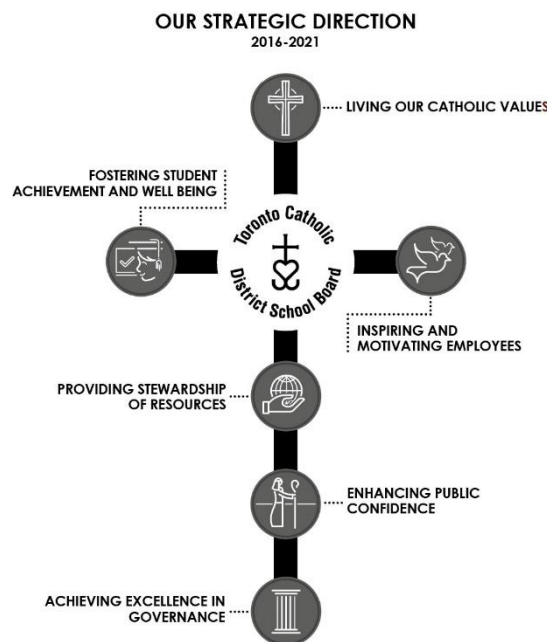
Joseph Martino
Trustee Ward 1

Sal Piccininni
Trustee Ward 3

Barbara Poplawski
Trustee Ward 10

Maria Rizzo
Trustee Ward 5

Joel Ndongmi
Student Trustee



MISSION

*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.
We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*

VISION

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

Recording Secretary: Sophia Harris, 416-222-8282 Ext. 2293
Acting Asst. Recording Secretary: Colin Johnston, 416-222-8282 Ext. 2659

Rory McGuckin
Director of Education

Barbara Poplawski
Chair of the Board

TERMS OF REFERENCE FOR CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

The Corporate Services, Strategic Planning and Property Committee shall have responsibility for considering matters pertaining to:

- (a) Business services including procurement, pupil transportation risk management/insurance and quarterly financial reporting
- (b) Facilities (buildings and other), including capital planning, construction, custodial services, design, maintenance, naming of schools, enrolment projections and use permits
- (c) Information Technology including, computer and management information services
- (d) Financial matters within the areas of responsibility of the Corporate Services, Strategic Planning and Property Committee including budget development
- (e) Policy development and revision in the areas of responsibility of the Corporate Services, Strategic Planning and Property Committee
- (f) Policies relating to the effective stewardship of board resources in the specific areas of real estate and property planning, facilities renewal and development, financial planning and information technology
- (g) The annual operational and capital budgets along with the financial goals and objectives are aligned with the Board's multi-year strategic plan
- (h) Any matter referred to the Corporate Services, Strategic Planning and Property Committee by the Board
- (i) Intergovernmental affairs and relations with other outside organizations
- (j) Advocacy and political action
- (k) Partnership development and community relations
- (l) Annual strategic planning review and design

OUR MISSION

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through witness, faith, innovation and action.*



AGENDA THE REGULAR MEETING OF THE CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

PUBLIC SESSION

Jo-Ann Davis, Chair

Garry Tanuan, Vice-Chair

Thursday, February 8, 2018

7:00 P.M.

	Pages
1. Call to Order	
2. Opening Prayer (Chair or Designate)	
3. Singing of O Canada	
4. Roll Call and Apologies	
5. Approval of the Agenda	
6. Report from Private Session	
7. Declarations of Interest	
8. Approval & Signing of the Minutes of the Meeting held January 18, 2018 for Public Session.	1 - 12
9. Delegations	
9.a Markus de Domenico, Parent Involvement Committee Ward 1 Representative and the Committee for Lease or Purchase of Scarlett Heights, regarding Scarlett Heights Acquisition	13
9.b Annette Heim, Nativity of Our Lord Chair, Facilities Sub-	14

Committee, regarding New School for Nativity of Our Lord

10. **Presentation**
11. **Notices of Motion**
12. **Consent and Review**
13. **Unfinished Business**
14. **Matters referred or deferred**
15. **Staff Reports**
 - 15.a Update regarding Digital Signage (Recommendation) 15 - 22
 - 15.b Implementation of French Immersion Programming at St. Patrick Catholic Secondary School (Recommendation) 23 - 28
 - 15.c Investment Report 2016/17 (Information) 29 - 33
 - 15.d Summary of Toronto Catholic District School Board Transportation Challenges and Ministry Reform of Transportation Policy and Funding (Information) 34 - 41
16. **Listing of Communications**
17. **Inquiries and Miscellaneous**
18. **Updating of the Pending Lists**
 - 18.a Monthly Pending List 42
 - 18.b Annual Reports 43 - 44
19. **Resolve into FULL BOARD to Rise and Report**
20. **Closing Prayer**
21. **Adjournment**

**MINUTES OF THE REGULAR MEETING OF THE
CORPORATE SERVICES, STRATEGIC PLANNING
AND PROPERTY COMMITTEE**

HELD JANUARY 18, 2018

PUBLIC SESSION

PRESENT:

Trustees:

J. A. Davis, Chair
G. Tanuan, Vice-Chair
A. Andrachuk
N. Crawford
F. D'Amico
M. Del Grande
A. Kennedy
J. Martino
S. Piccininni
B. Poplawski
M. Rizzo

Staff:

R. McGuckin
L. Noronha
P. Matthews
P. De Cock
L. DiMarco
C. Fernandes
M. Puccetti
J. Volek

A. Robertson, Parliamentarian

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

1. Call to Order

The meeting was convened with Trustee Tanuan in the Chair.

4. Roll Call and Apologies

Apologies were received on behalf of Trustee Bottoni, as well as Student Trustees Carlisle and Ndongmi who were unable to attend the meeting.

5. Approval of the Agenda

MOVED by Trustee Kennedy, seconded by Trustee Crawford, that the Agenda, as amended, to include an Inquiry from Trustee Kennedy regarding the Kiss and Ride program and Safe Arrival of Students, be approved.

The Chair called for a recess due to technical difficulties.

The meeting resumed with Trustee Tanuan in the Chair.

Trustee Kennedy did not regroup.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Crawford
Del Grande
Martino
Poplawski
Rizzo
Tanuan

The Motion was declared

CARRIED

6. Report from Private Session

There was no PRIVATE Session.

7. Declaration of Interest

There were no Declarations of Interest.

8. Approval & Signing of the Minutes

MOVED by Trustee Crawford, seconded by Trustee Martino, that the Minutes of the Regular Meeting held December 13, 2017 for PUBLIC Session be approved with the following amendment:

Page 1 – to add that Trustee D’Amico participated *By Teleconference*.

Trustee D’Amico joined by teleconference at 7:30 pm.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Crawford
D’Amico
Del Grande
Martino
Poplawski

Rizzo
Tanuan

The Motion was declared

CARRIED

15. Staff Reports

MOVED by Trustee Del Grande, seconded by Trustee Rizzo, that Item 15a) be adopted as follows;

15a) St. Joseph Morrow Park Catholic School Capital Project Tender Award and Revised Project Budget (Ward 7):

1. That subject to receipt of a Conditional Building Permit, the contract for the construction of St. Joseph Morrow Park Catholic Secondary School be awarded to Bondfield Construction Company Limited in the amount of \$27,996,650.00 plus net HST of \$604,727.64 for a total cost of \$28,601,377.64, utilizing the CCDC 2 (2008) contract and funded as follows:

Funding Source	Amount
Capital Priorities	18,714,450.72
Capital Priorities Unique Costs	1,057,289.20
Education Development Charges	8,829,637.72
Total Construction Contract Cost	28,601,377.64

2. That an increase in consulting fees payable to ZAS Architects be approved in the amount of \$60,997.71, including net HST, funded by Education Development Charges, for additional engineering and design work related to requirements of the Site Plan Agreement with the City of Toronto, to a total of \$1,558,833.90 for the construction of the new secondary school including net HST; and
3. That the revised project budget of \$32,483,045.00 for the construction of St. Joseph Morrow Park Catholic Secondary School be approved as detailed in Table 3.

Trustee Piccininni joined the meeting at 7:34 pm.

Trustee Kennedy rejoined the meeting at 7:35 pm.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Crawford
D'Amico
Del Grande
Kennedy
Martino
Piccininni
Poplawski
Rizzo
Tanan

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Trustee Piccininni, that Item 15a) be adopted as follows;

15b) Non-Qualifying Transportation Students by Trustee Ward (All Wards) received.

Trustee Piccininni left the meeting at 8:00 pm. and returned at 8:04 pm.

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

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Crawford
D'Amico
Kennedy
Poplawski
Rizzo
Tanan

Del Grande
Martino
Piccininni

MOVED in AMENDMENT by Trustee Crawford, seconded by Trustee Rizzo, that staff consider whether our walking distance can be extended from 1.5 kms to 1.6 kms.

Trustee Davis arrived to the meeting at 8:34 pm.

Trustee D'Amico arrived in person to the meeting at 8:35 pm.

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

Results of the Vote taken, as follows:

In favour

Opposed

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

Martino
Piccininni

Trustee Crawford withdrew her Amendment based on the majority consent of the Committee, as follows:

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Andrachuk
Crawford
D'Amico
Davis
Del Grande
Kennedy
Martino
Poplawski

Piccininni

Rizzo
Tanuan

MOVED by Trustee Davis, seconded by Trustee Andrachuk, that the report and related policy be referred to the Governance and Policy Committee for consideration.

Results of the Vote taken, as follows:

In favour

Trustees Andrachuk
Crawford
Davis
Kennedy
Martino
Tanuan

Opposed

D'Amico
Del Grande
Piccininni
Poplawski
Rizzo

The Motion was declared

CARRIED

Trustee Tanuan relinquished the Chair to Trustee Davis.

MOVED by Trustee Andrachuk, seconded by Trustee Piccininni, that Item 15c) be adopted as follows;

15c) 2017 Early Years Capital Program Funding Announcement received.

MOVED in AMENDMENT by Trustee Tanuan, seconded by Trustee Rizzo, that the Chair of the Board send a letter to the Minister of Education

requesting that the 2017 Early Years Capital (EYCP) Funding submissions for St. Bede and Sacred Heart Catholic Schools be reconsidered for immediate approval as they are no longer part of an active Pupil Accommodation Review for more than a month prior to the EYCP announcement.

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

In favour

Opposed

Trustees Crawford
Davis
Del Grande
Kennedy
Poplawski
Rizzo
Tanuan

Andrachuk
D'Amico
Martino
Piccininni

The Amendment was declared

CARRIED

MOVED in AMENDMENT by Trustee Rizzo, seconded by Trustee Tanuan, that staff submit a report on the feasibility of providing before and after school programs on an extended day using the Toronto District School Board's model.

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

In favour

Opposed

Trustees Andrachuk
Crawford
Davis
Del Grande
Kennedy
Martino
Poplawski
Rizzo
Tanuan

D'Amico
Piccininni

The Amendment was declared

CARRIED

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

In favour

Opposed

Trustees Crawford
Davis
Del Grande
Kennedy
Poplawski
Rizzo
Tanuan

Andrachuk
D'Amico
Martino
Piccininni

The Motion, as amended, was declared

CARRIED

Trustees Andrachuk and Martino left the meeting at 9:17 pm.

17. Inquiries and Miscellaneous

There was an inquiry from Trustee Kennedy regarding the *Kiss and Ride* program and Safe Arrival of Students.

19. Resolve into FULL BOARD to Rise and Report

MOVED by Trustee Crawford, seconded by Trustee Kennedy, that the meeting resolve into FULL BOARD to Rise and Report.

Results of the Vote taken, as follows:

In favour

Opposed

Trustees Crawford
D'Amico
Davis
Del Grande
Kennedy
Piccininni
Poplawski
Rizzo
Tuanan

The Motion was declared

CARRIED

21. Adjournment

MOVED by Trustee Piccininni, seconded by Trustee Rizzo, that the meeting adjourn.

Results of the Vote taken, as follows:

In favour

Opposed

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

The Motion was declared

CARRIED

SECRETARY

CHAIR



TORONTO CATHOLIC DISTRICT SCHOOL BOARD

DELEGATION REGISTRATION FORM FOR STANDING OR OTHER COMMITTEES

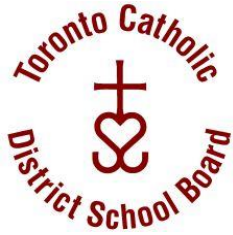
PLEASE BE ADVISED THAT ALL STANDING
COMMITTEE MEETINGS ARE BEING RECORDED

For Board Use Only

Delegation No. _____

☐ Public Session
☐ Private Session
☐ Three (3) Minutes

Name	Markus de Domenico/CPIC Ward 1	
Committee	Corporate Services	
Date of Presentation	2/8/2018	
Topic of Presentation	Scarlett Heights acquisition	
Topic or Issue	To advocate for the lease or purchase of TDSB Scarlett Heights to be a new Central Etobicoke Catholic Secondary School	
Details	Our committee is comprised of CSPC chairs, board members and concerned parents of Central Etobicoke. We desperately need a high school in our central region. We wish to make a presentation to the board to this end	
Action Requested	The board accelerate the process to lease or purchase the surplus property, Scarlett Heights in Etobicoke and have it re opened quickly as a TCDSB high school	
I am here as a delegation to speak only on my own behalf	Yes	
I am an official representative of the Catholic School Parent Committee (CSPC)	Yes Father Serra co chair	
I am here as a spokesperson for another group or organization	Yes PIC Ward 1 Rep and The Committee for Lease or Purchase of Scarlett Heights	
Submittal Date	12/19/2017	



TORONTO CATHOLIC DISTRICT SCHOOL BOARD

DELEGATION REGISTRATION FORM FOR STANDING OR OTHER COMMITTEES

PLEASE BE ADVISED THAT ALL STANDING
COMMITTEE MEETINGS ARE BEING RECORDED

For Board Use Only

Delegation No. _____

- ☐ Public Session
☐ Private Session
☐ Three (3) Minutes

Name	Annette Heim
Committee	Corporate Affairs Strategic Planning and Property
Date of Presentation	2/8/2018
Topic of Presentation	New school for Nativity of Our Lord
Topic or Issue	Nativity of Our Lord requests to be moved up the Capital Priorities list for a replacement school with integrated daycare.
Details	At one time, Nativity of Our Lord was considered prohibitive to repair, added to the list for a replacement school and was then removed completely from that list(and no one currently at the board can provide an explanation as to why that happened). We are anticipating an increase in enrollment with a recent change in our boundary, there are a number of new developments in the area and the FCI/Deferred Maintenance amount for the original school building are very high. Now, our school has been chosen for a new daycare site with no plan to address the ongoing issues with the main building. Our objective is a new school for Nativity, with an integrated daycare.
Action Requested	Feasibility Study from staff
I am here as a delegation to speak only on my own behalf	
I am an official representative of the Catholic School Parent Committee (CSPC)	Yes Nativity of Our Lord Chair, Facilities Sub-Committee
I am an official representative of student government	
I am here as a spokesperson for another group or organization	
Submittal Date	1/29/2018



REPORT

CORPORATE AFFAIRS, STRATEGIC PLANNING AND PROPERTY COMMITTEE

UPDATE REGARDING DIGITAL SIGNAGE

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

Created, Draft	First Tabling	Review
January 29, 2018	February 8, 2018	

A. Rashid, Senior Coordinator, Operations
M. Farrell, Coordinator, Materials Management
P. de Cock, Comptroller, Business Services
F. Cifelli, D. Yack, J. Shanahan, J. Wujek, K. Malcolm, M. Caccamo, P. Aguiar, S. Campbell
Superintendents of Learning, Student Achievement and Well-Being

RECOMMENDATION REPORT

Vision:

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Rory McGuckin
Director of Education

D. Koenig
Associate Director
of Academic Affairs

M. Puccetti
Acting Associate Director
of Planning and Facilities

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

A. EXECUTIVE SUMMARY

In November 2014, the Board deferred the Digital School Signage program pending resolution of the Board's deficit, with the exception of construction of new secondary schools, where digital signage is included in the Capital budget.

The Ministry of Education has confirmed that Digital Signage can be funded through the School Renewal Program. The estimated cost for a digital signage is \$50,000.00, including the sign permit fee required by the City of Toronto. Underground electrical and data connection costs however, are in addition to the estimated supply and installation cost noted above – and are site specific, based on distance within the building to power and data connection, as well as the distance to the sign from the building.

As first detailed in the 2014 report, this report recommends that secondary schools with low enrolment be prioritized for the first phase of digital signage installation. Currently, nine (9) secondary schools have digital signage. An additional three (3) secondary schools that are approved for replacement schools will receive digital signage as part of the new construction.

This report recommends carrying an allowance of \$250,000.00/year in the next School Renewal Program, starting in the 2018-2020 School Renewal Program. Estimated timeline for project completion for all secondary schools is five years, for a total estimated budget of \$1.25M. This would fund an average of four secondary school signs per year including connection costs. In addition, this report recommends that the Board permit secondary schools to proceed if they choose to fund-raise for digital signage. The power and data connection costs would still be covered by the School Renewal Program.

Ninety-two (92) elementary schools currently have some form of ground-mount signage. Of these, forty-five (45) elementary schools have signage with interchangeable letters as detailed in **Appendix A**. This report further recommends a Board-standard design for elementary school signage as detailed in Appendix A. The estimated costs for this sign type is \$5,500.00, (non-illuminated version) including net HST and the City of Toronto signage permit costs. Currently, there is no funding source identified for elementary school signage. In the past, schools have raised funds for signage. Funding for elementary school signage could be considered under the next School Renewal Program for 2018 to 2020.

The cumulative staff time required to prepare this report was 45 hours.

B. BACKGROUND

1. Policy S.20, *Program Advertising for Secondary Schools and Continuing Education* from January 25, 1990 recognizes the importance of permanent display signage for secondary schools and continuing education locations, as a means to “to enhance communication, promote community awareness and encourage neighbourhood participation”. However, since this policy was developed, the internet has provided another way for organizations to communicate to stakeholders and for the public to research about schools and programs.
2. The Ministry of Education 2010 Capital Standards for new secondary schools includes “rough-ins” or conduit for connection of an exterior signage, such as digital sign. The standards do not include the cost of the digital sign itself.
3. Currently, there are digital signs located at nine (9) secondary schools – Father Henry Carr, Father John Redmond, James Cardinal McGuigan, St. Mother Teresa, Msgr Percy Johnson, Neil McNeil, St. Joseph College and Michael Power/St. Joseph Secondary Schools and St. Basil-The-Great College, currently in the process of installing a new digital sign funded by the school community. Dante Alighieri, St. Joseph Morrow Park and Blessed Cardinal Newman Secondary Schools will receive digital signage as part of the Capital program to replace these schools.
4. A City of Toronto sign permit is required for installation of permanent display signage. Local conditions, especially if a school is situated on a residential street or if the school is in a historically designated building, may restrict the use of prominent digital or illuminated signage. In 2014, staff requested an exemption from the City to waive the permit fee for school signage, but this request was not approved.
5. There are a variety of signage designs and types across the system for both elementary schools and secondary schools. The majority of schools have the name of the school in letters affixed to the exterior of the building. Ninety-two (92) elementary schools currently have some form of ground-mount signage and of those, forty-five (45) elementary schools have signage with interchangeable letters as detailed in **Appendix A**. The estimated cost for a ground-mount, non-illuminated sign with interchangeable letters as featured in Appendix A is \$5,500.00 (incl. net HST) including the cost of the signage permit.
6. An illuminated sign is more expensive – and is subject to City of Toronto approval with regards to meeting exterior lighting requirements. In addition,

electrical connection from the building to the sign would increase the costs by another \$5,000.00 to \$10,000.00, depending on the locations of the sign to the building or the nearest power connection source.

C. EVIDENCE/RESEARCH/ANALYSIS

1. Digital signage systems can be easily updated by school staff to provide a variety of information regarding programs and special events pertaining to the school as well as the Board. The messaging on digital signage provides information to parents, students and the broader community. **Appendix B** provides a sample of a stand-alone, “podium-style” digital sign.
2. Currently, there is no process in place to determine the impact that a digital sign may have with regards to attracting new students to a school.
3. Several GTA school boards including Dufferin-Peel Catholic DSB, as well as the Upper Canada DSB and Simcoe County DSB are working on establishing permanent sign standards whereas some boards such as Peel DSB and TDSB have established a design standard for their school signs, similar to what is recommended in this report.

D. METRICS AND ACCOUNTABILITY

1. The cost of digital signage for new secondary schools is included in the Capital budget, and reported through the Ministry of Education’s financial reporting system.
2. Digital signage funded through School Renewal would be reported through the Ministry of Education’s Facility Assessment database, VFA and through the Renewal Program financial reporting system.
3. Issuing a standard design package and combining several installations together under one multi-year contract could result in cost savings to the Board, and possibly allow for additional installation under a shorter timeframe – four years instead of five years.
4. As per the 2014 report “System-wide Approach to Digital Signage”, the following criteria matrix is recommended for the implementation of the phased digital signage program, listed in order by the highest score:
 - a. Secondary schools to receive digital signs with messaging capability on a priority basis over elementary schools;

- b. In order to help boost enrolment, under-subscribed secondary schools should receive signs before other secondary schools. Following this, school with the highest enrolment;
 - c. Secondary Schools that are approved for a major site improvement project (as identified in the current 2016 – 2018 School Renewal Program), should include the work associated with supply/installation of a digital sign as there will be potential cost-savings to include the signage as part of the site work;
 - d. Secondary Schools that are currently listed in the top ten of the Capital Priorities matrix for a replacement school or major addition should be placed in the last year of the phased implementation program, in the event that Capital funding is made available in the next four-to-five years.
5. Secondary schools that want to proceed in advance of the phased implementation plan should be permitted to install a digital sign. The electrical and data connection costs, within the building to the exterior sign, should continue to be covered by the School Renewal Program.
 6. Signage can be vandalized and repairs are costly. Currently the Maintenance budget has a limited amount of funds set aside for graffiti removal and signage repairs. Consideration should be given to providing additional funding within the Schools Operation budget to adequately support the repair and maintenance of all signage in the future, as this program is implemented system-wide.
 7. In some cases, the digital signage LED reader board can be removed and re-installed at another location – though a new City of Toronto sign permit would be required to install at a new location. Removal and re-installation costs should be factored into the overall cost of relocating a sign.

E. ACTION PLAN

1. Identify the phased list of secondary schools, based on the priorities detailed in this report. List to be reviewed and updated on an annual basis, subject to changes in Capital priorities or Renewal funding. Implement signage firstly at under-subscribed secondary schools, followed by fully-subscribed schools.
2. Initiate discussion with the City of Toronto to request pre-approval of sign design in order to fast track permit applications (similar process exists with building permit process for portable classrooms).

F. IMPLEMENTATION, STRATEGIC COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN

1. Provide a letter to all secondary school principals for distribution to the Catholic School Parent Association (CSPC) regarding approval of the phased digital signage program, indicating the list of schools and anticipated installation date/year.
2. For those secondary schools where the main entrance and the digital signage may be located on a residential street, provide an information letter to the neighboring properties and provide the local Trustee with responses, prior to initiating the project.
3. As per the Board's Good Neighbour Policy, issue a letter to neighbouring properties prior to the start of construction.
4. Provide the Board with an annual update regarding the status of the program and upon completion of the secondary school roll-out.
5. Provide the Board with a similar phased implementation plan to install ground-mount, non-illuminated signage with interchangeable letters at elementary schools. Funding allocation to be identified in the next School Renewal Program for 2018 – 2020.

G. STAFF RECOMMENDATION

1. That a phased digital signage program be initiated for secondary schools, as detailed in the report, to be funded in the amount of \$250,000.00 a year, as part of the School Renewal Program, starting 2018/2019.
2. That the phasing of the secondary schools be prioritized as detailed in the report, starting with under-subscribed schools and/or schools with approved site improvement projects.
3. That the Board continue to allow school communities to raise funds to cover the costs for school signage, meeting Board specifications, and that the electrical and digital connection costs for digital signage be covered under the School Renewal Program.
4. That the Chair of the Board send a letter to the Mayor of Toronto, requesting that the City of Toronto permit fee for school signage be waived.
5. That the Board approve a standard sign design for elementary schools, as per the sample sign provided in Appendix A.



Immaculate Heart of Mary School

101 Birchmount Road 416-393-5272

OCTOBER

24 CITY CROSS COUNTRY

27 PIZZA LUNCH — CRAZY HAIR DAY

VIRTUE OF THE MONTH ASSEMBLY

31 MONSTER MASH

Toronto Catholic Schools

Learn, Grow & Belong in Faith

APPENDIX B



LED ARTWORK HERE IS AN A.

EVEREST SIGNS	CLIENT	LOCATION	PROJECT	QTY	FILE NAME	ORIGINAL
	Marshall McLuhan Catholic Secondary School	1107 Avenue Rd Toronto ON	LED ground sign	1	Marshall McLuhan TCDSB LED GS 20131021.ai	Oct 10 2013
SALES - SG DRAWN BY -YIU L SCALE - NOT TO SCALE						REVISION D

3980 14TH AVENUE UNIT 20 | MARKHAM ONTARIO L3R 0B1 | www.everestsigns.com | sales@everestsigns.com | TEL 905



REPORT TO

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

IMPLEMENTATION OF FRENCH IMMERSION PROGRAMMING AT ST. PATRICK CATHOLIC SECONDARY SCHOOL

According to the grace of God given to me, like a skilled master building I laid a foundation, and someone else is building on it. Each builder must choose with care how to build on it.

1 Corinthians 3:10 (NRSVCE)

Created, Draft	First Tabling	Review
February 6, 2018	February 8, 2018	

J. Howley, Sr. Manager of Accountability and Reporting

J. Volek, Acting Comptroller of Planning and Development Services

RECOMMENDATION REPORT

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Rory McGuckin
Director of Education

D. Koenig
Associate Director
of Academic Affairs

M. Puccetti
Acting Associate Director
of Planning and Facilities

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

A. EXECUTIVE SUMMARY

As part of the draft Long-Term Program Plan (LTPP), a consultation was administered to several elementary and secondary schools, including St. Patrick Catholic Secondary School. Feedback from the Catholic School Parent Council at St. Patrick indicated no immediate need for a French Immersion Program.

At a meeting on February 1, 2018, the Board of Trustees put forth an inquiry with a request to come back with a report from staff to update the Board on information with respect to the status of the Conseil Scolaire Viamonde's (French Public School Board's) plans to open a French language school in the same neighbourhood, as well as address a number of concerns raised by the community related to implementation of French Immersion.

Staff findings indicate that there are no elementary feeder schools currently offering full French Immersion within a 10 km radius, which would significantly impact the growth and sustainability of a French Immersion program at St. Patrick.

Additionally, Conseil Scolaire Viamonde has expressed interest in building a new high school at the former Greenwood PS site. Staff recommend that a French Immersion specialty program at St. Patrick Catholic Secondary School not be implemented at this time.

The cumulative staff time required to prepare this report was 5 hours.

B. BACKGROUND

1. On October 20th 2016, The draft Long-Term Program Plan (LTPP) was approved in principle by the Board of Trustees, subject to consultation and gathering feedback. The consultation survey period was initiated on November 16, 2016 and concluded on January 13, 2017.
2. On December 7th 2017, at the Student Achievement and Well-Being Committee, *French Immersion Consultation Results* was received, one of the secondary schools considered for French Immersion was St. Patrick.
3. During the consultation process, St. Patrick Catholic School Parent Council (CSPC) was contacted in the spring of 2017. The parent council and staff from the school indicated that they were already working on implementing a number of programs. Concern was raised regarding the impact on the implementation of French Immersion on existing programs.

4. The staff recommendations in the December 7, 2017 report included that a French Immersion program not be offered at St. Patrick. The Board of Trustees amended the staff recommendation, and the following motion was approved...

“that St. Patrick be deleted from staff recommendation 2. “French Immersion programs not be offered at St. Jane Frances, St. Vincent de Paul and St. Patrick”...

5. On February 1st 2018, Student Achievement and Well-Being, the Board put forth inquiry with a request to come back with a report from staff addressing concerns raised by the St. Patrick community related to implementation of French Immersion, as well as, an update on the status of Conseil Scolaire Viamonde’s plans to open a French language school in the same neighbourhood. The report was requested by the Board of Trustees for Corporate Services Committee on February 8, 2018 (Appendix ‘A’).

C. EVIDENCE/RESEARCH/ANALYSIS

1. In order for the French Immersion program to grow and be sustainable at St. Patrick, support from the nearby feeder schools is required. Staff reviewed all TCDSB French Immersion schools within a 10 km radius of St. Patrick. The analysis confirmed that there are no elementary feeder schools currently offering full French Immersion in the area. See Appendix ‘B’ for more detail.
2. Furthermore, the Ministry of Education recently announced that Conseil Scolaire Viamonde (French Public school board) will receive \$16 million in Capital Priorities funding to open a new, 500-pupil place secondary school in the Beaches-East York/Toronto-Danforth area.
3. The Conseil Scolaire Viamonde’s secondary school has expressed interest in acquiring a former Greenwood TDSB site declared surplus to their needs in June 2017, located within a 5-minute walk of St. Patrick Catholic Secondary School (Appendix ‘C’).

D. STAFF RECOMMENDATION

That a French Immersion specialty program at St. Patrick Catholic Secondary School not be implemented at this time.



ANGELA KENNEDY
Trustee, Ward 11

Email: angela.kennedy@tcdsb.org

Voice Mail/Fax: (416)512-3411

January 31, 2018

Dear St. Patrick CSS Community:

This letter will provide an update on the matter of possible implementation of French Immersion programming for September 2019 at St. Patrick Catholic Secondary.

I will be making an inquiry at the February 1st, 2018 Student Achievement Committee meeting and a motion to request a report from staff. This report will update the Board of Trustees on information with respect to the status of the Conseil scolaire Viamode (French Public School Board's) plans to open a French language school in the same neighborhood as St. Patrick Catholic Secondary School. The report will also address a number of concerns raised by the St. Patrick community related to implementation of French Immersion.

The report will be considered by the Board of Trustees, potentially, at the Corporate Services Committee on the 8th of February, 2018. This report will allow the Board of Trustees to re-examine the decision to implement French Immersion at St. Patrick CSS in September 2019.

Thank you for your advocacy on behalf of the students at St Patrick's Catholic Secondary School. I am delighted to have so many community members working with me to ensure the best possible outcome for our students.

Please contact me if you wish to have further information (416)-209-6550 or by email at angela.kennedy@tcdsb.org .

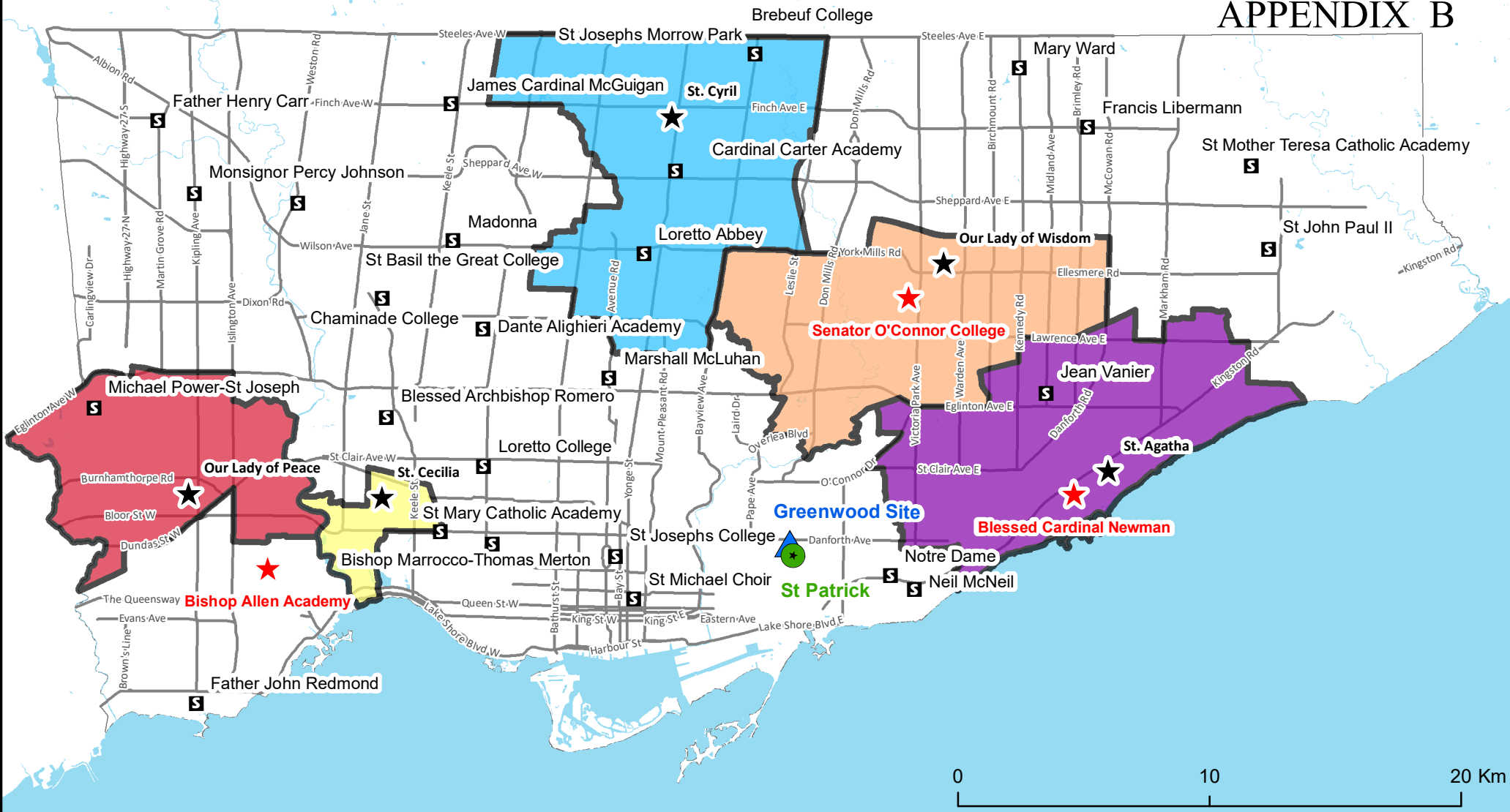
Sincerely,

A handwritten signature in black ink, appearing to read "Angela Kennedy". The signature is written in a cursive, flowing style. It is enclosed within a thin, hand-drawn rectangular box.

Angela Kennedy
Trustee Ward 11

Schools Currently Offering French Immersion in Grade 8

APPENDIX B



- Non FI Secondary Schools
- French Immersion Secondary Schools
- Elementary French Immersion with Gr. 8
- St. Patrick
- Greenwood Site

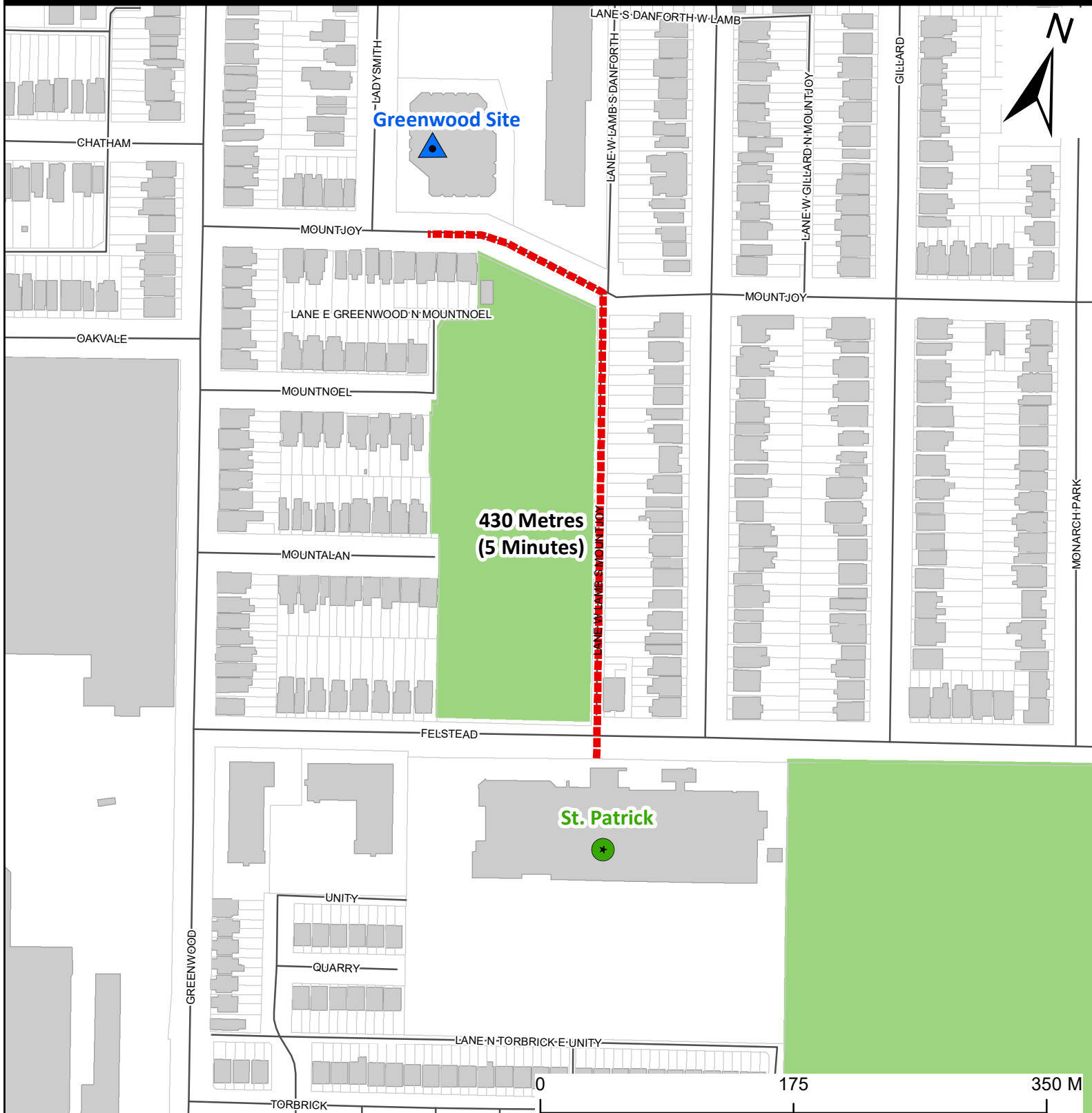
Schools with FI in Gr8

- Our Lady of Peace
- Our Lady of Wisdom
- St Agatha
- St Cecilia
- St Cyril

- Roads
- Water

Walk Distance from St. Patrick to Greenwood PS

APPENDIX C



Greenwood Site



St. Patrick

— Roads



Shortest Walk Path



Property Lines



Building Outline



Parks



REPORT TO

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

INVESTMENT REPORT 2016/17

Genesis 2:15

The LORD God took the man and put him in the Garden of Eden to work it and take care of it.

Created, Draft	First Tabling	Review
January 30, 2018	February 8, 2018	

D. Bilenduke; Senior Coordinator, Finance

P. De Cock; Comptroller, 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

T.B.D.
Associate Director
of Planning and Facilities

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

A. EXECUTIVE SUMMARY

The following report updates Trustees on the Board's investment activities during fiscal year 2016/17 as required by Ontario Regulation 41/10 section 14 (1) and TCDSB Policy F.M. 08 (Effective Financial Management and Control of Operations). The Treasurer of the Board confirms that all TCDSB borrowing and investment activity for fiscal 2016/17 conforms to both the Regulations and Board Policy.

The cumulative staff time required to prepare this report was 8 hours

B. PURPOSE

The Ministry of Education mandates that the Treasurer of the Board reports on investing and commodity hedging activity (e.g. gas contracts) once annually.

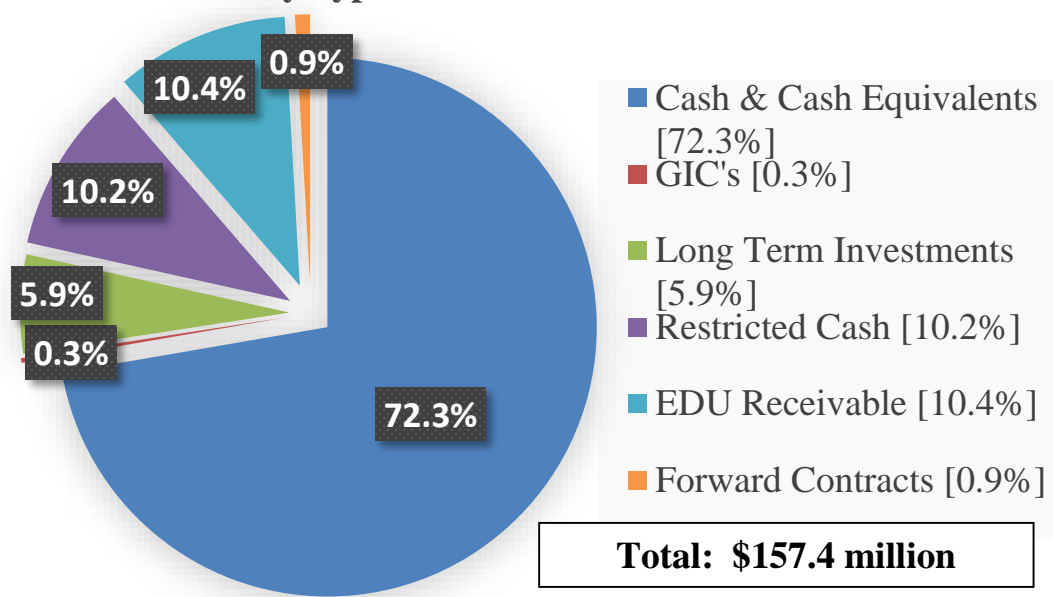
C. BACKGROUND

1. ***This report fulfils a legislative requirement.*** Ontario Regulation 41/10 Board Borrowing, Investing and Other Financial Matters and TCDSB Policy F.M. 08 (Effective Financial Management and Control of Operations) requires the Treasurer of the Board to present an annual investment report confirming all investment activity is within the criteria specified by the Regulation. It also requires full disclosure of any commodity price hedging agreements in respect of energy prices.

D. EVIDENCE/RESEARCH/ANALYSIS

1. ***The Board controls a diversified portfolio compliant with legislative restrictions and its cash needs.*** As at August 31, 2017 the audited financial statements of the Board listed \$128.3 million of Cash and Cash Equivalents and \$29.1 million of Investments & Restricted Cash. The Board also has forward gas contracts and a capital receivable from the Ministry of Education (EDU). Figure 1 illustrates the high level breakdown of the Boards investment portfolio as at August 31, 2017.

Figure 1: Portfolio by Type of Investment



- The Board's largest holding is in interest bearing cash investments.*** Cash and Cash Equivalents are temporary short-term cashable Guaranteed Investment Certificates (GIC) investments that are earning between 0.95% and 1.49%.
- The Board's Trust Funds have been safeguarded, while maximizing interest revenue.*** The Trust Funds of the Board have been invested in longer term GIC's at Tangerine Bank in order to earn a higher rate of interest. The weighted average rate of return is approximately 1.48%. Investments in their year of maturity will be reinvested at the best prevailing market rate of return. Figure 2 provides details of these investments.

Figure 2: Trust Fund Yields and Maturities

Amount	Rate	Year of Maturity
\$54,340	2.10%	2018
\$50,000	1.40%	2018
\$60,000	1.20%	2018
\$60,000	1.40%	2019

\$50,000	2.10%	2019
\$50,702	1.40%	2019
\$50,000	1.75%	2020
\$60,000	1.40%	2020
\$60,000	1.55%	2021
\$495,042	1.48%	

4. ***The Board holds several special investments.*** As of August 31, 2017 these include a \$10.5 million long term investment to secure an escrow agreement on a property purchase, \$18.1 million of Restricted Cash held in trust for a joint school construction project, a capital revenue receivable with the Ministry of Education totalling \$18.5 million and forward contracts to purchase natural gas for its schools totalling \$1.6 million. Figure 3 summarizes these holdings.

Figure 3: Summary of Special Investments

Amount (\$M)	Rate	Description	Purpose
\$10.5	1.75%	Long Term Investment	Escrow agreement, real estate
\$18.1	Variable	Restricted cash, in trust.	Railway lands school construction
\$18.5	1.00%	Short term EDU receivable	New school construction
\$1.6	Variable	Forward gas contracts	Mitigate variable natural gas rates

E. METRICS AND ACCOUNTABILITY

1. ***Business Services staff continue to optimize the investment portfolio on behalf of the Board.*** In the 2016-17 fiscal year, TCDSB earned interest revenues totalling \$1.98 million or an average return of 1.25%, most of which is earned on capital funds held by the Board, (i.e. Proceeds of Disposition, and Education Development Charges). Interest rates are expected to rise very slowly during 2018 and the Board will capitalize on these increases on its short-term

investments. At the time of preparation of this report, the Board has already seen an increase to average return to 1.34% for the current fiscal year.

2. *All investments are in accordance with legislation and policy.* As required under O. Reg. 41/10 the Treasurer of the Board confirms that all TCDSB borrowing and investment activity for fiscal 2016/17 is consistent with Ontario Regulation 41/10 and made in accordance with the investment policies and goals of the Board.

F. CONCLUDING STATEMENT

This report is for the consideration of the Board.



REPORT TO

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

SUMMARY OF TCDSB TRANSPORTATION CHALLENGES AND MINISTRY REFORM OF TRANSPORTATION POLICY AND FUNDING

Let every person be subject to the governing authorities; for there is no authority except from God, and those authorities that exist have been instituted by God. Romans 13:1 (NRSVCE)

Created, Draft	First Tabling	Review
February 6, 2018	February 8, 2018	

J. Volek, Acting Comptroller of Planning and Development Services

INFORMATION REPORT

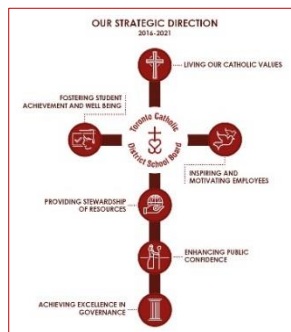
Vision:

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

M. Puccetti
Acting Associate Director
of Planning and Facilities

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

A. EXECUTIVE SUMMARY

The Toronto Student Transportation Group (TSTG) has been faced with many challenges over the years in its efforts to offer transportation services to its students in an efficient and effective manner.

In the 2016-17 school year, the TCDSB faced a serious school bus driver shortage, which resulted in un-serviced routes and delays for many families. As a result of parent complaints, the Ombudsman's Office launched an investigation into the issue. The Ombudsman's Office issued a report in the summer of 2017 that highlighted 42 recommendations—all of which were accepted by both boards and the consortium.

In the 2017-18 school year, delays have still been reported as bus companies continue their struggle to recruit and retain licenced drivers—in Toronto and across the province.

This year, the TCDSB is expected to spend \$10.7M more than it receives in transportation funding from the province.

The Ministry of Education recognizes the transportation challenges experienced by boards across the province and have released a discussion paper that speaks to the development of a new student transportation policy and funding framework.

The Minister has stated that it is crucial that they consider the perspectives of students, families, communities, educators and school boards, and have since hired professional facilitators to help develop and guide a fulsome public engagement process. A Web-based platform for stakeholders to provide input and feedback is now available online and details are also available on our Board's Website.

The consultation process is open until March 29th, 2018.

The cumulative staff time required to prepare this report was 5 hours.

B. PURPOSE

To provide a summary update to the Board of Trustees on the challenges faced by the Toronto Student Transportation Group, and to provide an update on a new initiative by the Ministry of Education that will help guide the development of a new student transportation policy and funding framework.

C. BACKGROUND

Facts and Figures

1. The TSTG operates 1813 school purpose vehicles and transports over 50,000 students.
2. On average each month, the TSTG processes over 2000 applications (additions, changes, and deletes) and receives approximately 2000 phone calls and over 18,000 visits to the consortium Website.
3. Even in Toronto's urban environment, school purpose vehicles are travelling over 70,000 kilometres each day.
4. On average each month, the consortium will spend over \$7M to provide school bus service for students—utilizing 7 different school bus companies operating out of 12 divisions throughout the city.
5. An additional 6000 students are provided transit fares and approximately 80 students are serviced via taxicabs.

Transportation Funding History

6. Funding constraints in the mid-1990's resulted in the need for the realization of savings for school boards. At that time, transportation was one of the key areas where savings could be achieved. The TCDSB undertook significant transportation reform and adopted cutting edge technologies with a focus on route optimization and reduction in the number of required buses—Laidlaw Planning Services was contracted to provide student transportation planning services.
7. The implementation of a computerized routing solution and integration of the TCDSB with the former North York Board of Education special education routes resulted in the removal of 100 busses from the road and a savings of over \$3.2M.
8. Following amalgamation in 1998, the remaining Toronto boroughs were systematically introduced into the combined routing solution, resulting in the further removal of 38 buses.
9. **1998**—the funding formula for transportation was frozen and boards were only allocated what they spent on transportation services during that fiscal

year on a go-forward basis. This negatively impacted TCDSB and other school boards that had recently undertaken transportation reform as their budgets were frozen in a state of deficit. In the years to follow, school boards across the province have experienced significant cost increases.

10. Boards that undertook transportation reform prior to the freeze had relatively less opportunity to further realize savings as their expenses had already been rationalized. At this time, the TDSB had not undertaken significant reform.

Effectiveness and Efficiency Reviews

11. **2006**—the Ministry mandated the formation of transportation consortiums between coterminous boards in an effort to realize transportation efficiencies through economies of scale. With the creation of transportation consortiums, the Ministry began using “Effectiveness and Efficiency” (E&E) reviews by third party consultants as its sole mechanism to address transportation funding pressures.
12. **December 2010**—The TCDSB and TDSB transportation units received their first E&E review. Overall, the consortium scored a “moderate” rating, which resulted in the TCDSB receiving an additional \$1.5M in transportation funding. The consortium was given a series of recommendations to implement which would allow it to achieve a possible “high” rating.
13. One significant challenge faced by the TCDSB is the E&E review recommendation for policy harmonization with the TDSB. This would significantly decrease TCDSB transportation services levels and would also impact the greatest amount of students despite an anticipated budget savings of approximately \$2M.
14. **February 2014**—the Ministry of Education cancelled E&E reviews for consortiums. Further requests by the TSTG for a second E&E review have been declined by the Ministry. By not receiving a second E&E review, the TSTG becomes ineligible for additional grant money.

Transportation Budget Deficit

15. The TCDSB has been in a transportation deficit since 2000. The TDSB was in a surplus until the late 2000’s until they initiated expansion of their French Immersion program—now they too are in a deficit.

16. **September 2016**—a new Request for Proposal was issued for a six (6)-year bus operator contract. The new bus operator contract award added an additional **\$9M** to the overall transportation deficit (\$4M to TCDSB deficit).
17. **Based on 2017-2018 projections**—both Boards are expected to spend \$23M more on transportation than they receive in funding from the Ministry of Education (TDSB approximately \$12.3M, and TCDSB approximately **\$10.7M**)

Technology Delays

18. Due to the transportation deficit, there has been a delay in the deployment of new technologies such as live GPS tracking of all buses (for parents) and interior/exterior vehicle safety cameras. As a result, Toronto students and families miss-out on tools designed to improve communications and safety.

Ombudsman Recommendations

19. **September 2016**—a serious school bus shortage significantly impacted families in the City of Toronto and throughout the province of Ontario. As a result of parental complaints, the Ombudsman's Office launched a formal investigation into the issue. A report was generated in the summer of 2017 that highlighted 42 key recommendations—all of which were accepted by both boards and the consortium. A 6-month progress report is currently being developed by TSTG for submission to the Ombudsman.

Non-Qualifying Students

20. **January 18, 2018**—in a report to the *Corporate Services, Strategic Planning and Property Committee* staff provided a summary of non-qualifying students by Trustee ward. Over 7000 NQ students are transported by the TCDSB. These are students who are not eligible for service as they live less than 1.5 km from a school, but have been approved by the Board for transportation service. The three (3) main reasons for NQ transportation is as follows:
 1. Student retention around TDSB schools,
 2. Perceived safety hazard(s),
 3. Provide service to ineligible students on streets abutting established routes and very close to a natural divide (major road, river, rail line, etc.).

21. The issue of transporting NQ students has been raised by both the Ombudsman's Office and by the TDSB as contributing to inefficiencies in routing and adding additional cost to the consortium. It should also be noted that the TDSB transports French Immersion and Gifted students, while the TCDSB does not.

Traffic and Congestion

22. Toronto traffic is one of the most significant factors in the delivery of students in this city. Traffic related delays have accounted for 42% of all delays this year alone, and this is up over last year. It was only a few short years ago that bus drivers could perform twice as many runs as they do today.

Driver Recruitment and Retention

23. School bus operators across the province face a significant challenge with regard to the recruitment and long-term securement of school bus drivers, despite year-round recruitment programs and activities.
24. School bus drivers earn a relatively low income, work split-shifts, are responsible for the safety of up to 72 students on a bus, must navigate busy Toronto streets and require specialized licensing. The new minimum wage may further impact recruitment and retention as driver pay is on par with other forms of part-time employment.

Ministry of Education Public Engagement Process on Transportation Policy and Funding Reform

25. **December 22, 2017**—The Ontario Catholic School Trustee's Association (OCSTA) released a memo to all Chairs and Directors of Education regarding the need for Student Transportation Consultation. The memo speaks to a recently released discussion paper by the Ministry of Education entitled:
"Discussion Paper on a New Vision for Student Transportation in Ontario"
26. The discussion paper specifically speaks to "four pillars" that will guide the development of the Ministry's new student transportation policy and funding framework and its implementation:
 1. **Responsiveness**—does the service contribute to student achievement and excellence?
 2. **Equity**—are transportation services accessible for all students?

3. **Safety and well-being**—are the services conducive to student safety and well-being?
 4. **Accountability**—are services provided in an efficient and effective manner?
-
27. The Minister has stated that it is crucial that they consider the perspectives of students, families, communities, educators and school boards.
 28. The Ministry has retained the services of professional Facilitators Joan Green and Michel Paulin to help develop and guide a fulsome, inclusive public engagement process. This includes several consultant sessions as detailed on the consultation Website noted below.
 29. As part of the public engagement process, TCDSB community members who rely on student bus transportation to get to school are encouraged to get involved and participate directly through the online consultation platform at:

<https://www.ontario.ca/page/consultation-new-vision-student-transportation>

Further details are also available on our Board's Website.
 30. The consultation process is open until **March 29th, 2018**.
 31. A memo on the public engagement process was e-mailed to all school Principals for distribution to parents as well as to Trustees on January 30th, 2018, which provided a link to the Ministry's online consultation platform. (*Appendix 'A'*)
 32. A report back to Board on the results of the province-wide consultation will be released in the fall of 2018.

D. CONCLUSION

This report is for the consideration of the Board.



Office of the Director of Education

January 30, 2018

Dear TCDSB Parents/Guardians:

The Ministry of Education is consulting on the future of student transportation in order to find out how transportation services can be improved to better serve students, families and communities. A "Discussion Paper on a New Vision for Student Transportation in Ontario" is part of the Ontario government's "new vision" to explore innovative options and suggest new approaches to enhance the quality and effectiveness of student transportation.

As part of the public engagement process, TCDSB community members who rely on student bus transportation to get to school are encouraged to get involved and participate directly through the online consultation platform at:

<https://www.ontario.ca/page/consultation-new-vision-student-transportation>

Further details are also available via the Board's website at: www.tcdsb.org.

Your feedback will help the Ministry understand what's important to you when it comes to student transportation and provide guidance for future policy development such as funding and accountability. The consultation process is open until March 29, 2018. A report back on the results of the province-wide consultation will be released in fall 2018.

Thank you for your ongoing commitment and support of Catholic education.

Regards,

A handwritten signature in black ink, reading "R. McGuckin".

Rory McGuckin
Director of Education

Copy: All Trustees
All Superintendents

**CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY
PENDING LIST TO FEBRUARY 8, 2018**

	Date Requested & Committee / Board	Report Due Date	Destination of Report Committee/Board	Subject	Delegated To
1	June-17 Corporate Services	Mar-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

CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY ANNUAL REPORTS

#	Due Date	Committee/Board	Subject	Responsibility of
1	January (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
2	February (A)	Corporate Services	Statement Reserves Accumulated Surplus	Executive Superintendent Business Services
3	February (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
4	March (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
5	March (A)	Corporate Services	Planning Enrolment Projection	Associate Director of Planning and Facilities
6	April (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
7	May (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
8	September (A)	Corporate Services	Preliminary Enrolment Reports Full Day Kindergarten, Elementary and Secondary Schools	Associate Director Academic Services

9	September (A)	Corporate Services	Trustee Honorarium Report	Associate Director Academic Services
10	September (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
11	October (A)	Corporate Services	Trustee Honorarium Report	Associate Director Academic Services
12	November (A)	Corporate Services	Monthly Financial Report	Executive Superintendent Business Services
13	November (A)	Corporate Services	Legal Fees Report	Executive Superintendent Business Services
14	November (A)	Corporate Services	Parent/Guardian and Student Transition Surveys	Associate Director of Planning and Facilities
15	December (A)	Corporate Services	Revised Budget Estimate for Consideration	Executive Superintendent Business Services