

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

## AGENDA APRIL 12, 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

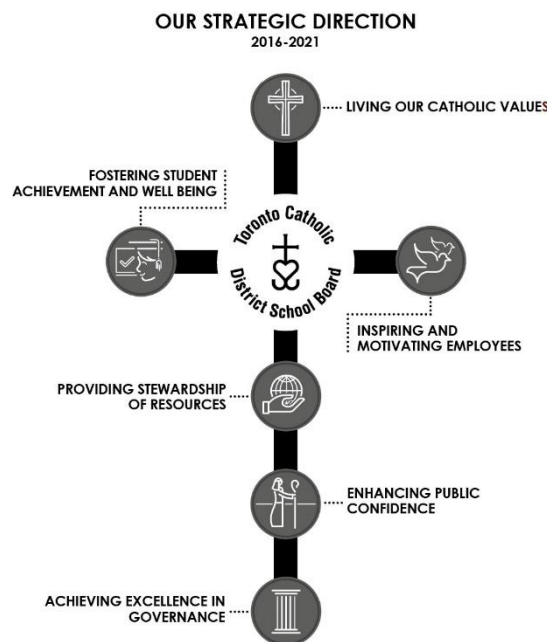
**Joseph Martino**  
Trustee Ward 1

**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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## OUR VISION

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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, April 12, 2018

7:00 P.M.

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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 March 8, 2018 for Public Session. 1 - 15
9. Delegations
10. Presentation
11. Notices of Motion
12. Consent and Review

<b>13. Unfinished Business</b>	
<b>14. Matters referred or deferred</b>	
<b>15. Consideration of Motion for which Previous Notice Has Been Given</b>	
15.a From Trustee Piccininni regarding Bed Bug Policy	16
<b>16. Staff Reports</b>	
16.a Elementary Boundary Review – Josyf Cardinal Slipyj, St. Demetrius and St. Josaphat (Recommendation) (URGENT)	17 - 26
<b>Deferred from March 8, 2018 Corporate Services Committee Meeting</b>	
16.b Elementary Boundary Review – St. Mary – Bishop Macdonell (Ward 9) (Recommendation) (URGENT)	27 - 30
16.c Annual Portable Plan and Other Accommodation Needs 2018-19 (Recommendation) (URGENT)	31 - 40
16.d Budget 2018-2019 Grants for Student Needs Update (Information) (URGENT)	41 - 50
16.e Feasibility of Board-Operated Extended Day/ Before and After School Programs (Recommendation)	51 - 63
16.f TCDSB Student Travel Planning and Active Transportation Initiatives (Recommendation)	64 - 71
16.g Financial Update as at February 28, 2018 (Information)	72 - 87
16.h Staff Feasibility Study For New School At Nativity of Our Lord (Information)	88 - 96
16.i Legal Fees Report 2016-17 (Information)	97 - 101
<b>17. Listing of Communications</b>	
<b>18. Inquiries and Miscellaneous</b>	



- 19. **Updating of the Pending Lists**
  - 19.a Monthly Pending List 102 - 103
  - 19.b Annual Reports 104 - 105
- 20. **Resolve into FULL BOARD to Rise and Report**
- 21. **Closing Prayer**
- 22. **Adjournment**

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

**HELD MARCH 8, 2018**

**PUBLIC SESSION**

**PRESENT:**

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

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

A. Robertson, Parliamentarian

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

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

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

#### **5. Approval of the Agenda**

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

Results of the Vote taken, as follows:

##### **In favour**

##### **Opposed**

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

The Motion was declared

CARRIED

## 6. **Report from Private Session**

MOVED by Trustee Tanuan, seconded by Trustee Poplawski, that all matters discussed in PRIVATE Session regarding facilities and in DOUBLE PRIVATE Session be approved.

Results of the Vote taken, as follows:

### **In favour**

### **Opposed**

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

The Motion was declared

CARRIED

## 7. Declaration of Interest

Trustee Kennedy declared a conflict in Item 16e) Budget Report: Financial Planning and Consultation Review as her family members are employees of this Board. Trustee Kennedy said she would not participate in the discussions nor vote on the item.

## 8. Approval and Signing of the Minutes

MOVED by Trustee Crawford, seconded by Trustee Andrachuk, that the Minutes of the Regular Meeting held February 8, 2018 for PUBLIC Session be approved.

Results of the Vote taken, as follows:

### In favour

### Opposed

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

The Motion was declared

CARRIED

## 11. Notices of Motion

- 11a) **From Trustee Piccininni regarding Bed Bug Policy** will be considered at the April 12, 2018 Corporate Services, Strategic Planning and Property Committee Meeting.

## 15. Consideration of Motion for which Previous Notice Has Been Given

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

- 15a) **From Trustee Rizzo regarding Confidential Information** received and referred to staff.

Therefore be it resolved that “confidential information” be defined in the policy as described in the Board of Trustees’ *Code of Conduct*;

Further be it resolved that Board counsel will specifically remind Trustees of their confidentiality obligations when contentious or sensitive situations are before the Board;

Further be it resolved that on a majority vote of the members present, a Trustee may be expelled or excluded from the meeting if he/she is responsible for unauthorized disclosure of confidential matters (or the threat to disclose), and this shall be recorded in the minutes;

Further be it resolved that when a Trustee is alleged to have breached the *Respect for Confidentiality* clauses in the *Code of Conduct* an inquiry will be initiated within 48 hours;

Further be it resolved that following the unauthorized disclosure of confidential information by an anonymous Trustee, an inquiry will be initiated by the Chair of the Board within 48 hours and external legal counsel will conduct the investigation;

Further be it resolved that external counsel will report findings of the investigation and possible sanctions to the Board of Trustees for action (including legal proceedings);

Further be it resolved that Trustees attend in camera meetings of the Board in person and that teleconferencing will no longer be provided for confidential meetings; and

Further be it resolved that private meetings take place in more secure rooms so that those outside of the room are unable to hear.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

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

Martino  
Piccininni

The Motion was declared

CARRIED

**16. Staff Reports**

MOVED by Trustee Andrachuk, seconded by Trustee Martino, that Item 16a) be adopted as follows:

- 16a) Elementary Boundary Review – Josyf Cardinal Slipyj, St. Demetrius and St. Josaphat Catholic Schools (Recommendation)** deferred to the April 12, 2018 Corporate Services Committee Meeting.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

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

The Motion was declared

CARRIED

MOVED by Trustee Andrachuk, seconded by Trustee Piccininni, that Item 16b) be adopted as follows:

**16b) St. Leo-St. Louis Catholic School Capital Project (Ward 2) Consultant Appointment and Project Budget Approval** received and

1. That a contract be awarded to Kohn Shnier Architects to provide consulting services for the new elementary school to be constructed on the site of the existing St. Leo Catholic School in the amount of \$1,144,000.00.00, plus net HST of \$24,710.40 for a total cost of \$1,168,710.40, funded as detailed in Table 1; and
2. That a project budget of \$15,451,071.00 for the construction of the new elementary school on the site of the existing St. Leo Catholic School be



approved, including the previously completed feasibility study, as detailed in Table 1, and approval of a further \$460,275.00 subject to Ministry approval of additional funding for unique site costs, for a total project budget of \$15,909,203.00.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

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

The Motion was declared

CARRIED

MOVED by Trustee Del Grande, seconded by Trustee Andrachuk, that Item 16c) be adopted as follows:

**16c) Transportation Annual Report 2016-17** received.

MOVED in AMENDMENT by Trustee Kennedy, seconded by Trustee Rizzo, that the Board of Trustees receive any Transportation updates that are sent to the Ombudsman on a regular basis.

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

**In favour**

**Opposed**

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

The Amendment was declared

CARRIED

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

**In favour**

**Opposed**

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

Rizzo  
Tanuan

The Motion, as amended, was declared

CARRIED

MOVED by Trustee Del Grande, seconded by Trustee Crawford, that Item 16d) be adopted as follows:

**16d) 2018-19 to 2020-21 Consensus Enrolment Projections** that the consensus enrolment projections for the 2018-19 school year be approved for staffing and budgetary purposes and the consensus enrolment projections for the 2019-20 and 2020-21 school years be approved for Ministry of Education reporting requirements; and

That staff provide the Board of Trustees with a map of the City of Toronto that indicates where new residential develops are projected.

Trustees D'Amico and Piccininni left the meeting at 8:04 pm.

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni  
Crawford  
Davis  
Del Grande  
Kennedy  
Martino  
Poplawski

Rizzo  
Tanuan

The Motion was declared

CARRIED

Trustee Kennedy left the horseshoe due to a Declaration of Interest in Item 16e), as earlier indicated.

MOVED by Trustee Del Grande, seconded by Trustee Martino, that Item 16e) be adopted as follows:

**16e) Budget Report: Financial Planning and Consultation Review**

1. That the Financial Planning Framework and Community Consultation plan as described in this report for the 2018-19 Budget be approved;
2. That staff present the finalized Budget estimates for 2018-19, which will be reflective of the Community Consultations and feedback received at various Committee meetings throughout the spring, to the Board of Trustees at the Corporate Services, Strategic Planning and Property Committee meeting scheduled for June 6, 2018; and
3. That staff prepare the budget in two components, in classroom and non-classroom, and that the in-classroom component be presented first so that all Trustees can participate in the non-classroom discussions

Results of the Vote taken, as follows:

**In favour**

**Opposed**

Trustees Andrachuk  
Bottoni

Crawford  
Davis  
Del Grande  
Martino  
Poplawski  
Rizzo  
Tanuan

The Motion was declared

CARRIED

Trustee Kennedy returned to the horseshoe.

## **18. Inquiries and Miscellaneous**

MOVED by Trustee Rizzo, seconded by Trustee Bottoni, that Item 18a) be adopted as follows:

### **18a) Inquiry from Trustee Rizzo regarding International Women's Day Motion of April 4, 2012: Therefore, be it resolved that the Toronto Catholic District School Board (TCDSB) declare March 8<sup>th</sup> as International Women's Day (IWD), and**

- 1. Further be it resolved that on IWD the TCDSB will recognise and applaud women's achievements as well as highlighting gender inequalities and issues through initiatives, causes and actions;**
- 2. Further be it resolved that gender violence programs be developed and improved; and**
- 3. Further be it resolved that the TCDSB raise awareness of the issues facing women across the world among elementary and secondary students as a first step towards achieving gender equality; referred to staff to bring back reports on the following:**

1. The establishment of the Sister Evanne Hunter “Young Women in Leadership Award” to be recognized on International Women’s Day on or about March 8; and
2. The implementation of International Women’s Day in our Board and school communities and recommend any changes.

Trustee Martino left the meeting at 9:13 pm.

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

**20. Resolve into FULL BOARD to Rise and Report**

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

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

**22. Adjournment**

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

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

The meeting adjourned at 9:20 pm.

---

SECRETARY

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CHAIR





***SAL PICCININNI***

***Trustee, Ward 3***

***Email: Sal.Piccininni@tcdsb.org***

***Voicemail/Fax: (416) 512-3407***

**To: Corporate Services Committee Meeting, April 12, 2018**

**From: Sal Piccininni, Ward 3**

**Subject: Consideration of Motion – Bed Bug Policy**

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**MOVED BY:** Sal Piccininni, Toronto Catholic District School Board (TCDSB)

**WHEREAS:** Bed bugs are a current concern for many teachers, parents and families;

**WHEREAS:** Many schools have been effected by the issue of bed bugs;

**WHEREAS:** Currently, the TCDSB has no policy in relation to the issue of bed bugs;

**BE IT RESOLVED THAT:** to provide a standard practice for all schools, staff draft a report for a new Bed Bug policy.

**Sal Piccininni**



## REPORT TO

# CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

## ELEMENTARY BOUNDARY REVIEW – JOSYF CARDINAL SLIPYJ, ST. DEMETRIUS AND ST. JOSAPHAT

*"Finally, all of you, have unity of mind, sympathy, brotherly love, a tender heart, and a humble mind.", 1 Peter 3:8*

### Created, Draft

February 26, 2018

### First Tabling

March 8, 2018

### Review

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

B. Leporati, Senior Manager Planning and Admissions

J. Volek, Acting Comptroller Planning and Development Services

D. Yack, Superintendent of Learning, Student Achievement and Well-Being Ward 2

## RECOMMENDATION REPORT

### Vision:

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

### Mission:

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*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**

1. This report provides information and a recommendation that a boundary review for the Josyf Cardinal Slipyj, St. Demetrius and St. Josaphat school communities be approved for initiation, and implemented in accordance with the *Elementary School Attendance Boundary Review Policy (S.A. 03) (Appendix 'A')*.
2. Recent evidence has revealed that Eastern Rite School boundaries have resulted in greater transportation operating efficiencies and associated cost savings. Staff have determined that a further review of boundaries may yield additional transportation efficiencies and provide for more optimal use of available facility space.

*The cumulative staff time required to prepare this report was 3 hours*

## **B. PURPOSE**

The purpose of this report is to gain approval to initiate a boundary review for the Josyf Cardinal Slipyj, St. Demetrius and St. Josaphat school communities.

## **C. BACKGROUND**

1. Josyf Cardinal Slipyj, St. Demetrius and St. Josaphat deliver programming to students of an Eastern Rite heritage. For this reason school boundaries for these three schools are considerably larger than for elementary schools that deliver regular programming for the TCDSB.
2. Approved boundary alignments (*Appendix 'B'*) were implemented for the three schools for the 2015-2016 school year and have been in effect since that time.
3. St. Josaphat students relocated to their permanent location at the former St. Teresa school in the area of south Etobicoke as of September 2017. Prior to this relocation St. Josaphat students had been temporarily located in three (3) different locations over a period of approximately 15 years.
4. Although the boundary adjustments effected in 2015-2016 accounted for the future relocation of St. Josaphat students to their permanent location further review of the impact of the boundary changes for all three (3) schools is

required. This review is intended to further balance the enrolment of the three schools to make better use of available capacity.

5. Presently transportation services to Eastern Rite schools consists of 33 busses at an estimated annual cost of \$1.5M. It is anticipated that a further realignment of boundaries will be more efficient with reduced duplication of service and a reduction in cost.

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

1. St. Josaphat students are currently housed in a facility with a Ministry rated capacity of 291 pupil places. If there is no adjustment to the existing attendance boundary, enrolment will increase only slightly over the next 10 years to 138 students or a Utilization Rate of 47.5%. The goal of this review to increase the current student population in order to make more effective use of available capacity.
2. Josyf Cardinal Slipyj is a fairly large facility with a child care on site. There has been a large addition made to the school, completed in 2012, bringing the Ministry rated capacity to 562 pupil places. The current enrolment of 588 pupils in 2017-18 is anticipated to be sustainable over the next 10 years. There are five (5) portable classrooms on site to accommodate the program.
3. St. Demetrius has a current enrolment of approximately 265 students however there is a significant development planned directly adjacent to the property which could have an impact on future enrolment. Current projections indicate a slight decline as it is difficult to anticipate the number of students that would come from this development that would be eligible for the Ukrainian language program.

<b>School</b>	<b>OTG Cap</b>	<b>Port</b>		<b>2017</b>	<b>2021</b>	<b>2025</b>	<b>2029</b>
JOSYF CARDINAL SLIPYJ	562	5	<b>Enrol. Util. %</b>	588 104.6%	588 104.6%	594 105.7%	586 104.2%
ST. DEMETRIUS	245	0	<b>Enrol. Util. %</b>	265 108.2%	243 99.0%	242 98.8%	245 100.0%
ST. JOSAPHAT	291	0	<b>Enrol. Util. %</b>	127 43.6%	128 44.0%	135 46.4%	138 47.5%

## E. ACTION PLAN

4. Subject to Board approval of the initiation of an attendance boundary review for the Josyf Cardinal Slipyj, St. Demetrius and St. Josaphat, the school communities will be informed of the initiation of the review process and the timelines and procedures involved (*Appendix 'B'*).
5. Pursuant to the *Elementary School Attendance Boundary Review Policy (S.A. 03) (Appendix 'A')*, the community must receive written notification of a Public Meeting at least 30 days prior to the actual meeting date. Provided notice of the initiation of a review in this area is distributed on **March 9, 2018** the **earliest** possible date for a public meeting will be **April 23, 2018**. A minimum of **one (1)** public meeting is required by policy.
6. If the Boundary Review Committee reaches a consensus decision, the communities will be notified of the boundary changes and dates of implementation. No further reporting will be necessary and the review will be deemed complete.
7. If the Boundary Review Committee does not reach a consensus, recommendations of staff and those of the Committee will be brought to the Board for a final decision. The reporting cycle will require 1 to 3 months for completion dependent on the Committee and community input and scheduling of Board meetings. Reporting stages are as follows:
  - Committee or Board meeting
    - Director's report inclusive of BRC report is considered.
  - Committee or Board meeting
    - Opportunity for Public delegations and written submissions in response to the Director's and the BRC's reports.
  - Committee or Board meeting
    - Final Report from the Director is considered, which takes into account the results of the public input provided at the previous meetings. The Board will make a final decision.

## F. STAFF RECOMMENDATION

That a boundary review for the Josyf Cardinal Slipyj, St. Demetrius and St. Josaphat school communities be approved for initiation and implementation in accordance with the *Elementary School Attendance Boundary Review Policy (S.A. 03)*.



**POLICY SECTION:** STUDENT

**SUB-SECTION:** ADMISSIONS AND PLACEMENT

**POLICY NAME:** ELEMENTARY SCHOOL ATTENDANCE  
BOUNDARY REVIEW POLICY

**POLICY NO:** S.A. 03

<b>Date Approved:</b> October 22, 2015- Board	<b>Review Cycle:</b> 2018	<b>Dates of Amendment:</b> April 28, 2010 – Board October 18, 2012 – Board March 20, 2014 – Corporate Affairs April 14, 2015 –Corporate Affairs
<b>Cross Reference:</b> <ul style="list-style-type: none"> <li>• S.A. 01, Elementary Admission and Placement Policy</li> <li>• S.T. 01, Transportation Policy</li> <li>• T. 07, Community Engagement Policy</li> </ul>		

## Policy

The Director of Education may prepare a report for consideration by the Board identifying a school, or group of schools, facing programming challenges and/or facility limitations due to enrolment oversubscription or undersubscription, and in respect of which there may be a need to consider as a possible solution, adjustments to existing boundaries in respect of one or more of the identified schools.

## Regulations

1. An attendance boundary review shall be initiated by the community, the Director of Education or Board staff through a submission of a formal request to the Board of Trustees compliant with Board procedures, or through a recommendation by Board staff.
2. The Director of Education shall set a limit on the total number of attendance boundary reviews conducted per year, dependent upon availability of appropriate staff resources, and reserves the right to prioritize the requests for reviews.



**POLICY SECTION: STUDENT**

**SUB-SECTION: ADMISSIONS AND PLACEMENT**

**POLICY NAME: ELEMENTARY SCHOOL ATTENDANCE  
BOUNDARY REVIEW POLICY**

**POLICY NO: S.A. 03**

3. The Board reserves the right to aggregate individual requests for boundary reviews depending on the geographic location of the schools being considered for review.
4. Boundary reviews shall be conducted in accordance with the following procedure.
5. A committee comprised of the following stakeholders from all schools affected by the boundary adjustment shall be established, and shall hold a minimum of one (1) public meeting for the purpose of reviewing and reaching a consensus on the boundary adjustment:
  - Principal (or designate)
  - School Superintendent (or designate)
  - CSAC Executive
  - Local Trustee(s)
  - Planning Staff
  - Transportation Staff
6. Additional meetings of the stakeholder committee may be held at the discretion of the chair of the committee.
7. A minimum of 30 days public notification shall be provided prior to the first meeting.
8. Boundary reviews shall be undertaken at a community engagement level of 'consult' as defined in Community Engagement Policy (T. 07): *"To obtain input from community members and the general public on proposed Board directions and decisions."*



**POLICY SECTION: STUDENT**

**SUB-SECTION: ADMISSIONS AND PLACEMENT**

**POLICY NAME: ELEMENTARY SCHOOL ATTENDANCE  
BOUNDARY REVIEW POLICY**

**POLICY NO: S.A. 03**

9. The School Superintendent(s) whose school is the subject of a boundary adjustment shall chair the meeting(s), and in leading the review process, shall establish the committee, shall arrange the meeting(s) and provide notification of meeting(s) to other stakeholders and the public, shall prepare an agenda for the meeting(s) as required, shall arrange for the recording of meeting notes, and shall provide all notification about the boundary adjustments reached by consensus. The School Superintendent shall function as secretary of the committee as well as in a resource capacity. If the schools under review are represented by more than one Superintendent, the duties of the Chair shall be shared by the School Superintendents.
10. Administrative staff, including staff from the Planning and Facilities Departments and from the Toronto Student Transportation Group (TSTG), shall attend the meeting(s) to provide expertise and resources, as necessary.
11. Staff shall provide the committee with all relevant information including the following:
  - school profile data including capacity;
  - current and projected enrolment;
  - maps of the area;
  - information and maps on transportation;
  - one boundary adjustment option for consideration, with a complete transportation impact.
12. To the extent possible and practical, boundary adjustments shall be guided by the following principles:
  - Boundaries are to follow logical and easily identifiable routes and/or physical landforms where possible, such as major roads, rail-lines, watercourses, parklands, ravines, and established political boundaries.





**POLICY SECTION: STUDENT**

**SUB-SECTION: ADMISSIONS AND PLACEMENT**

**POLICY NAME: ELEMENTARY SCHOOL ATTENDANCE  
BOUNDARY REVIEW POLICY**

**POLICY NO: S.A. 03**

- Schools affected by a nearby boundary adjustment benefit to the fullest extent possible, both in terms of maximizing student enrolment and utilization of available classroom space.
- Program offerings (e.g. French Immersion, Gifted, etc.) shall be taken into consideration when adjusting boundaries; as a result, there could be more than one boundary associated with any given school(s) under review.

13. If consensus is achieved during the meeting(s):

- i. the School Superintendent(s) shall prepare the appropriate notification to be signed by the Director of Education and sent to the school community(ies) in a timely manner, informing them about the decisions made by the committee, as well as arranging to have decisions posted on the Board and school website;
- ii. boundary adjustments shall be planned for and implemented no sooner than the following school year;
- iii. staff shall undertake all things necessary to implement the changes.

14. If the committee cannot achieve consensus during the meeting(s), the Director of Education shall prepare a report with recommendations for the consideration of Trustees at a regularly scheduled Committee or Board meeting.

15. The Director of Education's report shall be made publicly available by having it posted on the Board's website in advance of the Committee or Board meeting at which it is to be considered.

16. Opportunity for public input regarding the Director of Education's report shall be provided at a subsequent Committee or Board meeting which will hear and receive delegations as well as consider written submissions.



**POLICY SECTION: STUDENT**

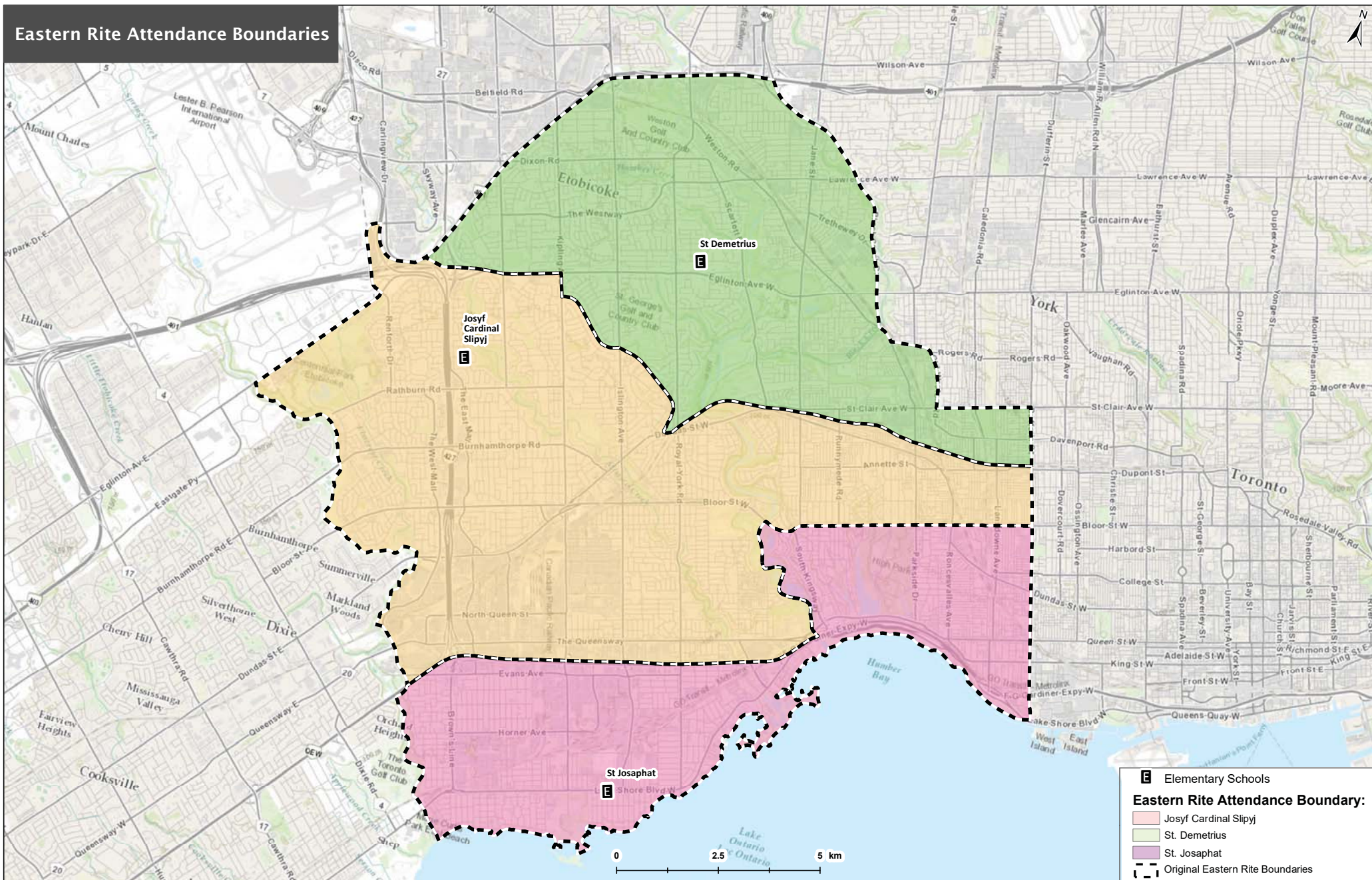
**SUB-SECTION: ADMISSIONS AND PLACEMENT**

**POLICY NAME: ELEMENTARY SCHOOL ATTENDANCE  
BOUNDARY REVIEW POLICY**

**POLICY NO: S.A. 03**

17. The Director of Education shall prepare a further report for consideration by the Committee or Board in public session of a subsequent meeting, regarding and responding to the public input received and presentations made at the previous meeting. A decision regarding boundary adjustments may be made by Trustees at this meeting, or a subsequent meeting of Committee or Board.
18. The Director of Education's report shall be made publicly available by having it posted on the Board's website in advance of the Committee or Board meeting at which it is to be considered.
19. The School Superintendent(s) of the school(s) under review shall prepare the appropriate notification to be signed by the Director of Education and sent to the school community(ies) in a timely manner, informing them about the decisions made by the Trustees, and shall have the decision posted on the Board and school website.
20. A decision made by Trustees to implement a boundary adjustment shall be planned for and implemented no sooner than the following school year.
21. Student transportation will be provided in accordance with the Board's Transportation Policy.
22. Notwithstanding any other provision contained herein, this Policy shall not apply to any boundary reviews, changes or decisions that are made as a result of a school accommodation review pursuant to Policy S.09. In the case of a conflict between this Policy and the School Accommodation Review Policy (S.09), the School Accommodation Review Policy (S.09) shall take precedence.

Eastern Rite Attendance Boundaries





REPORT TO

## CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

### ELEMENTARY BOUNDARY REVIEW – ST. MARY – BISHOP MACDONELL (WARD 9)

*“For surely I know the plans I have for you, says the Lord, plans for your welfare and not for harm, to give you a future with hope.” Jeremiah 29:11*

Created, Draft	First Tabling	Review
March 26, 2018	April 12, 2018	<a href="#">Click here to enter a date.</a>

B. Leporati, Sr. Mgr. Planning and Admissions  
J. Volek, Comptroller Planning and Development Services  
J. Shanahan, Superintendent of Learning, Student Achievement and Well-Being Area 6

#### RECOMMENDATION REPORT

##### Vision:

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

##### Mission:

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

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



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**

This report provides information and a recommendation that a boundary review for the Bishop Macdonell and St. Mary school communities be approved for initiation, and implemented in accordance with the *Elementary School Attendance Boundary Review Policy (S.A. 03)*.

<i>The cumulative staff time dedicated to this endeavour was 6.0 hours.</i>
---

## **B. PURPOSE**

1. The purpose of this report is to gain approval to initiate a boundary review for the Bishop Macdonell and St. Mary school communities.

## **C. BACKGROUND**

1. The TCDSB began construction of a 550 pupil place school on the railway lands in September of 2017. The school is to be named Bishop Macdonell. Completion is anticipated to be within the 2019-20 school year and will therefore impact registration beginning in January 2019.
2. In accordance with the *Elementary School Attendance Boundary Review Policy (S.A. 03)* a boundary review is required to establish a new fixed attendance boundary for the new facility and to realign the existing boundary of St. Mary.

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

3. Bishop Macdonell is being constructed to a Ministry rated capacity of 550 pupil places. The new school is located within the existing attendance boundary of St. Mary. The new boundary must be formed from a portion of the existing St. Mary boundary.
4. Based on a comprehensive evaluation of the St. Mary attendance boundary, an adjustment to the existing boundaries will allow for the creation of a new boundary for Bishop Macdonell and ensure a balanced utilization of both facilities.

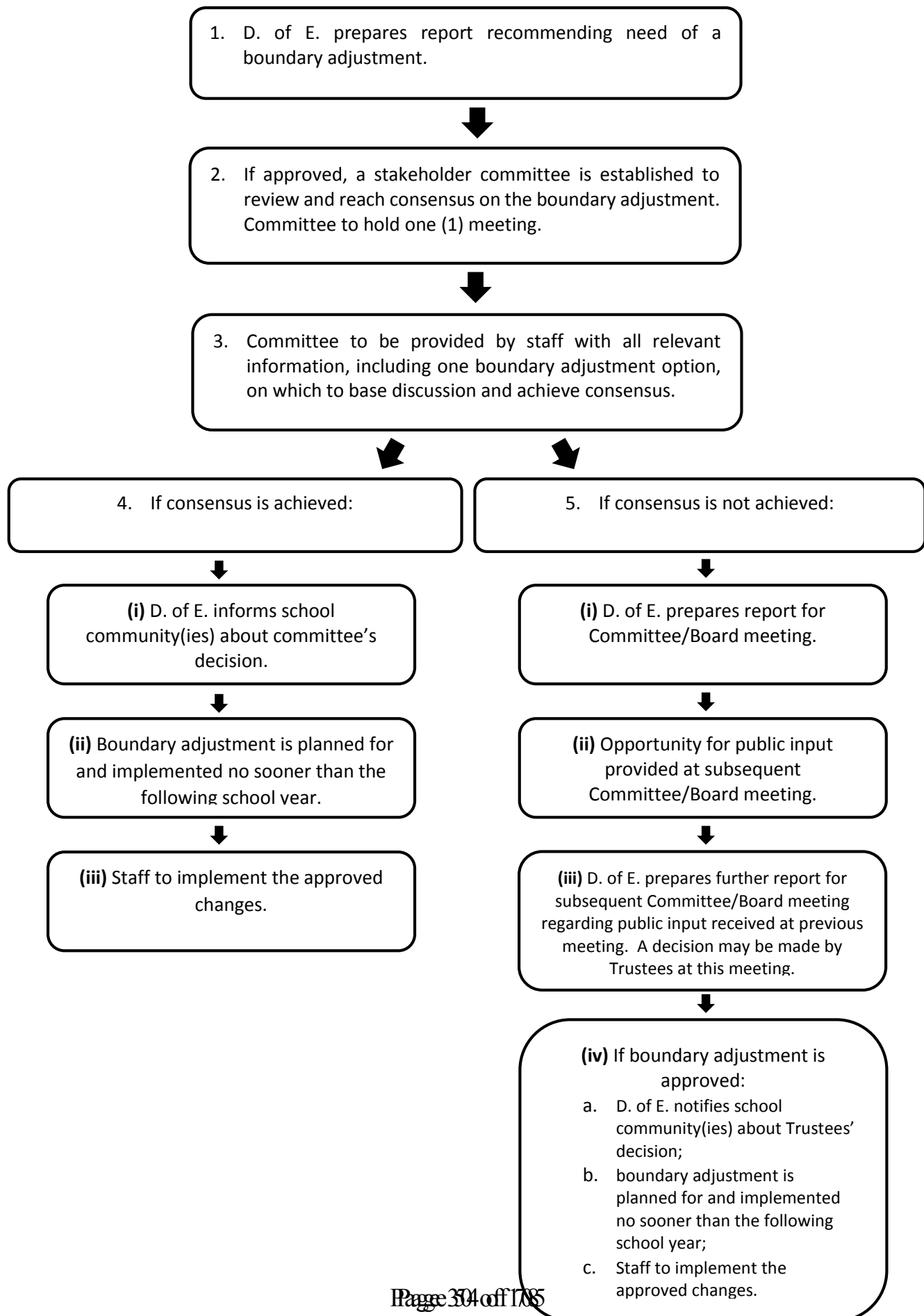
5. As the new Bishop Macdonell is anticipated to open in September 2019, the boundary review process should begin as soon as possible with an ultimate goal of having a decision on boundary changes prior to the beginning of the elementary registration period, January 2019, for the 2019-20 school year.

## **E. ACTION PLAN**

6. Subject to Board approval of the initiation of an attendance boundary review, the St. Mary and Bishop Macdonell school communities will be informed of the initiation of the review process and the timelines and procedures involved (*Appendix 'A'*).
7. Pursuant to the *Elementary School Attendance Boundary Review Policy (S.A. 03)*, the community must receive written notification of a Public Meeting at least 30 days prior to the actual meeting date. Provided notice of the initiation of a review in this area is distributed on **April 13, 2018** the **earliest** possible date for a public meeting will be **May 15, 2018**. A minimum of **one (1)** public meeting is required by policy.

## **F. STAFF RECOMMENDATION**

That a boundary review for the St. Mary and Bishop Macdonell school communities be approved for initiation and implementation in accordance with the *Elementary School Attendance Boundary Review Policy (S.A. 03)*.

**PROPOSED ELEMENTARY SCHOOL ATTENDANCE BOUNDARY REVIEW POLICY (S.A. 03)**



## REPORT TO

## CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

### ANNUAL PORTABLE PLAN AND OTHER ACCOMMODATION NEEDS 2018-19

*"Enlarge the site of your tent, and let the curtains of your habitations be stretched out; do not hold back; lengthen your cords and strengthen your stakes." Isaiah 54:2*

Created, Draft	First Tabling	Review
March 26, 2018	April 12, 2018	<a href="#">Click here to enter a date.</a>

B. Leporati, Sr. Manager, Planning and Admissions

M. Iafrate, Sr. Coordinator Energy and Renewal

J. Volek, Acting Comptroller of Planning and Development Services

### RECOMMENDATION REPORT

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Acting Associate Director  
of Planning and Facilities

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



## A. EXECUTIVE SUMMARY

The Board, at the March 8, 2018 meeting of the Corporate Services, Strategic Planning and Property Committee, approved the report “*2018-19 to 2020-21 Consensus Enrolment Projections.*”

Detailed in this report are the accommodation needs for the 2018-19 school year to be satisfied either by portable relocation to create additional teaching spaces. Accommodation needs are generated either by increased enrolment or the addition of programming.

As of March 2018, the TCDSB has 320 portable classrooms in active use and 8 additional portables currently in storage at the West Portable Compound. Over the past ten years, the total portable inventory has been reduced from 517 to the current 320 (*Appendix ‘A’*). This represents a total reduction of 197 portables (38%) over the past ten-year period. All portable needs will be satisfied from within the current inventory. **The operational total will be reduced by 15 portables to 305 overall by the start of the 2018/19 school year.**

Condition improvement of portables occurs through a combination of the refurbishment and replacement program, portable demolition and disposal. The average age of a portable classroom has improved to 2003 from an average age of 1988 in the 2008-2009 school year (Year-by-Year improvement shown in *Appendix ‘A’*).

*The cumulative staff time required to prepare this report was 27 hours*

## B. PURPOSE

This report assesses Portable and Other Accommodation Needs for the 2018-19 school year. The cost of the portable program inclusive of labour, transportation and materials is \$2,319,824 to be funded through the approved 2018-19 School Renewal Program under the School Renewal Grant. If approved, 2018-19 portable placement/relocation/removal will commence in spring/summer 2018.

Also identified in this report are outstanding projects from the 2017-18 Portable Plan. These will be funded at a cost of \$197,373 from remaining contingency and cost savings from completed projects in the 2017-18 Portable Plan budget.

## C. BACKGROUND

1. The annual assessment of Accommodation Needs was undertaken by the Planning Department throughout January and February of 2018. Each school was reviewed based on projected enrolment and teaching space requirements. Where additional space was required or declared surplus, each Principal was asked to confirm their anticipated needs with Planning staff and provide feedback.
2. Tentative Final-Form 100 staffing models were completed and confirmed with Principals and Area Superintendents during the week of February 26 to March 2, 2018. Additional space requirements resulting from enrolment increases were identified and addressed as part of this process including site visits where necessary.
3. The following table provides a summary of portable moves remaining from the 2017-18 plan. These moves will be completed prior to the end of the 2017-18 school year using remaining funds from contingency and cost savings from the 2017-18 Annual Portable and Other Accommodation Needs Plan.

School	Action	Estimated Cost
<b>Francis Libermann</b>	Add two portables to accommodate enrolment pressure in conjunction with a paving project to address parking issues.	\$112,529
<b>St. Paschal Baylon</b>	Removal and relocation of 12 portables to facilitate completion of construction.	\$65,740
<b>Holy Angels</b>	Add one portable to accommodate enrolment pressures.	\$19,104
<b>TOTAL</b>		\$197,373

## D. EVIDENCE/RESEARCH/ANALYSIS

1. As indicated in the table below, portable classroom totals by Trustee Ward comparing the 2008-09 school year to the 2018-19 school year, inclusive of changes proposed in this report.

TOTAL				
Trustee Ward	Portable Count 2008-09	Portable Count 2017-18	Portable Action Summer 2018	Portable Count 2018-19
Andrachuk	69	64	-3	61
Bottoni	62	17	3	20
Crawford	117	66	0	66
D'Amico	7		0	0
Davis	15	6	0	6
Del Grande	54	18	0	18
Kennedy	11	21	0	21
Martino	38	21	1	22
Piccininni	32	17	2	19
Poplawski	9	0	0	0
Rizzo	67	72	-18	54
Tanuan	36	18	0	18
TOTAL – (On School Sites)	517	320	-15	305
TOTAL INVENTORY	529	328		313

2. The cost of renovating a portable classroom and renewing its use for another 10-15 years is less than \$25,000 using Board staff as compared to a cost of \$45,000 using private contractors, and over \$60,000 for the purchase and installation of new portable classrooms. Substantial savings are realized from renovating portables “in place”. This method of portable renewal has improved the average age of the portable inventory and has created a sufficient inventory to satisfy the proposed portable plan without the need to purchase additional “new” portables.

3. Beginning in 2008, Renewal staff have undertaken portable classroom maintenance, renovation and redevelopment projects to provide new renovated/refurbished portables, and to improve occupant comfort and site conditions by realigning portable classrooms to better serve the school communities. A total of six trades staff are required to execute the program as well as construction materials, tools and vehicles in the amount of \$532,243 funded through the Portable Plan Allowance in the approved School Renewal Budget.
4. The Portable crew trades staff also undertake retrofit projects in buildings during the school year where school buildings require minor modifications to accommodate enrolment pressures. This work will assist Renewal staff in the completion of scheduled summer renewal projects in a timely manner.
5. The refurbishment and replacement program has resulted in the overall improvement of the portable classroom portfolio, such that the average age of the portable portfolio is 2003, from 1988 as noted in the 2008-09 school year (Year by Year improvement shown in *Appendix 'A'*).
6. The following table provides a summary of portable moves required to accommodate enrolment changes and construction project completion. Every effort has been made by Renewal and Planning staff to address immediate and crucial pressures in the 2018-19 Accommodation Needs Plan. All related costs for these projects are included in the totals. Costs for demolition and/or removal include restoration of the site.

<b>School</b>	<b>Action</b>	<b>Estimated Cost</b>
<b>Father Serra</b>	Add one portable to accommodate enrolment pressure.	\$115,900
<b>Holy Angels</b>	Add two additional portables to the site for a total of eight.	\$126,014
<b>St. Brendan</b>	Remove surplus portable from site.	\$35,960
<b>St. Clement</b>	All seven portables to be removed following completion of capital addition.	\$49,446
<b>St. Francis Xavier</b>	Add two portables to accommodate enrolment pressure.	\$123,767
<b>St. Gabriel Lalemant</b>	Remove one portable for relocation to another site.	\$63,492

<b>St. Gregory</b>	Add one portable to accommodate enrolment pressure.	\$69,826
<b>St. Jerome</b>	Add two portables to accommodate enrolment pressures.	\$115,339
<b>St. Marcellus</b>	Replace two existing portables with newer models.	\$142,309
<b>St. Paschal Baylon</b>	Remove 6 remaining portables for relocation to other sites.	\$73,045
<b>St. Raphael</b>	Replacement of one portable classroom	\$47,760
<b>St. Robert</b>	Add one portable to accommodate growth in the area.	\$86,683
<b>Neil McNeil</b>	Remove 6 existing portables to allow for site work. Replace with 6 newer portables from completed projects.	\$250,343
<b>OLO Mt. Carmel</b>	Add 6 portables to be used by Adult LINC program pending approval of lease arrangement for St. Leonard.	\$187,697
<b>TOTAL</b>		<b>\$1,487,581</b>

7. As per Board policy, any surplus portables will be offered on a public website for sale and removal, all insurance, liability and removal cost (except power, data and P.A. system disconnection) is to be assumed by the successful party.
8. At the December 13, 2017 meeting of the Corporate Services, Strategic Planning and Property Committee, the report Status Update Regarding the Collection of Interior Air Temperatures in Non-Air-Conditioned Schools was approved, in part, as follows:  
*"..2. That the Annual Pupil Accommodation and Portable requirements report provide detailed information and recommendations for the installation of air-conditioning units to portable classrooms.."*
9. Of the 305 operational portables, 135 do not have air conditioning however, several portables will be removed upon completion of several capital projects, which brings the total currently requiring air conditioning to 124 portables.

10. **Staff propose to convert 16 portable classrooms this year.** Staff have explored various options to add air-conditioning to the portable classrooms, including upgrading the existing unit ventilator systems or installing split-air systems, that would only be used when air conditioning is required.
11. Given this schedule of upgrades and the natural reduction of portable classrooms that will result from current and future Capital projects it is anticipated that all portable classrooms would have air conditioning in approximately 5 years, or less. As air conditioned portable classrooms become available from other schools they will be used to replace portables without air conditioning and these are generally, newer portable classrooms.
12. A summary of all costs associated with the 2018-19 Portable and Other Accommodation Needs Plan and the remaining portable moves from the previous year is included in *Appendix 'B'*. Upon approval, the plan to provide air conditioning to **16** portable classrooms in 2018 will require additional approval of \$160,000.

## **E. METRICS AND ACCOUNTABILITY**

1. The portable budget maintenance program is tracked through SAP work notification orders and reported to the Ministry of Education.
2. The portable inventory is tracked through the School Facility Inventory System (SFIS) Ministry database.
3. Each portable is monitored through an energy management system, which controls the operation of lights and ventilation, in response to occupancy.

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

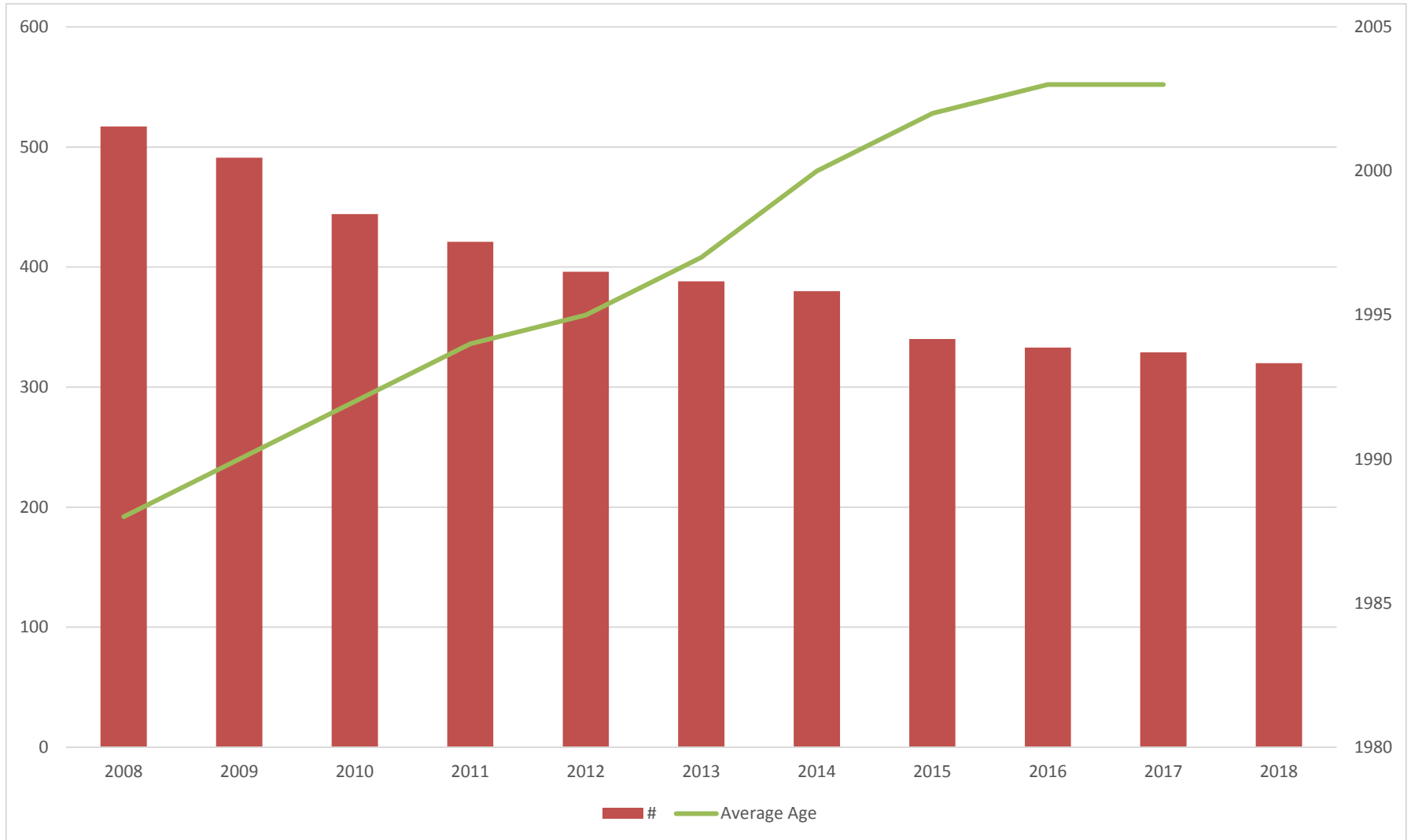
1. A comprehensive Portable and Other Accommodation Needs Plan budget of \$2,319,824 is required to complete all portable moves and classroom retrofits for the 2018-19 school year. Portable relocation, demolition, and site preparation/restoration will commence in spring/summer 2018.

2. Portable needs arising during the year and not identified in this report will be funded through contingency and the cost savings realized from completed projects.
3. Superintendents will be provided with a detailed summary of the Accommodation Needs addressed in this plan, and the Principals at the affected schools will be contacted directly by the Portable/Renewal/Capital Supervisor project lead to confirm dates and times that work will be performed.
4. Communication material will be issued to schools and neighbours in accordance with the Operational Procedures within the *Good Neighbour Policy S.A. 25*.

## **G. STAFF RECOMMENDATION**

1. That the Director of Education be authorized to implement the Portable and Other Accommodation Needs Strategy as outlined in this report.
2. That the 2018-19 Portable Plan and Other Accommodation Needs budget amount of \$2,319,824 be approved as detailed to be funded from School Renewal.
3. That the plan to install air conditioning in all portable classrooms over a period of five years be approved at a cost of \$160,000 per annum to be funded from School Renewal.
4. That the outstanding portable relocations from the 2017-18 Portable Plan be approved at a cost of \$197,373 funded from remaining contingency funds and cost savings realized from completed 2017-18 projects.

## PORTABLE MOVES (10Yrs.)





## Portable Plan Budget Summary

<b>School</b>	<b>Total</b>
Father Serra Catholic School	\$ 115,900
Holy Angels Catholic School	\$ 126,014
Neil McNeil Catholic High School	\$ 250,343
Our Lady of Mt. Carmel Site (LINC program)	\$ 187,697
St. Brendan Catholic School	\$ 35,960
St. Clement Catholic School	\$ 49,446
St. Francis Xavier Catholic School	\$ 123,767
St. Gabriel Lalemant Catholic School	\$ 63,492
St. Gregory Catholic School	\$ 69,826
St. Jerome Catholic School	\$ 115,339
St. Marcellus Catholic School	\$ 142,309
St. Paschal Baylon Catholic School	\$ 73,045
St. Raphael Catholic School	\$ 47,760
St. Robert Catholic School	\$ 86,683
	<b>\$ 1,487,581</b>
2018-19 Portable Classroom Renewal Work	\$ 150,000
2018-19 Portable Classroom In-Year Contingency	\$ 150,000
Truck expenses	\$ 50,000
Contract Labour	\$ 482,243
<b>Total Budget requirement</b>	<b>\$ 2,319,824</b>



REPORT TO

## CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

### BUDGET REPORT: 2018-19 GRANTS FOR STUDENT NEEDS UPDATE

*“A generous man will himself be blessed, for he shares his food with the poor.”  
Proverbs 22:9*

Created, Draft	First Tabling	Review
March 22, 2018	April 12, 2018	<a href="#">Click here to enter a date</a>
D. De Souza, Coordinator of Grants & Ministry Reporting G. Sequeira, Coordinator of Budget Services P. De Cock, Comptroller of Business Services & Finance		
<b>INFORMATION REPORT</b>		

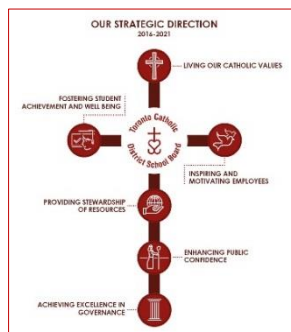
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## A. EXECUTIVE SUMMARY

1. ***Announcements made by the Ministry of Education will entail further release of data and more analysis to develop the budget.*** The Grant for Student Needs (GSN) funding and regulations released on March 26<sup>th</sup> 2018 by the Ministry of Education (EDU) provided a first look at ongoing and new education funding investments into the education sector. The Education Funding Technical Paper, Education Financial Information Systems (EFIS) and GSN Projections by Board did not accompany the announcement as in past years. The funding projections for the Toronto Catholic District School Board (TCDSB) contained within this report are preliminary and subject to change pending the release of further documents and formulas.
2. ***The late release of data by the Ministry may impact the budget approval timelines previously communicated to the Board.*** Given the delay of the technical details release by the Ministry to potentially the end of April, staff may not be in a position to develop preliminary budget estimates in time for May 10<sup>th</sup> Corporate Services Committee. An alternative plan would be to bring the preliminary budget estimates to Regular Board on May 17<sup>th</sup>.
3. ***Announcements for new investments to enhance service levels in some areas have been made.*** The new investments into education funding provide the TCDSB with approximately \$7.6M for a projected staffing increase in the range of 33.0 to 51.0 full-time equivalent positions (FTE) and other operational expenses. This new investment is in addition to any anticipated increases for salaries and wages of existing staff as determined by provincially negotiated extension agreements, benefits benchmark reductions for retirement gratuities, continuance of local priority amounts or positions/programs moving from being funded by Education Programs Other (EPOs) to GSN funding.
4. ***Based on preliminary analysis and review of the announcements, staff expect to develop a balanced budget without the need for staffing reductions.*** Various pressures including impacts from Bill 148 legislation (fair workplaces), collective agreement arbitrations and salary/benefit costs being above the provincial benchmark average will contribute to the budget entering an unbalanced (deficit) position. The announcements that have been made provide funding for new or enhanced service levels; some of which are not “enveloped”, meaning the funds can be used towards existing service levels. Given that the TCDSB already has higher than average service levels

in some areas, staff will recommend using the new funding being received to first offset pressures associated with existing services before applying it to new services, where allowed. In this way, a balanced budget is expected to be developed.

*The cumulative staff time required to prepare this report was 6 hours.*

## **B. PURPOSE**

1. *This annual report has been prepared to provide highlights and preliminary projections of new education funding investments for the TCDSB.* This report responds to the recent GSN announcement and key policy and funding changes for 2018-19. The calculated financial and operational impact of last week's announcement on the GSNs for 2018-19 utilized information available at the time of preparing this report.
2. *Staff anticipate that a balanced budget will be developed by prioritizing the maintainance of existing service levels before enhancing or adding services.* A secondary purpose of this report is to inform the Board that preliminary budget estimates to be presented at the May Corporate Services Committee will be developed by ensuring that the existing mix of service levels is not reduced as a result of external fiscal pressures. Additionally, any new funding received from the EDU that is unrestricted will be allocated towards offsetting these pressures so as to avoid reductions in staffing levels.

## **C. BACKGROUND**

1. *Total overall GSN funding for the TCDSB is increasing.* The GSN announcement sets out the key policy and funding changes supported by these regulations, such as investments in Ontario's publicly funded education system. It also sets out the funding measures intended to help boards keep up with inflationary costs and move forward with capital projects. The subject of this spring's budget process is the TCDSB operating budget. In future years, both the operating and capital budget will be presented in parallel.
2. *GSN updates are necessary to match funding with ongoing cost pressures from growth and inflation.* The 2018-19 GSNs also reflect funding for increased enrolment, ongoing investments to meet prior year's labour

agreements, and regular updates to the GSNs, informed by recent consultation engagement sessions and ongoing technical discussions.

3. ***Service level reductions were considered in advance of the GSN update for the last few fiscal years.*** The TCDSB was in a Multi-Year Recovery Plan (MYRP) for the last few years. As a result, the Board was faced with service level reductions in advance of setting the budget in order to pass a balanced budget. This same pre-consideration of options was not required for this year's budget process.

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

### **Announcement Highlights of GSN and EPO allocations include:**

1. ***Overall increase in spending by \$625 million.*** The additional investment of \$625M brings the total investment in education to \$24.5 billion.
2. ***Per Pupil Funding will increase.*** Per pupil funding will increase to \$12,300 annually.
3. ***More funding to address Special Education Assessment waitlists.*** The ministry is investing nearly \$125M over the next three school years to provide school boards with funding to address current waitlists for special education assessments.
4. ***Additional funding for students with extraordinary high needs.*** Over \$170M in funding, over the next three years, allocated through the Special Education Grant, which will support increased special education programs and services including:
  - a) Funding for a multi-disciplinary team or equivalent for all Boards (four additional staff per school board) to build board capacity and help teachers, education assistants, and other staff better understand and adapt to the unique needs of their students;
  - b) Funding for other staffing resources to support students with special education needs; and

- c) Funding to build capacity and provide direct support to students with special education needs, in recognition of the increase in demand for services.
5. ***Additional funding for students with extraordinary high needs.*** \$30M increase to the Special Incidence Portion allocation, to support students with extraordinary high needs to be successful in school; the maximum SIP eligible claim will increase from \$27,000 to \$38,016 adjusted annually.
  6. ***More teachers for careers and pathways planning.*** \$46M to support more than 450 additional teachers who will help Grade 7 and 8 students engage in career and pathways planning that will prepare them for success in high school.
  7. ***Additional funding support for English Language Learners (ELL).*** \$10M for demographic and growth adjustments through the Diversity in English Language Learners (DELL) (formerly Pupils in Canada) component within the Language Grant.
  8. ***Increasing investment in Mental Health Workers.*** \$24.5M, growing to \$49.5M in 2019-20, to fund approximately 180 mental health workers in 2018-19 and 400 in 2019-20. These mental health workers will support students in secondary schools who have mental health concerns through continued and expanded mental health awareness.
  9. ***Increasing the base amount of the Trustee Honoraria.*** Increasing the base amount of the Trustee Honoraria from \$5,900 to \$6,300 annually and the establishment of a working group to review the funding formula in detail.
  10. ***Increasing the Student Transportation Grant.*** Increasing the Student Transportation Grant from 2% to 4% to assist with increased transportation costs.
  11. ***The Ministry of Education will commission an external review.*** The ministry will commission an external review of the methodology for the Demographic Allocation within the Learning Opportunities Grant structure and review how boards use this allocation. This review will provide recommendations to the ministry on updating the formula and accountability structure.

12.***Create a new Program Leadership Allocation.*** Create a new Program Leadership Allocation (PLA) within the School Board Administration and Governance Grant. This allocation is comprised of six lead positions previously funded through other allocations within the GSN and through EPOs including the following:

- a) Mental Health Leaders
- b) Technology Enabled Learning and Teaching (TELT) Contacts
- c) Indigenous Education Leads
- d) Student Success Leads
- e) School Effectiveness Leads
- f) Early Years Leads (Formerly in EPO)

**Note:** This is not new funding. It is a funding reallocation from other GSN and/or EPO grants to the Administration and Governance Grant.

13.***New funding towards Education materials in respect of the cannabis issue.*** \$2.8 million to support school boards in developing education materials for educators, parents and students in respect of cannabis. There will be a phased in approach. Phase 1 will focus on resources, and Phase 2 will focus on training for mental health lead and professionals, to support students in schools.

14.***Funding for Executive Compensation Programs.*** Funding of \$12.1 million provided to assist boards with the implementation of their executive compensation programs. This is EPO funding outside of the Board Administration & Governance Envelope.

15.***Implementation of Cash Management strategies.*** This will entail ensuring that School Boards do not hold cash balances in excess of their operating and capital requirements. This will help reduce the borrowing costs experienced by the Province.



## Preliminary Analysis of Impact on TCDSB:

16. *Impacts on TCDSB budget and overall complement is positive, but preliminary in nature.* Figure 1 below presents preliminary estimates on budget and FTE, but cannot be verified until such time as EDU releases the GSN Technical Paper as well as EFIS data. It must also be considered in the context of other fiscal pressures. This means that the number of FTEs announced by EDU may not translate to TCDSB as the Board's salary/benefits costs are higher than the assumptions EDU used and the TCDSB may need to utilize some of this funding towards offsetting other costs pressures to maintain existing services. This is the reason a range appears in the FTE column.

**Figure 1:** Estimated GSN Announcement Impact on TCDSB

<b>Program</b>	<b>\$M</b>	<b>FTE</b>
Continued Implementation of Provincially Negotiated Extension Labour Agreements for the period of 2017-19	12.0	
Elementary Guidance Teachers	2.1	12 to 18
Special Education – Multi-Disciplinary Teams	1.4	10 to 14
Transportation - 4% increase for Costs	1.2	
Class Size Investments (Grades 4 to 8)	1.0	5 to 10
EPO - Mental Health - Secondary Schools	0.8	4 to 6
School Operations - 2 % increase for Utilities	0.8	
FDK - Maximum class size reduced from 30 to 29	0.5	2 to 3
Retirement Gratuities funding benchmark reduction	(2.0)	
Implementation of Cash Management Strategies	(0.1)	
<b>Total</b>	<b>17.6</b>	<b>33 to 51</b>

*Note: Some numbers may not add due to rounding*



## Developing a Balanced Budget

### **17. *Developing a balanced budget requires consideration of many moving parts.***

Several factors and sets of data must be considered in developing the preliminary budget estimates for consideration by the Board and public. The major contributing variables include:

- a) Student enrolment projections
- b) Staffing projections based on enrolment
- c) GSN announcements
- d) GSN technical paper
- e) EFIS (Education Financial Information System) data
- f) Inflationary pressures
- g) Legislative pressures (e.g. Bill 148)
- h) Collective Agreement arbitrations/decisions
- i) Strategies around accumulated surpluses/deficits
- j) Board initiated changes to service levels

### **18. *Preliminary budget estimates can only be full developed once all factors are known.***

Several of the factors listed above are known, however unfortunately some are yet to be released by the EDU (e.g. GSN technical paper, EFIS data). These are critical components in order to finalize estimates for consideration by the Board. Ministry staff have indicated that the release of this data may not be until the end of April. If this late timing comes to fruition then staff will only be in a position to bring preliminary budget estimates by the Regular Board meeting on May 17<sup>th</sup>.

### **19. *Rough incremental overall estimates have been developed to assess the risk of balancing the budget.***

In order to assess the risk of developing a balanced budget, staff have undertaken a rough analysis based on data known at this time as well as some assumptions. This was done to help inform the Board and the public on whether this budget will likely require reductions in service levels or if there will be monies available to undertake new Board initiatives or enhancements to service levels.

## **E. METRICS AND ACCOUNTABILITY**

1. ***Early indications show that a balanced budget can be achieved assuming that maintaining existing service levels is a priority.*** The analysis below shows that the TCDSB can both maintain and enhance its service levels based

on data known to date and the recent GSN announcements. This approach, however, assumes that a portion of new GSNs will be directed towards maintaining existing services, thereby removing the need to reduce staffing. Figure 2 below provides an analysis that is very preliminary and should be considered for illustrative purposes only.

**Figure 2:** Illustrative Analysis Indicative of a Balanced Budget

	\$M
<b>2018-19 New Cost Pressures:</b>	
Staffing Projections	2.1
Legislative/Arbitration Impacts	5.0
Spending on New Restricted GSNs	4.6
Spending on New Unrestricted GSNs	3.0
New Operational costs pressures	<u>1.4</u>
<b>Total 2018-19 New Cost Pressures</b>	<b>16.2</b>
<b>2018-19 New Revenues:</b>	
Student Enrolment	10.0
New Restricted GSNs	4.6
New Unrestricted GSNs	<u>3.0</u>
<b>Sub-Total – New GSNs</b>	<b>17.6</b>
Reduction in International Students	<u>(1.3)</u>
<b>Total 2018-19 New Revenue:</b>	<b>16.3</b>
<b>Incremental Operating Surplus/(Deficit)</b>	<b><u>0.1</u></b>

2. *Several options exist in approaching the development of the Preliminary Budget Estimates, but are always founded in the service levels provided to Students.* Developing a balanced budget in the Education Sector is about choosing a desired mix of service levels within a funding envelope set by the Province. Service levels can be considered a broad term, but may include teaching staff complement in general, teaching staff complement for particular programs, specialized program offerings, non-staffing costs of programs, offering of programs at particular locations, provision of technology for learning, operating costs of facilities, transportation service offerings, staffing and non-staffing costs of administration. These service levels are provided to Trustees and the public throughout the year through various reports. Some of these include:

- a. Transportation Annual Report,
  - b. Annual Safe Schools Report,
  - c. International Languages Program Report,
  - d. EQAO Assessments Report,
  - e. Board Learning Improvement Plan,
  - f. Accountability Framework for Special Education, and
  - g. Annual Report on the Multi-Year Strategic Plan
3. ***This is the first opportunity for the Board to provide initial input on changing service levels.*** Staff will be developing Preliminary Budget Estimates for presentation at May Corporate Services Committee or Regular Board and must await for data from EDU to do so. However, should the Board wish to provide any initial input or direction at this point they can do so by providing input for consideration in the development of preliminary budget estimates.
4. ***Staff are approaching the budget by assuming that maintaining existing service levels should be a priority before considering providing enhancements announced by the Province.*** The GSN announcements provide opportunity to enhance service levels by adding new complement in certain areas, however staff advise that there are cost pressures facing TCDSB's existing services that are not covered by the GSN announcements. Staff are proposing to use new GSN revenues (where permissible) to offset pressures to existing services first. Secondly, new revenues can be applied to new services envisioned by the Province and also to new TCDSB initiated strategic investments (e.g. technology, Board administration etc.).
5. ***Consultation with the public will focus on service level provision.*** The consultation will consist of informing the public of the GSN announcements, potential impact on TCDSB, existing cost pressures. It will then ask for feedback on whether the provincial announcements should be fully prioritized ahead of existing service level provisions (e.g. reduce other service levels to compensate), existing service levels should be prioritized ahead of new services or solicitation of broad feedback on changing the existing mix of service levels.

## **F. CONCLUDING STATEMENT**

This report is for the consideration of the Board.



REPORT TO

**CORPORATE SERVICES, STRATEGIC  
PLANNING AND PROPERTY  
COMMITTEE**

**FEASIBILITY OF BOARD-OPERATED EXTENDED  
DAY/ BEFORE AND AFTER SCHOOL PROGRAMS**

*"All your children will be taught by the Lord, and great will be their peace." Isaiah 54:13*

Created, Draft	First Tabling	Review
March 26, 2018	April 12, 2018	<a href="#">Click here to enter a date.</a>

Marilyn Rodrigues-Wright, Senior Manager, Child Care Services  
Carla Marchetti, (Acting) Coordinator, Early Years  
Kevin Malcolm, Superintendent of Education/Early Years  
Paul De Cock, Comptroller of Business Services and Finance  
Adrian Della Mora, Superintendent of Education, Human Resources

**RECOMMENDATION REPORT**

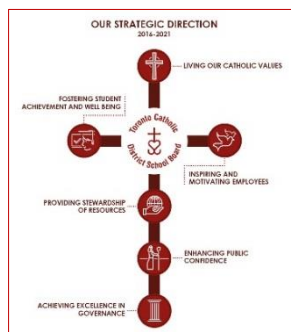
**Vision:**

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

**Mission:**

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

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



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**

This report recommends the continuation of existing practices in securing third party agencies to operate Extended Day/Before and/or After School Programs (EDP/BASP) within the Toronto Catholic District School Board.

This report also recommends consideration of various Board operated Extended Day/Before and /or After School Program models and options for possible future implementation.

*The cumulative staff time required to prepare this report was 20 hours*

## **B. PURPOSE**

1. On January 18, 2018 Trustees requested that staff submit a report on the “feasibility of providing before and after school programs on an extended day using the TDSB model”.

## **C. BACKGROUND**

1. On April 27, 2010, Bill 242, “The Full Day Early Learning Statute Law Amendment Act, 2010” was passed. In Memorandum 2010: EL6: it states that:  
*“At full implementation, full day early learning will be a seamless and integrated program delivered by school boards. With school boards directly operating extended day programs for four and five year olds, current relationships with third party providers serving that age group will need to change.” (p.2)*  
*“The legislation permits boards to operate extended day programs for children ages six to 12...(albeit) The new section 259 of the Education Act confirms that school boards may enter into agreements with third party service providers to operate programs for this age group.”(p. 3)*
2. In 2010, the GTA School Boards, including TCDSB, met to discuss the above and unanimously recommended that EDP/BASPs for children from the ages of 4 – 12 be contracted to qualified non-profit, licensed, third party child care agencies. The Ministry of Education, Early Learning Division was provided with this decision.

3. After extensive review, GTA School Boards determined that there did not exist an adequate board infrastructure to manage EDP/BASP fee collection, wait lists, registrations, supervision, and program planning. Licensed child care agencies had this expertise and were already providing the services successfully.
4. Third Party Licensed Child Care Agencies also submitted their concerns to the Ministry of Education and requested to continue to offer and expand their EDP/BASP services for children from the ages of 4 – 12 in schools.
5. As a result of the comprehensive input from Ontario school boards, Bill 173, Schedule 10, of “The Better Tomorrow for Ontario Act (Budget Measures) 2011, amended the Education Act to permit school boards to enter into agreements with third party operators to operate EDP/BASP for JK/SK at Full Day Early Learning Kindergarten schools. At this time, 4% of Ontario school boards decided to directly operate the EDP/BASP. These included Waterloo Catholic DSB, Waterloo Region DSB, Ottawa Catholic DSB, and Ottawa Carleton DSB.
6. In December 2014, the Child Care Modernization Act, 2014 was enacted to replace the outdated Day Nurseries Act with the “**Child Care and Early Years Act, 2014 (CCEYA)**” as the new legislative framework governing child care and early years in Ontario.
7. In May 2016, The Education Act was amended to Regulation 221/11: Extended Day and Third Party Programs to establish a framework to support an integrated approach for the provision of before and after school programs for 4 – 12 year olds.

Section 259 (1) 2.(1) states that every board shall, in every elementary school of the board operate an extended day program or ensure the operation of a third party program for pupils of the board enrolled in junior or kindergarten.

Section 259 (1) 2.(1.1) states that every board shall, beginning in the 2017-2018 school year in every elementary school of the board, operate an extended day program or ensure the operation of a third party program for pupils who are enrolled in grades 1 to 6.

Part III (3) states that consultation shall be for the purpose of assisting the board in determining the demand and viability in each school for the programs or portions of programs and the projected enrolment.

Part IX (260.1) states that in accordance with the regulations, every school board shall charge fees to parents of students enrolled in school board operated programs to recover costs incurred by the school board. These fees are to also incorporate costs associated with accommodating students with special needs.

8. In 2017, TDSB conducted an environmental scan of BASP. Based on the results, their recommendation was approved for a “phased-in implementation of a mixed model of before- and after- school care programs comprised of the following components to be implemented: Authorized Recreation, existing third-party operators of licensed child care and board-operated Extended Day Programs (EDP). EDPs will not voluntarily displace third party operators from their current locations.” TDSB: Results of Environmental Scan Regarding Models of Before-and After-School Programs (pg. 59/60).
9. A board-operated Extended Day Program (EDP) is a fee based program for children from JK to Grade 6 that provides a seamless day, integrating the before- and after- school child care and the core school day programs. EDPs take place in classrooms staffed by the school employees, such as Early Childhood Educators (ECEs) responsible for school programming throughout the school day.
10. The sample Extended Day model proposed by TDSB is based on two ECEs sharing a per day schedule. The schedule would be comprised of ECE #1 from 6:45 a.m. to 1:15 p.m. and ECE #2 from 11:00 a.m. to 6:15 p.m.

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

1. Each year since 2010, aligned with the introduction of Full Day Kindergarten, Extended Day Before and After School Program surveys have been made available to TCDSB parents of Kindergarten children. (Appendix A)
2. In January 2016, an online survey was introduced and imbedded within the Student On-Line Application for Registration (SOAR) for all JK registrants. Paper surveys were also made available.



3. In January 2017, the online and paper EDP/BASP Kindergarten Surveys were available to families. In addition, an online and paper survey was made available to parents of 6 – 12 year olds to indicate interest in BASPs, as well as, their preference for after school recreation programs as an alternative to licensed BASPs. (Appendix B)
4. In 2005, TCDSB had 42 licensed BASPs. In 2018, in 123 Elementary Schools there are:
  - 159 licensed EDP and BASP programs (Kindergarten and School Age);
  - 16 After School Recreation Care (ARC) programs; and
  - 19 Recreation After School programs (Appendix C)
5. Approximately 75% of our TCDSB elementary schools have some form of before and/or after school program available. Programs have been opened in all schools that have shown sufficient demand via the TCDSB Before and After School surveys.
6. In some schools, unlicensed recreation programs have opened to serve the needs of families. These programs operate after school and on instructional days only. Licensed before and after school programs normally operate 12 months of the year, including PD days, breaks and the summer.
7. The 42 TCDSB elementary schools without any type of before and after school programs have been surveyed along with all other schools over the past 8 years but have not shown sufficient demand for a viable before- and after-school program to open.
8. A viable licensed before- and after- school Kindergarten program requires a minimum of 20 children registered for both before and after school; a viable before and after school School-Age program requires a minimum of 25 children registered for both before and after school. These programs operate on a cost-recovery basis. Thus, incoming fees pay for all costs including staff compensation, operational costs, materials, toys and equipment.
9. To date TCDSB has been successful in securing third party operators to operate EDP/BASPs in every school where there has been sufficient registrants. We have also been successful in expanding existing programs to accommodate increased enrolment.



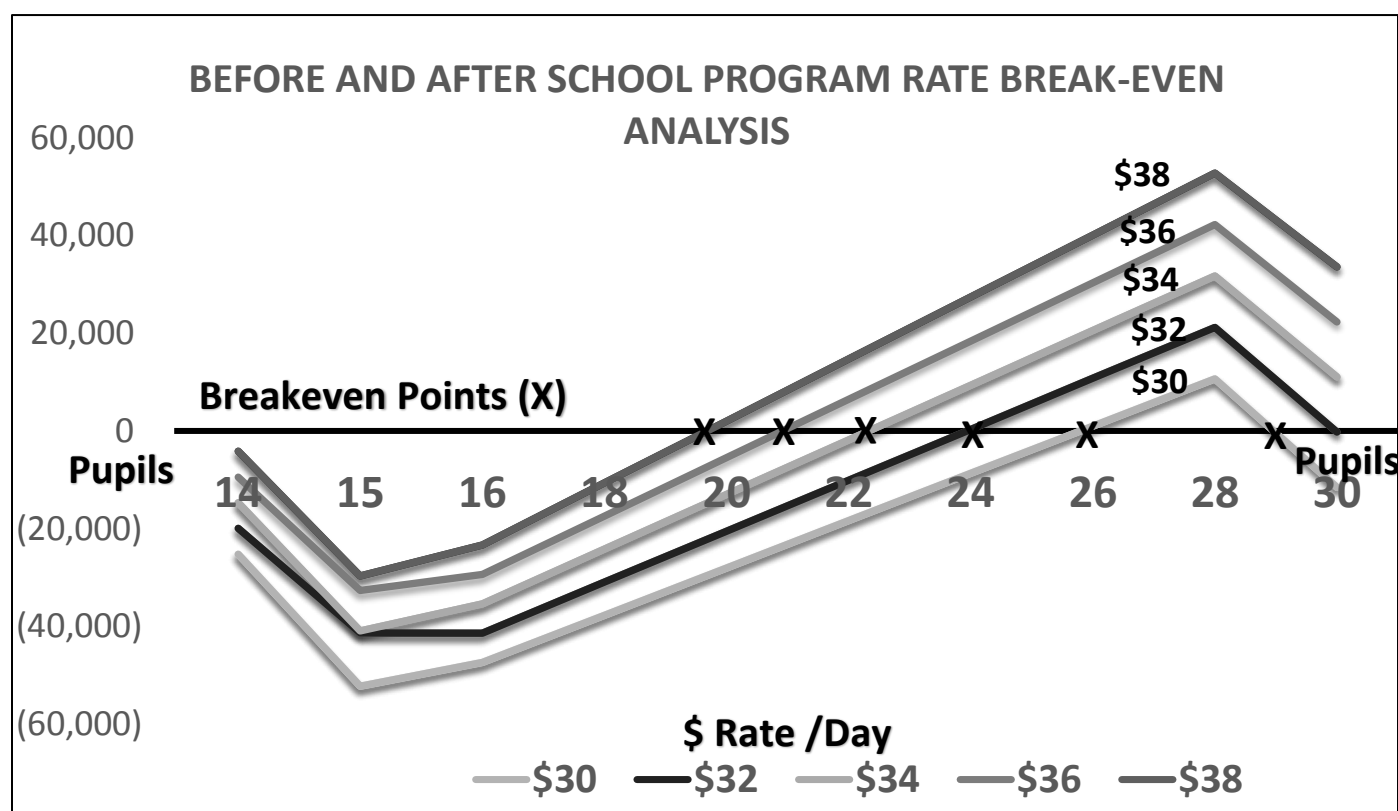
10. Insufficient demand to open EDP/BASP programs at the 42 elementary schools may be attributed to:

- School enrolment is low thus not enough children to generate a program.
- Parents prefer care from extended family, friends or neighbours.
- A community child care is available in the vicinity of the school.
- Children may be bussed to a child care in the area.
- Children are in licensed or unlicensed home child care.
- Children are involved in private/community based sports or arts programs.
- Parents do not qualify for income based fee subsidies and cannot pay the full fee licensed child care rates.

## **E. METRICS AND ACCOUNTABILITY**

1. TCDSB Early Years staff is in the process of reviewing the EDP/BASP survey results which were collected centrally by Information Technology (online surveys) and by Child Care Services (paper surveys). The survey completion deadline was February 16, 2018.
2. At school sites where surveys indicate sufficient demand based on the Board minimums, third party agencies will be contacted and registration nights will be held to confirm commitment in order for programs to open.
3. To date, the existing third party model has been effective in meeting parent demand based on viability. Third party non-profit child care agencies have also contacted TCDSB to indicate their interest to start a new EDP/BASP program or to expand their existing program. In conjunction with this, TCDSB will continue to evaluate board-operated EDP/BASP models for future consideration.
4. As per the Education Act and its regulation (Part IX.1:260.1.1) every school board shall charge fees to parents of students enrolled in school board-operated EDP/BASPs to recover operating costs incurred by the board. Part of Regulation 221/11 requires that every Board determine a base daily fee and a base non-instructional fee for the next school year for a board operated EDP/BASP. The current TCDSB fee was calculated based upon requirements of Ontario Regulations 221/11 Part IV, Calculation of Fees.

5. Based upon the above, the fees determined by the Board for 2018/2019 are \$38.00/day for both Before and After School Programs; \$15.50/day for before school only program; \$22.50/day for the after school only program and \$71.00/day for non-instructional days.
6. For the 2018/2019 school year the range of fees for third party operators is: \$30.00 to \$38.00 for FDK BASP and \$22.50 to \$28.00 for Grade 1 to 6 BASP.
7. Business Services staff completed a break-even analysis considering the impact of varying class sizes in the range of 14 to 30, and its impact upon delivering the Before and After Extended Day Program in a cost recovery basis using varying daily fee rates. The below chart illustrates that each scenario considered in the break-even analysis will generate an operating loss, profit or break-even at varying class sizes. The daily rate that achieves the break-even point to the greatest extent and minimizes the risk of an operating loss is \$38/day.



The break-even analysis is based upon the following assumptions:

- An additional Designated Early Childhood Educator (DECE) is required for each increment of 15 students
- Each Before & After (B&A) Program is limited to 30 students
- DECE to Student ratio is 1:15
- Minimum of 2 staff are required to implement the program of which one must be a DECE
- B&A Extended Day Programs will operate from 7-9AM and 3-6PM
- B&A Programs must operate on a cost recovery basis pursuant to legislation

8. If the TCDSB were to directly operate EDP/BASPs the following factors would require in-depth investigation:

- Analysis of various models for Board-operated EDP/BASPs. The model would vary based on the age group and the program request. Staffing and fees would be directly impacted if the program were to run after school only versus before and after school. Factors to consider would include the adequate uptake of students to operate on break-even point and the risk of operating loss if students withdraw from the program mid-stream.
- Operational aspect of Non-instructional Days which includes PD days, breaks and summer. Sufficient administration and qualified supply staff would be needed to operate programs during these times. Based on demand there may be a need to amalgamate sites in order to make the programs viable.
- Under the provisions of the current ETFO local collective agreement governing Designated Early Childhood Educators, Human Resources is required to consult with the ETFO local executive to discuss the possibility of a Board-operated EDP/BASP.

This consultation would review various collective agreement articles that would affect their members' current working conditions with the introduction of new work shifts. As well, discussions would include the introduction of a **new job classification**; Early Childhood Assistant, into the collective agreement. TDSB had previously identified and included this job classification as part of their

bargaining unit.

The Board would need to prepare a draft job description/posting that describes the duties and expectations of the new role. Once EFTO accepts the new job, consultation would follow for pay scale considerations in conjunction with the current Designated Early Childhood Educator job role.

Increased recruitment opportunities would be required to attract a higher number of qualified Catholic Designated Early Childhood Educators, as current occasional staffing levels do not always support the daily fill rates for the current Early Learning program. Also, a new pool will need to be staffed to cover absences of the new classification.

***Currently the number of permanent DECEs is 422. There are 136 DECEs on the supply list with 56 in an LTO assignment. The average daily fill rate for DECE absences from September 5, 2017 to March 9, 2018 is 74%, meaning that an average of 26% of DECE absences are not filled on a daily basis. Given this data, the TCDSB would be challenged to provide additional DECEs to operate before and after school programs.***

- Allocation of central and local administration/management responsibilities and policies need to be determined in regards to program implementation such as registration, fee collection including NSF and reimbursement for withdrawal, emergency contingency plans, supply staff and custodial considerations.
- Union and Association consultations pertaining to adherence/variances to various collective agreement articles.
- In order for families, who qualify, to have their fee subsidy applied TCDSB must enter into a Purchase of Service Agreement with Toronto Children's Services. The final budget for a board operated EDP/BASP is subject to review and approval by Toronto Children's Services.
- Additional insurance coverage for board-operated programs.
- Any other factors which may arise.

## **F. STAFF RECOMMENDATION**

That the Board approve continuing the existing practice of securing third party agencies to operate Extended Day Before and/or After School programs within the Toronto Catholic District School Board and investigate Board-operated models for future consideration.

TORONTO CATHOLIC DISTRICT SCHOOL BOARD  
Kindergarten Program  
BEFORE AND AFTER SCHOOL PROGRAM OPTION



**Please indicate interest by completing this survey and returning it to the school office by:**  
**Friday, February 16, 2018**

Dear Kindergarten Parents/Guardians,

The Toronto Catholic District School Board will work to facilitate a Before and After School Program at your child's school if a sufficient number of families\* choose to participate. At this time, we are surveying parents to determine interest.

The Before and After School Program is anticipated to:

- operate before school starts and after school ends until 6:00 p.m. (times to be determined locally)
- be available on the 188 instructional school days (approximate), with an option to sign up for  
P.A. Days, Christmas Break, March Break and Summer Break
- include a morning and an afternoon snack

**Fees** are estimated to be in the range of \$30.00 – \$38.00 per day for both before and after school programs.

A **before school only** fee is estimated to be approximately \$12.50 – \$15.50 per day. An **after school only** fee is estimated to be approximately \$18.50 – \$22.50 per day

Fees are subject to change.

Qualified, third party child care agencies will be contracted to operate the programs pending interest. Agencies will determine if feasible to offer before school only and after school only spaces.

Fee **subsidies** may be available for the Before and After School Program through the City of Toronto, Children's Services. Please visit: [www.toronto.ca/children](http://www.toronto.ca/children) for more information or call 311 to apply for a fee subsidy. **Families who already have a fee subsidy in a child care program can transfer their fee subsidy to the new program.**

*\*In school communities where a sufficient number of parents wish to avail themselves of Before and After School Programs, the Toronto Catholic District School Board will attempt to facilitate these programs based upon a minimum of 20 registrants.*

TORONTO CATHOLIC DISTRICT SCHOOL BOARD  
**School-Age Programs for 6 –12 year olds**  
 BEFORE AND AFTER SCHOOL PROGRAM OPTIONS



Please indicate interest by completing this survey and returning it to the school office by:  
**Friday, February 16, 2018**

Dear Parents/Guardians,

The Toronto Catholic District School Board will work to facilitate a Licensed Before and After School Program or an Authorized Recreation Program at your child's school if a sufficient number of families\* choose to participate. At this time, we are surveying parents to determine interest.

The Before and/or After School Program is anticipated to:

- operate before school starts and after school ends until 6:00 p.m. for a Licensed B & A Program (times to be determined locally)
- **OR operate after school only in the case of an Authorized Recreation Program**
- be available on the 188 instructional school days (approximate), with an option to sign up for P.A. Days, Christmas Break, March Break and Summer Break (**for licensed child care B & A**)
- include a morning and an afternoon snack as applicable depending upon type of program

**Fees** are estimated to be in the range of \$22.50-\$28 per day for a before and after school program.  
**Fees** for Authorized Recreation After-School Programs vary, thus a range is not available.  
 Fees are subject to change.

Qualified, third party child care agencies or authorized recreation providers will be contracted to operate the programs pending interest. Agencies will determine if feasible to offer before school only and after school only spaces within licensed child care B & A.

Fee **subsidies** may be available for the Licensed Before and After School Program through the City of Toronto, Children's Services. Please visit: [www.toronto.ca/children](http://www.toronto.ca/children) for more information or call 311 to apply for a fee subsidy.

*\*In school communities where a sufficient number of parents wish to avail themselves of Before and After School Programs, the Toronto Catholic District School Board will attempt to facilitate these programs based upon a minimum of 25 registrants.*

***Personal information on this form will be used to inform planning for 2017-2018 before and after school programming. This information will only be shared with child care or authorized recreation providers if there is sufficient interest to consider opening a program.***



# Toronto Catholic District School Board

## Early Learning & Care Programmes



### East York

Canadian Martyrs	416-421-2273	INF,TOD,PRE,B&A,ExtDay
Holy Cross	416-530-0280	B&A, ExtDay
St. Anselm	416-487-5862	B&A, ExtDay

### Etobicoke

All Saints	905-890-1711 x189	B&A, ExtDay
Father Serra	905-890-1711 x189	B&A, ExtDay
Holy Angels	905-890-1171 x189	B&A, ExtDay
Holy Child	416-394-4766	PRE,TOD,B&A,ExtDay
Josyf Cardinal Slipjy	416-626-7195	PRE
	416-769-0830	B&A
Mother Cabrini	905-890-1711 x189	B&A, ExtDay
Nativity of Our Lord	905-890-1711 x189	B&A, ExtDay
Our Lady of Peace	416-456-5800	B&A, ExtDay
Our Lady of Sorrows	416-305-6633	B&A, ExtDay
St. Ambrose	416-338-2512	ARC, ExtDay
St. Andrew	416-742-8253	INF,TOD,PRE,B&A,ExtDay
St. Angela	416-393-5361	PFLC
St. Benedict	416-744-0778	B&A, ExtDay
St. Clement	905-890-1711 x189	B&A, ExtDay
St. Dorothy	416-745-9892	TOD,PRE,B&A,ExtDay
	416-393-5341	PFLC
St. Elizabeth	905-890-1711 x189	B&A
St. Eugene	905-890-1711 x189	B&A, ExtDay
St. Gregory	416-236-8794	B&A, ExtDay
St. Leo	416-393-5333	PFLC
St. Marcellus	416-248-1803	PRE,B&A,ExtDay
St. Mark	416-259-9335	TOD,PRE,B&A,ExtDay
St. Maurice	416-745-0062 x226	FR
	416-338-2512	ARC
Transfiguration	905-890-1711 x189	B&A, ExtDay

### North York

Blessed Trinity	416-226-3336	PRE,B&A,ExtDay
Immaculate Conception	416-247-0537	INF,TOD,PRE,B&A,ExtDay
Our Lady of Guadalupe	416-494-4105	TOD,PRE,B&A
Our Lady of the Assumption	416-393-5265	PFLC
	416-338-2512	ARC
Regina Mundi	416-338-2512	ARC
St. Agnes	416-250-8302	B&A
St. Augustine of Canterbury	647-438-6373	R
St. Bonaventure	416-821-7183	B&A, ExtDay
St. Charles Garnier	416-393-5363	PFLC
St. Conrad	905-890-1711 x189	B&A, ExtDay
St. Cyril	416-226-0151	B&A, ExtDay
St. Edward	647-501-2451	B&A, ExtDay
St. Fidelis	416-245-2446	PRE,B&A,ExtDay
St. Francis de Sales	647-438-6372	TOD,PRE,B&A,ExtDay
	416-393-5366	PFLC
St. Francis Xavier	416-885-9036	R
St. Gabriel	416-221-5000	PRE,B&A,ExtDay
St. Gerald	416-338-2512	ARC
St. Jerome	647-438-6375	TOD,PRE,B&A,ExtDay
St. John XXIII	416-429-6662	TOD,PRE,B&A,ExtDay
St. Jude	416-743-0140	TOD,PRE,B&A,ExtDay
St. Kateri Tekakwitha	416-496-2965	PRE,B&A,ExtDay
St. Matthias	905-946-1113	B&A
St. Paschal Baylon	647-430-7074	PRE,B&A,ExtDay
St. Robert	647-262-3335	B&A, ExtDay
St. Roch	416-744-7785	PRE,B&A,ExtDay
St. Timothy	416-452-4108	B&A, ExtDay
St. Wilfrid	416-786-7080	B&A, ExtDay
	416-338-2512	ARC
	416-393-5313	PFLC

### Scarborough

Blessed Mother Teresa	416-724-1462	TOD, PRE
Blessed Pier Giorgio Frassati	416-922-3434	ExtDay
Cardinal Léger	416-287-0578	TOD,PRE, B&A,ExtDay
Epiphany of Our Lord Academy	416-493-3008	PRE, B&A,ExtDay
Holy Spirit	416-913-0911	PRE, B&A,ExtDay
	416-393-5282	PFLC
May Ward	416-297-9660	INF,TOD,PRE
Our Lady of Fatima	416-297-9660	PRE, B&A
Our Lady of Grace	416-293-7326	

Our Lady of Wisdom	416-446-7398	ExtDay, R
Precious Blood	416-490-1624	B&A, ExtDay
Prince of Peace	416-291-6163	B&A
St. Aidan	416-493-0500	INF,TOD,PRE,ARC
	416-393-5350	PFLC
St. Albert	416-393-5335	PFLC
St. Barbara	416-338-2512	ARC
	416-393-5274	PFLC
St. Barnabas	416-338-2512	ARC
	416-393-5351	PFLC
St. Bede	416-724-7132	PRE, B&A
St. Boniface	416-261-9092	TOD,PRE,B&A,ExtDay
	416-338-2512	ARC
St. Brendan	416-281-0262 x234	B&A, ExtDay
St. Columba	416-393-5380	PFLC
St. Dominic Savio	416-536-4102	R
St. Dunstan	416-338-2512	ARC
St. Elizabeth Seton	416-293-7131	NS
	416-338-2512	ARC
St. Gabriel Lalemant	416-754-2555	TOD, PRE
St. Henry	647-438-9411	TOD,PRE,B&A,ExtDay
St. Ignatius of Loyola	416-321-6006	B&A, ExtDay
St. Jean de Brebeuf	647-281-0262 x216	R
St. Joaquim	416-338-2512	ARC
St. Lawrence	416-299-9872	R
St. Marguerite Bourgeoys	416-393-5381	PFLC
St. Maria Goretti	416-530-0722	B&A, ExtDay
St. Martin de Porres	416-282-9998	TOD,PRE,B&A,ExtDay
St. Nicholas	416-338-2512	ARC
St. Rene Goupil	647-436-6670	TOD,PRE,B&A
St. Rose of Lima	647-439-0016	TOD,PRE, B&A,ExtDay,PFLC
St. Sylvester	416-291-0023	TOD,PRE, B&A,ExtDay
St. Theresa Shrine	416 338-2512	ARC
St. Thomas More	416-281-0262 x216	R
The Divine Infant	416-299-1405	TOD,PRE,B&A

### Toronto

Holy Family	416-524-2052	B&A, ExtDay
	416-532-4828 x129	R
Holy Name	416-469-0560	TOD,PRE,B&A,ExtDay
Our Lady of Lourdes	416-979-5338	B&A, ExtDay
Our Lady of Perpetual Help	416-963-9242	B&A, ExtDay
Pope Francis	416-532-4828 x129	R
Pope Paul VI	416-393-5374	PFLC
	416-536-4102	R
St. Anthony	416-393-5210	PFLC
St. Brigid	416-425-7763	B&A, ExtDay
St. Cecilia	905-890-1711 x189	B&A, ExtDay
St. Denis	416-434-9146	B&A
St. Helen	416-534-5772	TOD,PRE,B&A
	416-536-4102	ExtDay, R
	416-393-5208	PFLC
St. John	416-693-6596	B&A, ExtDay
St. Joseph	416-284-6523	PRE,B&A,ExtDay
	647-439-9905	
St. Luke	416-532-4828 x129	B&A
St. Mary	416-925-2243 x22	R
St. Monica	416-440-0383	B&A, ExtDay
St. Patrick S.S.	416-469-9766	TOD,PRE,B&A
St. Paul	416-270-8671	TOD,PRE,B&A,ExtDay
	416-686-3390	ExtDay,OEYC,FR
St. Pius X	905-890-1711 x189	B&A, ExtDay
St. Rita	416-536-4102	R
St. Teresa	416-418-2322	B&A, ExtDay
St. Vincent de Paul	416 532-0428	PRE, B&A

### York

Blessed Archbishop Romero	416-769-1174	INF,TOD,PRE
D'Arcy McGee	416-397-6300	TOD,PRE,B&A
Holy Rosary	416-536-4102	R
James Culnan	905-890-1711 x189	B&A, ExtDay
Our Lady of Victory	416-763-5233	B&A, ExtDay
St. Clare	416-656-8902	PRE,B&A,ExtDay
St. John Bosco	416-536-4102	R
St. Nicholas of Bari	416-338-2512	ARC

**ExtDay** - *Extended Day Before & After School for Full-Day Kindergarten (4-5 year olds)*

**B&A** - *Before & After School Programs*

**INF** - *Infant Child Care (0-18 months)*

**TOD** - *Toddler Child Care (18 months - 2.5 years)*

**PRE** - *Preschool Child Care (2.5 to 4 years)*

**PFLC** - *Parenting & Family Literacy Centres (0-6 year olds)*

**ARC** - *After School Recreation Programs (6-12 year olds)*

**R** - *Recreational Care (6-12 year olds)*

**NS** - *Nursery School (2.5-5 year olds)*

**OEYC** - *Ontario Early Years Centres (0-6 year olds)*

**FR** - *Family Resource Programs*

For more information about early learning and care programmes, and for general information about the Toronto Catholic District School Board, please visit our website at [www.tcdsb.org](http://www.tcdsb.org) or call **416-222-8282 ext. 5314**





REPORT TO

## CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

### TCDSB STUDENT TRAVEL PLANNING AND ACTIVE TRANSPORTATION INITIATIVES

*"For he will command his angels you to guard you in all your ways." Psalms 91:11*

Created, Draft	First Tabling	Review
February 9, 2018	April 12, 2018	<a href="#">Click here to enter a date.</a>

B. Leporati, Sr. Manager, Planning  
M. Iafrate, Sr. Coordinator, Capital Renewal  
J. Volek, Acting Comptroller, Planning & Development  
J. Yan, Sr. Coordinator Communications

#### RECOMMENDATION REPORT

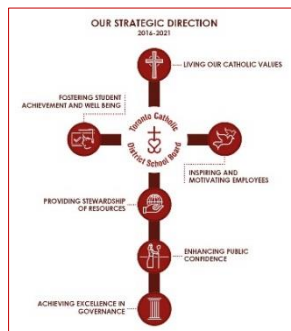
##### **Vision:**

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Director of Education

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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 Catholic District School Board works collaboratively and proactively with our community partners at the Toronto Police Service and the City of Toronto to ensure the safety of students and community members in school zones.

At the January 11th, 2017 Student Achievement and Well Being Committee, the Board of Trustees directed staff to undertake a feasibility study for a “Kiss and Ride”, including implementation protocols at TCDSB schools of this and other active transportation strategies such as “Walking School Buses” in an effort to help reduce traffic congestion, and improve student safety.

This report provides background information on the Board’s ongoing School Travel Planning (STP) program and involvement with the City of Toronto initiatives designed to achieve these goals.

To build upon the experience and knowledge gained since the 2011 introduction of the School Travel Planning (STP) in TCDSB schools, and to support a feasibility study regarding further STP programs at schools, it is recommended that the Board consider funding an expanded STP Facilitator role for fall of 2018.

*The cumulative staff time required to prepare this report was 20 hours*

## **B. PURPOSE**

Trustees approved the following motion at the Student Achievement and Well Being Committee meeting on January 11, 2017:

*“That staff undertake a feasibility study for a “Kiss and Ride” program including implementation protocols, review of capacity for drop off and walk areas in close proximity to the school and recommendations for drop off for Primary grade students at school. The study would also include protocols for the “Walking School Bus”, already taking place as a special annual event in a number of schools, with recommendations for implementation for communities wishing to initiate such a program. Implementation of a “Kiss and Ride” and/or the “Walking School Bus” would be determined through*

*discussion and consultation with the local community by the school CSAC. Support and guidance would be provided by the Board as required.”*

This report reviews Board investments to date and the continuous efforts undertaken with community partners at the Toronto Police Service and City of Toronto to highlight student safety in school zones, implementation of alternative student transportation strategies, and behavioural changes aimed at reducing traffic congestion around school sites.

## **C. BACKGROUND**

1. The City of Toronto began pilot testing Active and Safe Routes to School activities in 2011. As part of this initiative, the City selected Green Communities Canada to partner with both school boards to introduce the School Travel Planning (STP) model to Toronto schools.
2. The School Travel Planning (STP) model was designed to be administered by a Facilitator for two (2) to three (3) years before a school community can be deemed ready to implement and operate the program independently.
3. In collaboration with the Toronto Student Transportation Group (TSTG), the Board released its Transportation Demand Management Plan and Active Transportation Travel Charter in December 2013. These documents supported the implementation of STP at TCDSB schools.
4. Over the past five years, with the assistance of the a Facilitator from Green Communities Canada, STP has been introduced at a number of TCDSB schools with selection criteria based on school enrolment and utilization rates, the number of students residing within a 1.6 km walking distance, limited parking and traffic congestion issues.
5. In July 2016, Toronto City Council unanimously endorsed a five-year Road Safety Plan with a vision to eliminate road fatalities and serious injuries. Following consultation with TCDSB and TDSB staff, the City officially launched the Vision Zero Road Safety Plan in January 2017. The plan introduced over 50 safety measures including improved street signage, traffic calming measures, increased Police patrols and more by-law enforcement officers.

6. In September 2017, Toronto Police Service hosted a “Back to School” media event at D’Arcy McGee Catholic School to emphasize safe driving in school zones, parking considerations when dropping off and picking up children at school, and working cooperatively with the school community to ensure a safe environment for our children.
7. For the 2017-18 school year, \$25,000 was budgeted to support STP facilitation at five (5) additional schools, increasing total participation to 11 TCDSB schools (see Table 1) since 2011. Total budgeted investments in STP activities is \$51,000 from 2014-2018.

School	School Travel Planning Implementation Year						
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>St. Brendan</b>							
<b>St. Cecelia</b>							
<b>Our Lady of Lourdes</b>							
<b>Annunciation</b>							
<b>St. Raphael</b>							
<b>St. Anselm</b>							
<b>St. Thomas Aquinas</b>							
<b>St. Eugene</b>							
<b>St. Fidelis</b>							
<b>St. Mary Portugal Square</b>							
<b>St. Nicholas of Bari</b>							

*Table 1- STP Implementation at TCDSB Schools by Year*

8. Due to recent fatalities in and around school zones, student travel-related safety issues remains a priority for all school boards. As an example, TDSB has hired a full-time School Travel Planning Facilitator to work exclusively with their communities.
9. With the assistance of a dedicated School Travel Planning (STP) Facilitator, TCDSB Planning and Facilities staff seek to implement a periodic review of

the feasibility of implementation of Kiss and Ride and other school zone safe travel options upon the request of local school communities.

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

1. There is growing interest in STP at TCDSB school communities not yet selected for the program. Board Staff continue to provide advice, online toolkit resources and best practices support to assist all school communities with their safety and traffic congestion challenges, however, demand remains greater than the resources available to deliver. The slow rate of STP adoption (11 schools over 7 years) reflects this reality as shown in Table 1.
2. Approximately 1/3 of TCDSB elementary schools feature “Kiss and Ride” loops. Some have implemented local plans to alleviate congestion and enhance safe student travel measures, demonstrating an uneven level of STP measures across the Board that specifically address safe school zone issues.
3. Due to historical reasons related to previous Catholic ratepayer-based funding, the majority of our elementary schools are situated on small 2.0-acre sites (Ministry of Education elementary school benchmark is 4.5 – 6.0 acres), making it virtually impossible to implement “Kiss and Ride” zones in all school communities. Adding to the challenge is the reality that most of our schools are in high-density urban environments, where streetscapes limit options to integrate drop-off and pickup areas on or near school sites. A feasibility study would not only help to identify potential school sites, but support the development of a customized approach based on local profile information to ensure optimal STP and safe travel protocols are established at each school.
4. As a necessary first step to initiating a feasibility study, a comprehensive survey is being developed by Board Staff. The survey will be completed by principals in collaboration with the CSPC and school community. Information gathered would help identify and prioritize a school’s needs relative to the type of STP safe travel initiative that may be required.
5. A STP Facilitator would be the ideal coordinating resource to help compile, review, and analyse the survey data. The cataloguing of existing shared experiences and initiatives would create an invaluable STP database of best practices and implementation protocols, adding to what has been identified to date by staff for both **Kiss and Ride** and **Walking School Bus** program solutions (see Appendix A).

6. When initially introduced, the School Travel Planning (STP) model was designed to be administered by a Facilitator for two (2) to three (3) years before a school community would be considered to be ready to operate the program independently. This lag time between introduction and implementation reinforces the necessity of central coordination by a STP Facilitator.
7. If approved, the role of the STP Facilitator will be reviewed annually to ensure the most efficient and cost-effective means of providing maximum support to TCDSB school communities.

## **E. RECOMMENDATION**

1. That Board staff continue to communicate and gather school-based best practices and protocols related to Student Travel Planning (STP) to ensure safe school zone and travel environment for students.
2. Board staff develop and conduct a comprehensive school-based survey as part of a feasibility study
3. That the Board consider, as part of the 2018-2019 budget setting process, the strategic investment of \$50,000 to fund an expanded STP Facilitator role to assist in completing the feasibility study and undertaking implementation of school-specific action plans designed to address traffic safety problems and promote sustainable modes of travel in TCDSB communities.

## **APPENDIX A**

# **STUDENT TRAVEL PLANNING (STP) TCDSB BEST PRACTICES AND PROTOCOLS**

## **KISS AND RIDE PROGRAM BEST PRACTICE**

The purpose of the **Kiss and Ride Program** is to provide children a safe way from their car to the schoolyard without stopping traffic. The Kiss and Ride program is run by volunteers and requires the school to have the appropriate infrastructure in place to operate correctly.

### **1. Kiss and Ride Best Practices/Protocols:**

- Vehicles passing through the drop off area must proceed slowly with caution and wait their turn to pass through and exit. Passing cars in the process of dropping of students is prohibited.
  - Ensure children are prepared for drop off with all of their belongings and exit at curb-side (passenger side of vehicle). This will allow for quick and safe drop offs.
  - To avoid rushing, plan to arrive about 10-15 minutes prior to the first bell. This will help reduce people speeding and cutting around cars in the loop, which puts the students who may be crossing and or walking in danger.
  - Parking is prohibited in kiss and ride lanes. Parking in these lanes will create congestion and cause more hazards to safe arrival and departure of students.
2. This program has the potential to greatly improve traffic flow around a school site during the rush periods. A Kiss and Ride program can also improve student safety as it attempts to add order to the often chaotic nature of rush periods.
3. Kiss and Ride programs require necessary infrastructure to be in place at a school site to operate correctly. They are also supervised by parent volunteers which may be a challenge to find in certain school communities.

## **APPENDIX A**

### **WALKING SCHOOL BUS BEST PRACTICES:**

A **Walking School Bus Program** is an “active” transportation strategy designed to offer students an opportunity to regularly walk to school together, often led by adult volunteers. A Walking School Bus relies on adult supervision, based on the premise of greater visibility through safety in numbers. The other benefits include physical activity, a great social atmosphere and fun on the way to school, which helps students arrive energized and ready for the day. A Cycling School Bus is a variation with bikes.

#### **Walking School Bus Best Practices/Protocols:**

- Ensure the route being taken is safe and walkable.
  - Teach students to be cautious of road safety and to always be aware of their surroundings.
  - Organize a schedule for walking school bus volunteers.
  - When creating the walking school bus route, be mindful of where students live so that the greatest amount of children can participate.
- 
1. The purpose of the **Walking School Bus** program is to organize safe walking routes for elementary school students. In a walking school bus, groups of elementary students meet regularly to walk to school together under the supervision of parent volunteers.
  2. One of the key advantages of the walking school bus is its flexibility. Routes may originate from various different locations at various different times and on different days of the week depending on the needs of a community.
  3. Walking school busses rely on parent volunteers in order to be successful. They also require a local champion who is highly organized to coordinate the initiative.





REPORT TO

## CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

### FINANCIAL UPDATE REPORT AS AT FEBRUARY 28, 2018

*To do what is right and just is more acceptable to the LORD than sacrifice.*  
Proverbs 21:3

Created, Draft	First Tabling	Review
March 27, 2018	April 12, 2018	
D. Bilenduke, Senior Coordinator, Finance P. De Cock, Comptroller for Business Services & Finance		
<b>INFORMATION REPORT</b>		

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Acting Associate Director  
of Planning and Facilities

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

## **A. EXECUTIVE SUMMARY**

This Financial Update Report as at February 28<sup>th</sup>, 2018 provides a year-to-date look at significant financial activities at the Board. Business Services staff revised the format and consolidated the quarterly report in order to provide more analytics, a simpler format to report operating and capital expenditures in the appendices, and a more targeted expense variance analysis.

The Board is on target to meet the budgeted operating surplus of \$0.1 million for 2017-18. The anticipated surplus of \$10.5 million from the ASO benefits reserve has not been included in the preceding projected in-year operating surplus because this item is considered an extraordinary one-time revenue item. Appendix A provides a high-level summary expenditure variance analysis. When comparing the percentage spent to this period last year, it is important to know that year-to-date teaching days for February 2017 was 114 days and year-to-date for February 2018 was 115 days resulting in a .9% unfavourable variance that will disappear by year-end.

*The cumulative staff time required to prepare this report was 15 hours.*

## **B. PURPOSE**

The Financial Update report is required to keep Trustees informed on the Board's financial performance through the year and illustrate any variance in expected outcomes. The report will provide a systematic analytical review of Operating and Capital Budgets, in the following order:

1. High Level Review and Risk Assessments of Operating Budget
2. Review Staff Absenteeism by Employee Group
3. High Level Review and Risk Assessment of Impacts to MYSP
4. Detailed Analysis of Operational Risk Areas
5. High Level Review of School Renewal and Capital Projects

## **C. BACKGROUND**

1. *This report is recognized as a best practice in the province.* The Ministry of Education and the District School Board Reporting Workgroup have both





identified regular periodic financial reporting as a best practice in managing the Board's financial outcomes.




2. ***Changing requirements.*** The Board was required to provide a monthly report to the Ministry, in a defined format, as part of its multi-year recovery plan. The Board has met its obligations to the plan and monthly reporting has been modified to focus on issues that are of greater concern to our Board of Trustees and school community in a format that is more user friendly.
3. ***Notable changes.*** Revenue is directly dependent on school enrolment taken in October and March. Revenue variances are typically low risk subject to change due to enrolment changes, and only if required, further reporting of revenues will occur due to external factors or enrolment audits that create material changes affecting revenues will be reported. A section on capital reporting has been added and operating expenditures has been consolidated into one page attached as Appendix A.

## D. EVIDENCE/RESEARCH/ANALYSIS

1. Overall, in the Salary & Benefits area, Figure 1 below illustrates the current risk exposure. The salary and benefits expenditure budgets presents the majority of risk exposure for the TCDSB as follows:

**Figure 1:** Salary and Benefits Variance / Risk Analysis

	<i>Actual to Budget</i>		<i>Actual to Previous Year</i>		<i>Risk Assessment</i>
<i>Instructional Salaries</i>	↓	1.7%	↑	1.2%	
<i>Instructional Benefits</i>	↓	12.7%	↓	3.8%	
<i>Non-Instructional Salaries</i>	↓	1.5%	↓	1.3%	
<i>Non-Instructional Benefits</i>	↑	8.2%	↑	6.8%	

 = Low: On Track    = Medium: Monitor    = High: Action Required

Instructional Benefits is a Medium Risk because it is tracking to finish 12% under budget, and is showing 3.8% decrease over the previous year's actuals. Non-

Instructional Benefits is a High Risk because it is 8% over-spent. Upon further review, the CUPE Remedy Settlement caused the variance in Benefit expenditures for which the Ministry will reimburse in full.

2. ***Overall, in the Non-Salary & Benefits area, Figure 2 below illustrates the current risk exposure.***

**Figure 2:** Non-Salary and Benefits Variance / Risk Analysis

	<i>Actual to Budget</i>		<i>Actual to Previous Year</i>		<i>Risk Assessment</i>
<i>Instructional Expense</i>	↓	17.5%	↓	2.6%	●
<i>Transportation Expense</i>	↓	1.7%	↑	1.0%	●
<i>Operations &amp; Maintenance</i>	↓	4.9%	↓	3.5%	●
<i>Other Non-Instructional</i>	↑	24.1%	↑	34.4%	◆

● = Low: On Track    ◆ = Medium: Monitor    ◆ = High: Action Required

Instructional Expenses is a Low Risk because it is tracking in alignment with the previous year and the timing of expenditure recognition is subject to annual timing variations. Transportation Expenses and Operations & Maintenance Expenses are a Low Risk because it is 1.7% and 4.9% under-spent respectively. The Other Non-Instructional Areas are assessed a Medium Risk and requires further monitoring. Upon further review, this expense area represents 0.5% of the total operating budget, and expenditure timing variances account for the majority of variances during the course of the fiscal year.

3. ***Other Revenues are subject to external factors, which may result in variances from the Annual Plan.*** The 2017-18 revenue and expenditure estimates contained a plan to expand the number of school sites available for parking fee revenue generation in association with the Toronto Parking Authority (TPA). Permit Rate increases and increased enrolment of international Visa students also contributed to an overall increase in planned other revenues estimates.

**Figure 3: Other Revenue Variance / Risk Analysis**

	<b>Actual to Budget</b>		<b>Actual to Previous Year</b>		<b>Risk Assessment</b>
<i>Permit Revenues</i>	↑	0.18%	↓	3.46%	●
<i>Parking Revenues</i>	↓	91.0%	N/C	0.0%	⬡
<i>Visa Fees</i>	↑	9.0%	↑	3.3%	●

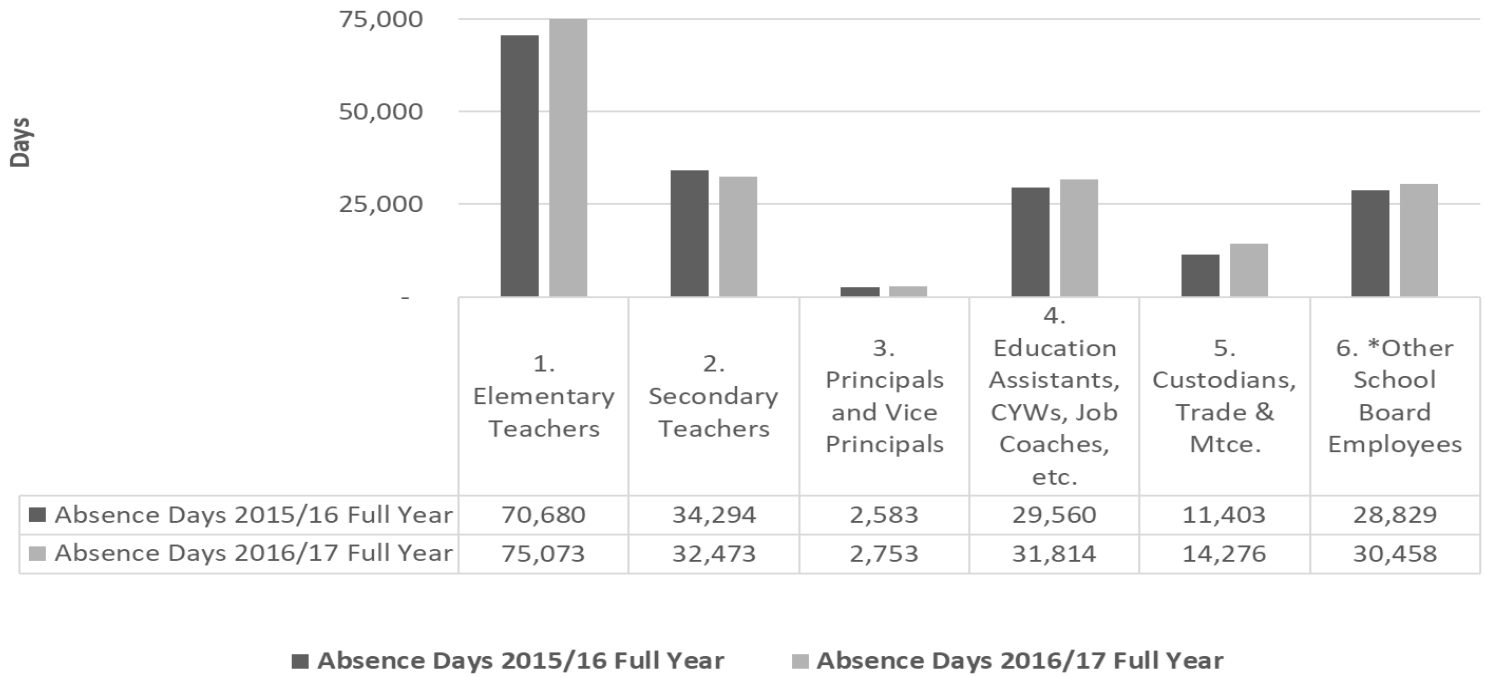
● = Low: On Track    ⬡ = Medium: Monitor    ⬢ = High: Action Required

Parking revenues year-to-date has realized 9% of the planned \$400K, and the year-to-date results are in line with the previous year's actual revenues. Upon further investigation, staff have confirmed the delayed rollout of additional school sites to the TPA, and consequently, negatively impacted upon planned parking revenue growth in 2017-18.

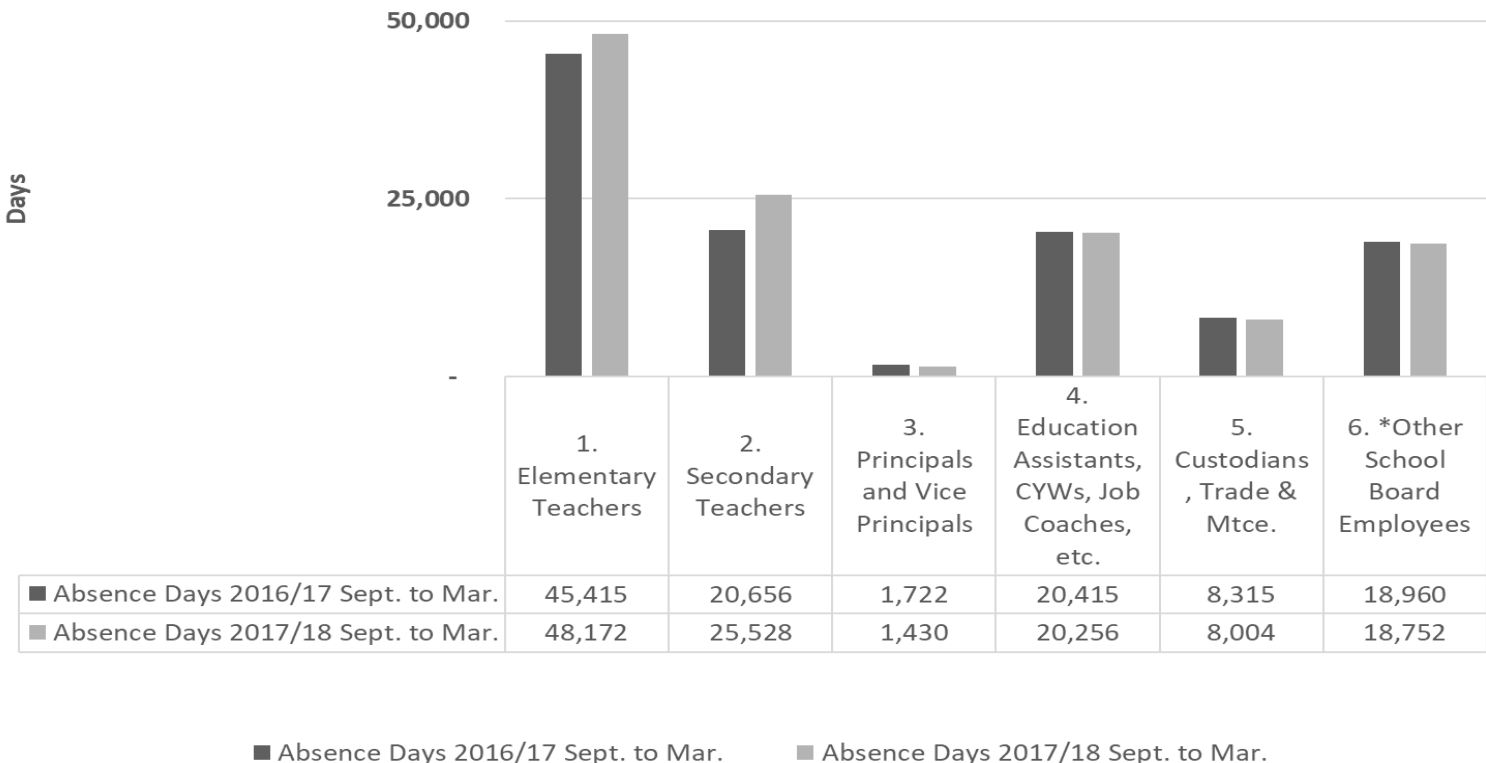
4. ***Staff Absenteeism Rates increase and Occasional Fill Rates decline.*** Recent statistics continue to provide evidence that staff absenteeism rates are increasing across all employee groups, and the most significant impact is evident upon student achievement and well-being.

The following two tables provide a year-to-year comparison of staff absenteeism by employee group, and a year-over-year comparison of the current September 2017 to March 2018 period versus the same period in the previous fiscal year.







**Absence Days by Group**






**Absence Days by Category Sept. to Mar. 2016-17 Vs. 2017/18**



5. **Measuring the Overall impact to Multi-Year Strategic Plan requires constant monitoring.** The increasing trend observed in staff absenteeism and the low Occasional Teacher fill rates will negatively influence upon the primary pillar of student achievement and well-being. Suspension of new voluntary professional development initiatives may hinder the development of new instructional pedagogies and relevant curricular resources for classrooms.

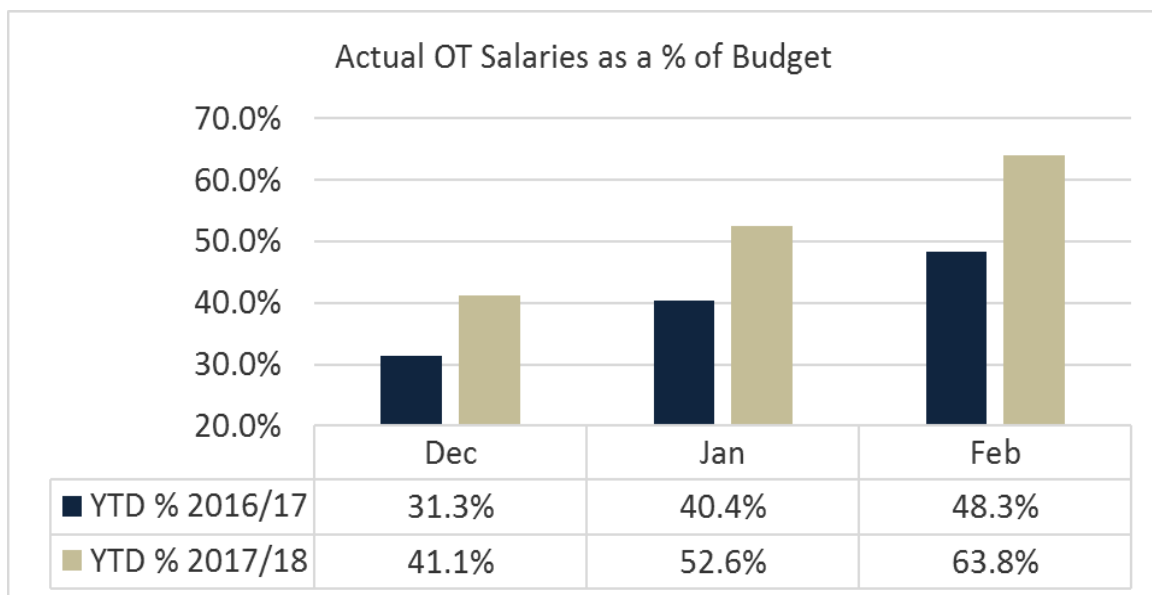
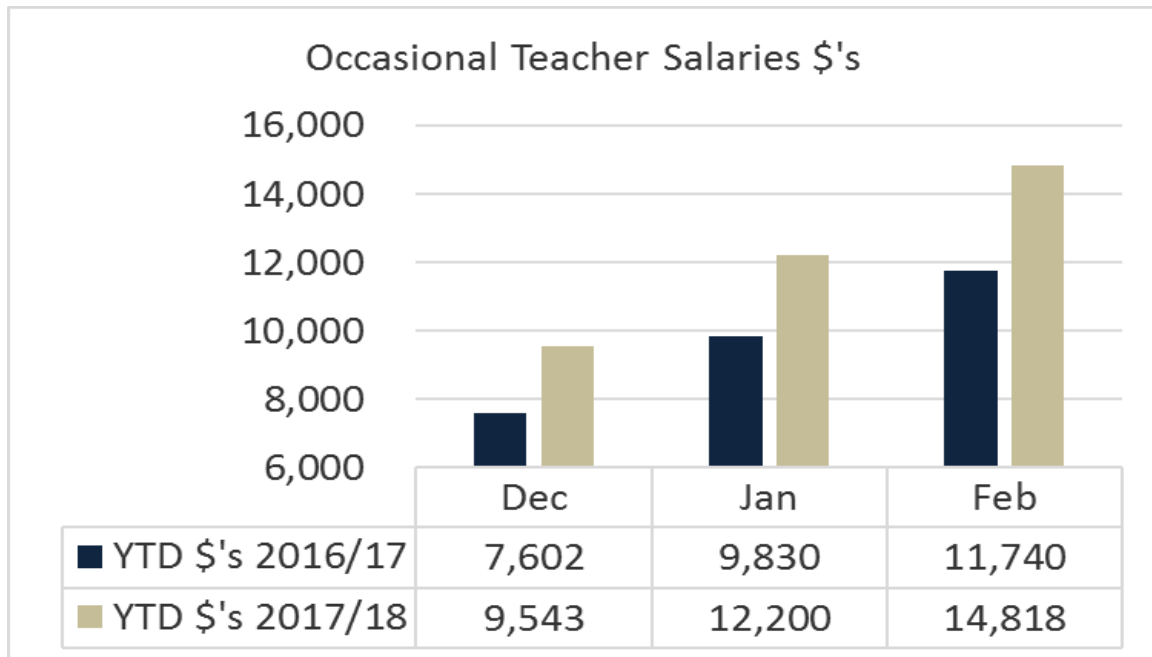
TCDSP MYSP 2016-2021	IMPACTS	RISK PROFILE
Living our Catholic Values	Year of the School celebrates the Living Faith in school, students and staff	
Fostering Student Achievement and Well-being	Staff Absenteeism and Low OT Fill Rates jeopardizing Student Assessment and Instructional Strategies, and limited professional development initiatives due to low OT Supply Roster.	
Inspiring and Motivating Employees	Recent rollout of Employee Assistance Program focusing on staff well-being	
Providing Stewardship of Resources	Labour Grievances creating Cost Pressures, and Short Term Disability Leave Management Initiatives to mitigate staff absenteeism related cost pressures	
Enhancing Public Confidence	Increased Accountability Measures and Reporting Requirements	
Achieving Excellence in Governance	Ministry Review planned	

 = Low: On Track  = Medium: Monitor  = High: Action Required

6. **Revenue remains stable.** There are no anticipated events affecting Operating Revenues. A pending land sale in March will bolster POD reserves and the Ministry has approved \$41.7M under the 2017-18 Capital Priorities grant program for the construction or renovation of four schools.
7. **Operating expenditures are tightly controlled.** Budget checking control mechanisms in the enterprise financial system control and monitor all non-payroll related expenditures, and any exceptions to the budget requires Senior Executive and/or Board of Trustees authorization. The only exception to this

system control arises for utilities and emergency repairs. Expenses are tracking to finish the year on budget.

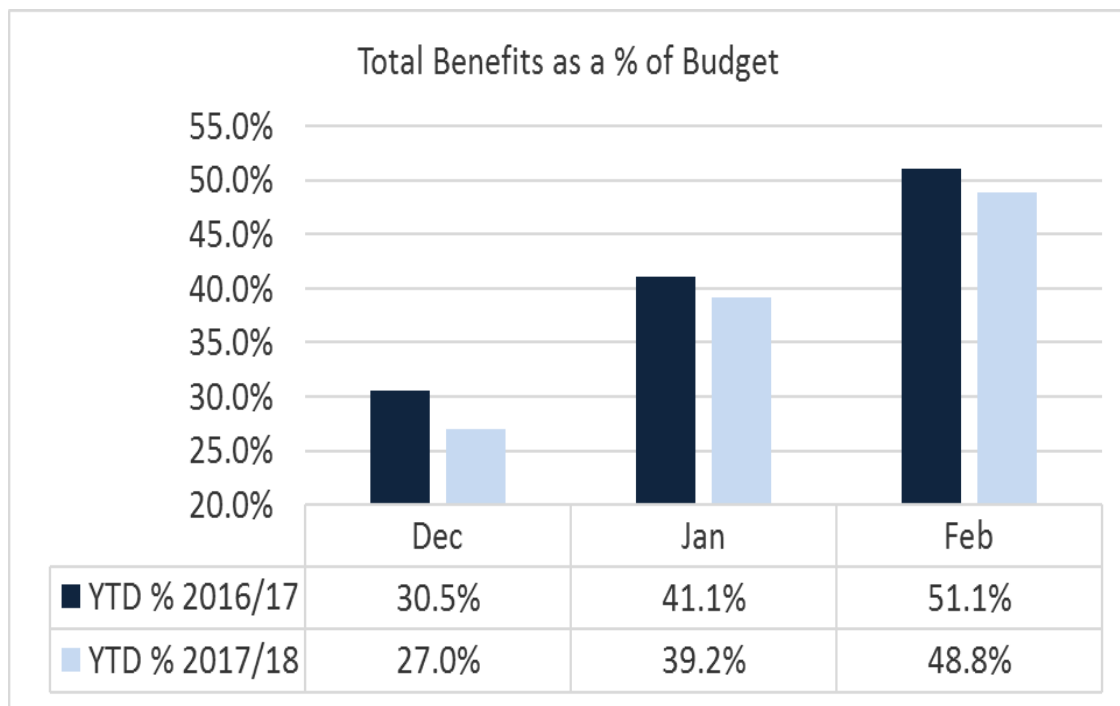
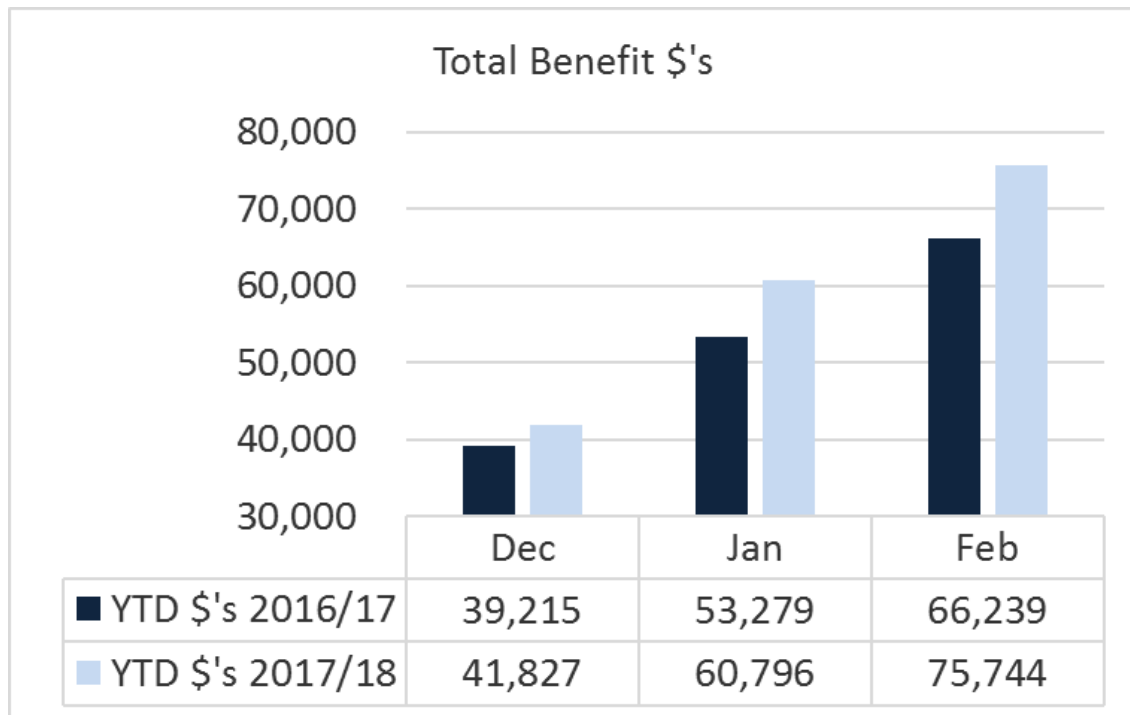
8. ***Salaries and wages account for 75% of our operating budget.*** Staff absenteeism due to personal illness continues to be a problem at the Board. More Occasional Teachers have been made available this fiscal year resulting in 2017-18 usage rate of 15.5% higher when compared to the same period last year as illustrated in the following graphs:



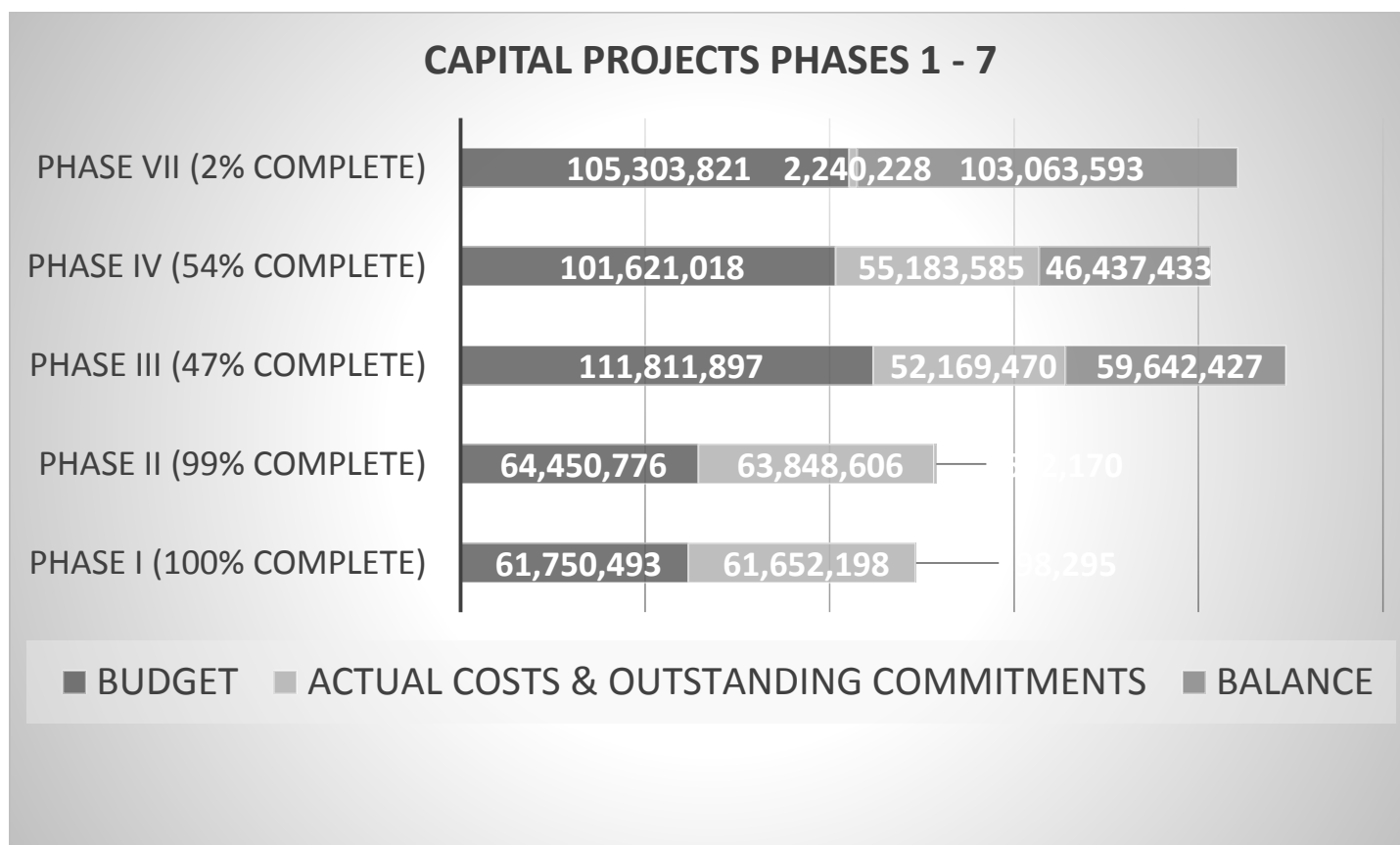
Salaries and wages overall appear to be on track to finish the year on budget.



9. ***Benefits are tracking under budget.*** In 2016-17 benefit surplus was a significant contributor to the Board's surplus. In 2017-18 the scheduled movement to Benefit Trusts has been delayed resulting in expected benefit increases not materializing. Benefits are expected to generate a significant surplus by year end as illustrated in the following graphs:



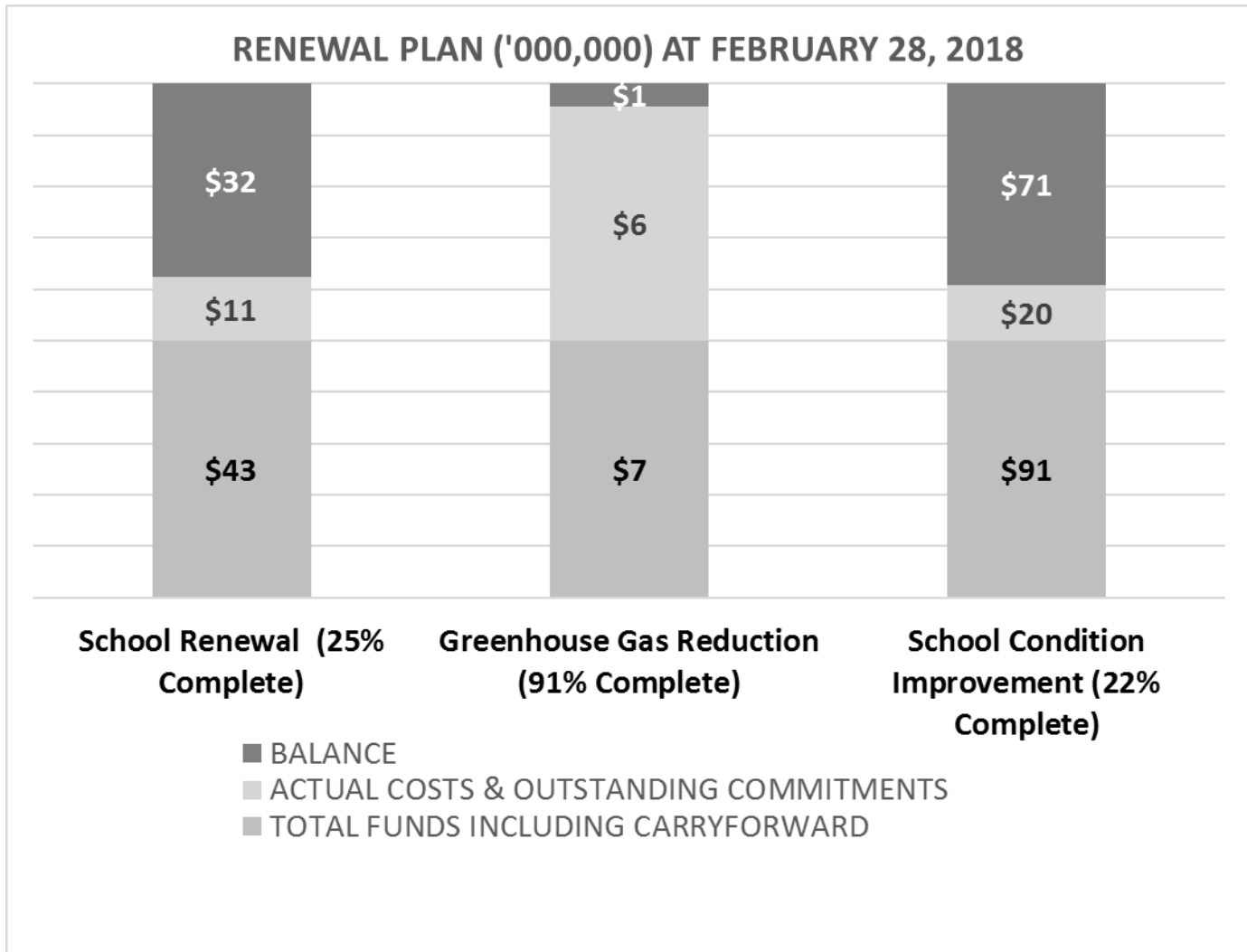
10. ***The Capital budget is \$163.7M this year.*** The Board received Capital Project funding for many new schools, additions, Full Day Kindergarten to name just a few. The following progress bar graph illustrates the Ministry approved capital budgets, the amount spent and/or committed, the balance remaining and the % completed by each Phase. Appendix B provides more detail regarding the Capital Projects Phases 1 to 7.



***In addition to the Regular School Renewal Grants, TCDSB also received additional capital grants for the purpose of Greenhouse Gas Reduction initiatives.*** The Board received a budget of \$7.1M for Greenhouse Gas Reduction with an expenditure deadline of March 31<sup>st</sup> 2018. This project is a top priority for Capital Staff because any unspent funds at the March 31<sup>st</sup> expenditure deadline is returned to the Ministry of Education.

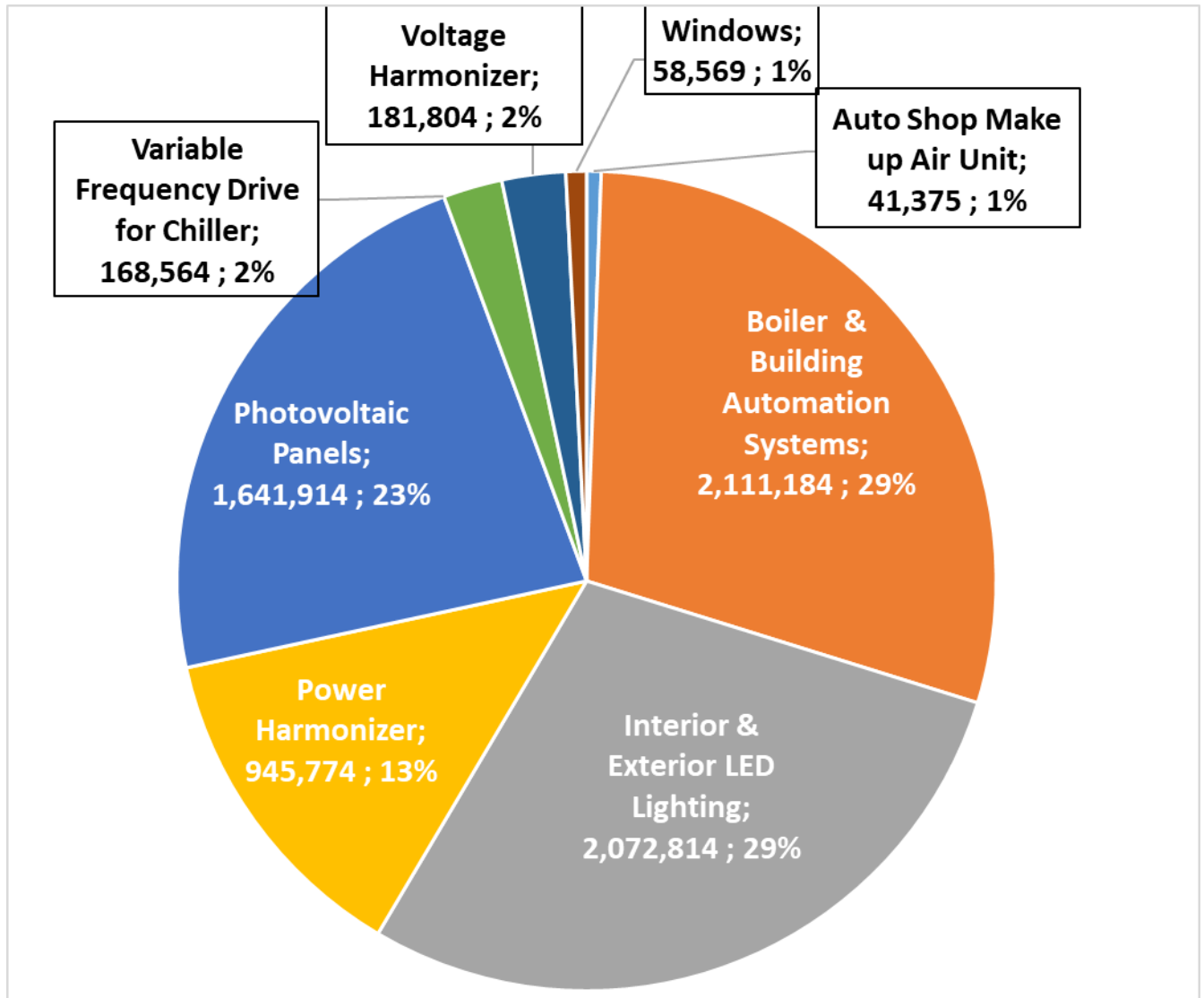
The TCDSB has approximately \$103.5M School Renewal and School Condition Improvement funding available for school repairs, and staff are currently issuing tender documents so construction can begin in the summer months.

The following progress bar graph provides a high-level view of the Ministry Approved funding amounts, Actual & Committed Amounts spent, and the balance remaining for School Renewal, Greenhouse Gas Reduction and School Renewal Capital Projects to date:

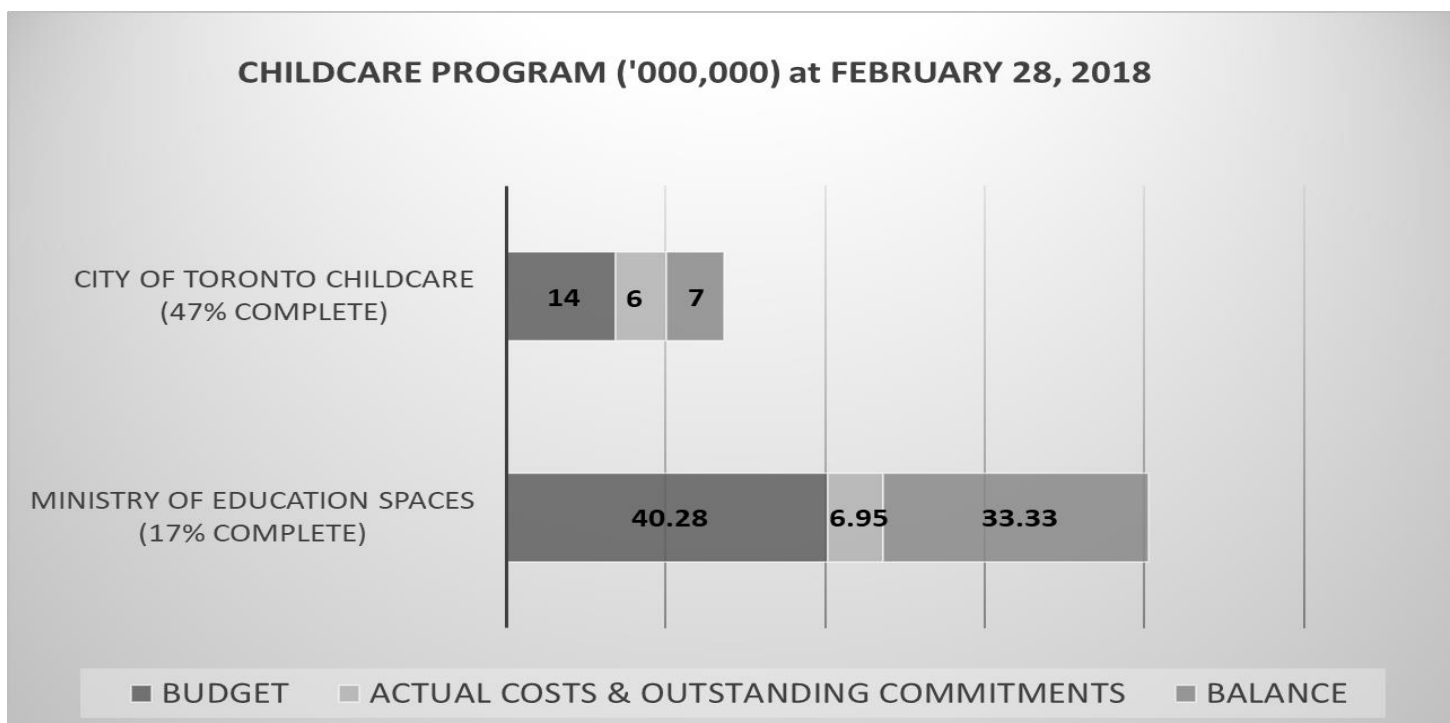


The GHGR funding originally approved at Board May 18<sup>th</sup> 2017 for a total of \$7,098,190 achieved savings in the original plan, and projects were added to meet the expenditure timeline of March 31, 2018 and effectively address the savings. The Ministry required that the projects meet the criteria for GHGR and the funds must be expended by March 31<sup>st</sup> 2018 with no opportunity for a carry-forward. In addition, this funding allowed for the pursuit of energy efficiencies in both school and administrative facilities.

The following pie graph provides a high-level view of the manner by which the Greenhouse Gas Reduction funds have been expended to date:



11. *The Capital budget also includes two Childcare Program capital projects.* The Board received Capital Project funding for many new schools, additions, Full Day Kindergarten to name just a few. The following progress bar graph illustrates the Ministry approved capital budgets, the amount spent and/or committed, the balance and the % completed by each Phase.



## E. METRICS AND ACCOUNTABILITY

1. *The Board is on track to finish the year with a surplus.* Expenditures and Revenues are on track to finish the year with the expected surplus of \$0.1M and efficiencies in benefit expenditures should push this surplus higher.
2. *The one-time extraordinary item of \$10.5M is subject to continuing review by the Ministry of Education and outstanding grievances.* The Revised Estimates had forecasted the \$10.5M ASO Benefits Surplus be released by the Ministry of Education during 2017-18 fiscal year. The Board is in continued talks with the Ministry and Unions. The accounting for this surplus has become a moving target and it is expected to land somewhere between \$7 and \$13 million, but not likely by the end of this fiscal year.

## F. CONCLUDING STATEMENT

This report is for the consideration of the Board.

# OPERATING EXPENDITURES

@ February 28, 2018

## Appendix A

'000's	Total Revised Estimate	YTD Revised Estimate	YTD Actual	Variance '000's	Variance %	2017/18 YTD % Spent	2016/17 YTD % Spent
<b>Salaries</b>							
Teachers	517,852	310,711	308,120	2,591	0.8%	59.5%	58.5%
Occasional Teachers	23,212	13,927	14,818	(891)	-6.4%	63.8%	48.3%
Educational Assistants & ECE's	60,759	36,455	33,592	2,863	7.9%	55.3%	57.0%
Principal & VP	37,149	22,289	21,651	639	2.9%	58.3%	58.6%
School Office	17,627	10,576	9,347	1,229	11.6%	53.0%	48.8%
Continuing Education	18,183	10,910	6,350	4,560	41.8%	34.9%	37.2%
Other Instructional	59,684	35,810	34,276	1,534	4.3%	57.4%	56.7%
Sub Total Instruction	734,465	440,679	428,153	12,526	2.8%	58.3%	57.1%
Administration	16,759	8,379	8,209	170	2.0%	49.0%	48.8%
Transportation	993	497	467	30	6.1%	47.0%	46.4%
Operations & Maintenance	46,809	23,404	22,680	724	3.1%	48.5%	53.1%
Other	8,591	4,296	4,159	137	3.2%	48.4%	37.4%
Sub Total Non Instruction	73,152	36,576	35,515	1,061	2.9%	48.6%	49.9%
<b>Total Salaries</b>	<b>807,617</b>	<b>477,255</b>	<b>463,668</b>	<b>13,587</b>	<b>2.9%</b>	<b>57.4%</b>	<b>56.5%</b>
<b>Benefits</b>							
Teachers	80,794	48,477	37,900	10,576	21.8%	46.9%	48.6%
Occasional Teachers	6,042	3,625	2,352	1,273	35.1%	38.9%	40.5%
Educational Assistants & ECE's	20,242	12,145	9,606	2,539	20.9%	47.5%	54.0%
Principal & VP	4,713	2,828	2,759	69	2.4%	58.5%	55.8%
School Office	5,570	3,342	2,744	598	17.9%	49.3%	51.5%
Continuing Education	2,820	1,692	1,221	471	27.8%	43.3%	255.5%
Other Instructional	13,367	8,020	6,575	1,445	18.0%	49.2%	52.4%
Sub Total Instruction	133,548	80,129	63,158	16,971	21.2%	47.3%	51.1%
Administration	4,563	2,282	2,247	35	1.5%	49.2%	49.7%
Transportation	245	123	115	7	6.0%	47.0%	46.6%
Operations & Maintenance	14,999	7,500	6,913	586	7.8%	46.1%	51.8%
Other	1,804	902	3,311	(2,409)	-267.0%	183.5%	56.8%
Sub Total Non Instruction	21,612	10,806	12,586	- 1,780	-16.5%	58.2%	51.4%
<b>Total Benefits</b>	<b>155,160</b>	<b>90,935</b>	<b>75,744</b>	<b>15,191</b>	<b>16.7%</b>	<b>48.8%</b>	<b>51.1%</b>
<b>Operating Expense</b>							
Instructional Expense	47,471	28,482	20,183	8,299	29.1%	42.5%	45.1%
Transportation Expense	33,907	16,953	16,372	582	3.4%	48.3%	47.3%
Operations & Maintenance Expense	34,059	17,030	15,369	1,661	9.8%	45.1%	48.6%
Other Non Instructional Expense	5,770	2,885	4,274	(1,389)	-48.1%	74.1%	39.7%
<b>Total Expense</b>	<b>121,207</b>	<b>65,350</b>	<b>56,198</b>	<b>9,153</b>	<b>14.0%</b>	<b>46.4%</b>	<b>46.4%</b>
Grand Total	#####	633,540	595,610	37,930	6.0%	55.0%	54.7%
Instruction %		6/10	60.0%				
Non-Instruction %		6/12	50.0%				

## CAPITAL PROJECT PHASES 1 TO 7

FEBRUARY 28, 2018

## SUMMARY

	①	②	③	④	⑤	⑥	
	COMPLETED PROJECT STATUS			WORK IN PROGRESS - OPEN PURCHASE ORDERS			
	MINISTRY APPROVED BUDGET	SAP COSTS TO DATE (excluding purchase order balances)	REMAINING APPROVED BALANCE LESS ACTUALS ①—②	Outstanding Purchase Order Balances & Committed Works	SAP Costs & Outstanding Purchase Orders ② + ④	BALANCE REMAINING WORK NOT STARTED ①—⑤	% Complete
Phase I	61,750,493	61,652,198	98,295	-	61,652,198	98,295	100%
Phase II	64,450,776	63,279,163	1,171,613	569,443	63,848,606	602,170	99%
Phase III	111,811,897	33,783,091	78,028,806	18,386,379	52,169,470	59,642,427	30%
Phase IV	101,621,018	38,340,983	63,280,035	16,842,602	55,183,585	46,437,433	38%
Phase VII	105,303,821	537,719	104,766,102	1,702,509	2,240,228	103,063,593	1%
	<b>444,938,005</b>	<b>197,593,154</b>	<b>247,344,851</b>	<b>37,500,933</b>	<b>235,094,086</b>	<b>209,843,919</b>	<b>44%</b>

**Phase II** - Includes Phase I & II post construction; SAP actuals includes \$63,113,632 + Post construction completion of \$165,531 for a total of \$63,279,163

**Phase V** - FDK complete and not included in the table above.

**Phase VI** - Railway/Bishop MacDonnell consolidated with Phase IV Capital Projects.

## SCHOOL RENEWAL / SCHOOL CONDITION IMPROVEMENT / GREENHOUSE GAS REDUCTION GRANT BALANCE

Update: March 6, 2018.

## FUNDS REMAINING

Financial Update at February 28, 2018

SRG Renewal	SRA Renewal	Greenhouse Gas Reduction Fund	SCI 70% Restricted	SCI 30% Unrestricted	TOTAL
			70%	30%	

## FUNDING AVAILABLE

Balance Forward - August 31, 2017 (incl. Accruals)	24,620,934		6,580,280	39,056,766	20,972,814	91,230,794
Grant - 2017/2018 (Rev. Estimates/SB08 2017)	15,196,883	1,762,806		19,847,939	8,517,831	45,325,459
<b>Total Grant Available for 2017/2018</b>	<b>39,817,817</b>	<b>1,762,806</b>	<b>6,580,280</b>	<b>58,904,705</b>	<b>29,490,645</b>	<b>136,556,253</b>
Add: Accruals (Payments incl. below)	1,017,926	82,198	90,801	2,052,666	175,910	3,419,501
Balance Available September 1, 2017 ①	<b>40,835,743</b>	<b>1,845,004</b>	<b>6,671,081</b>	<b>60,957,371</b>	<b>29,666,555</b>	<b>139,975,754</b>

## EXPENDITURES &amp; WORK IN PROGRESS (September 1, 2017 - February 28, 2018)

Actuals - Completed Work	5,251,448	515,397	1,237,309	8,008,094	396,286	15,408,533
Open Purchase Orders - Work in Progress	4,392,640	501,213	4,840,201	11,060,882	278,888	21,073,823
<b>EXPENDITURES AND OPEN PURCHASE ORDERS ②</b>	<b>9,644,087</b>	<b>1,016,610</b>	<b>6,077,510</b>	<b>19,068,976</b>	<b>675,174</b>	<b>36,482,357</b>

<b>BALANCE AT FEBRUARY 28, 2018 ①-②</b>	<b>31,191,656</b>	<b>828,394</b>	<b>593,572</b>	<b>41,888,395</b>	<b>28,991,381</b>	<b>103,493,397</b>
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REPORT TO

## CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

### STAFF FEASIBILITY STUDY FOR NEW SCHOOL AT NATIVITY OF OUR LORD

*“For I know the plans I have for you, declares the Lord, plans for welfare and not for evil, to give you a future and a hope.”, Jeremiah 29:11*

Created, Draft	First Tabling	Review
March 26, 2018	April 12, 2018	Click here to enter a date.
J. Howley, Sr. Mgr. Planning & Accountability J. Volek, Acting Comptroller of Planning & Development Services		
<b>INFORMATION REPORT</b>		

**Vision:**

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

**Mission:**

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

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



Rory McGuckin  
Director of Education

D. Koenig  
Associate Director  
of Academic Affairs

Maia Puccetti  
Acting Associate Director  
of Planning and Facilities

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

## **A. EXECUTIVE SUMMARY**

This report was created in response to a delegation made on February 8, 2018, at the Corporate Affairs, Strategic Planning and Property Committee regarding the feasibility of a new school for the Nativity of Our Lord community.

Based on the Board approved Capital Priorities Criteria, staff have determined that Nativity of Our Lord's facility is not an urgent Capital Priority at this time. However, staff will continue to monitor the facility to determine eligibility for future Capital Priorities submissions.

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

## **B. BACKGROUND**

1. On February 8, 2018, a delegation was presented to the Corporate Affairs, Strategic Planning and Property Committee requesting that Nativity of Our Lord be moved up the Capital Priorities list for a replacement school with integrated child care. The delegate requested a feasibility study from staff addressing the impact of the following:
  - Enrolment with a recent change in the attendance boundary.
  - Development in the area.
  - Facility Condition Index (FCI) and Deferred Maintenance.
  - Child Care.
2. The Board responded with the following motion.

*"That Item 9b) be adopted as follows: ... Nativity of Our Lord Chair, Facilities Sub Committee, regarding New School for Nativity of Our Lord, received and referred to staff to come back with a report at April 12, 2018, Corporate Services, Strategic Planning and Property Committee meeting."*

## C. EVIDENCE/RESEARCH/ANALYSIS

### Impact of Boundary Changes to Enrolment Projections

1. The Board approved the initiation of a Boundary Review for St. Gregory, Nativity of Our Lord, Mother Cabrini, St. Marcellus and Our Lady of Sorrows elementary schools on February 9, 2016 (see *Appendix 'A'* for a map of the current boundary configuration).

The following table includes the historical, current, and projected enrolment for Nativity of Our Lord.

Historical Enrolment							
2014		2015		2016			
Enr	Utl%	Enr	Utl%	Enr	Utl%		
424	78.4%	420	77.6%	414	76.5%		
Current Enrolment		3 Year Board Approved Projections					
2017		2018		2019		2020	
Enr	Utl%	Enr	Utl%	Enr	Utl%	Enr	Utl%
414	76.5%	405	74.8%	404	74.6%	401	74.2%

Enrolment projections indicate no significant increase over a 3-year period. The recent boundary reconfiguration only impacts new registrations. Existing students within the area are grandfathered, therefore, an enrolment increase may not be realised in future years.

### Impact of Surrounding Development

2. In the current Nativity of Our Lord school boundary, 541 units are expected to be fully occupied by 2025 with an estimated elementary student yield of 28. The table on the following page lists all developments within the boundary in more detail.

<b>Development</b>	<b>Plan Type</b>	<b>Description</b>	<b>Total Units</b>	<b>Projected Student Yield</b>
555 The West Mall	Zoning By-law Amendment	24-storey building	393	17
70 Dixfield Drive	Site Plan Control	6-storey Apartment plus Townhomes	88	5
400 The East Mall	Zoning By-law Amendment	3 Townhouse Blocks	60	6
<b>Total</b>			<b>541</b>	<b>28</b>

**Note:** Student yields from developments are factored in the enrolment projections process.

### **Facility Condition Index and Deferred Maintenance**

3. Nativity of Our Lord was originally constructed in 1955. On January 28, 2009, a six (6) classroom addition utilizing Enrolment Pressures and Primary Class Size funding was approved and completed in the 2011 school year.
4. The FCI for the original portion of the Nativity of Our Lord facility, as assessed by the Ministry of Education in 2002 was 49.65%. The most recent Ministry inspection took place in 2015 and is scheduled for reassessment in 2020.
5. The FCI for the 2015-2019 school years is 26.6%. This Ministry rated value represents a blended calculation of the outstanding deferred maintenance of the old building and the new building. Therefore, all new components would have a very low maintenance value as they are relatively new or upgraded as of the date of the addition.
6. The original portion of the Nativity of Our Lord building has an on-the-ground (OTG) capacity of 391 pupil places and a replacement value of \$8,292,235.73. The current deferred maintenance backlog is entirely attributable to the original portion of the building (\$4,689,811.00) which results in an FCI calculation of 56.5%.

## Potential Child Care Addition

7. On January 30, 2017, staff sent a letter to the community which confirmed funding for the construction of a child care centre at Nativity of Our Lord Catholic School.
8. The preferred location for the proposed child care is south of the current FDK spaces. This location would not impede a future school on the north or south side of the site (*Appendix 'B'*). It is important to note that there would be minimal cost savings by constructing a child care and new addition together because the project would have to be a phased construction. Additionally, we would be required to seek Ministry approval to hold Child Care funding for a future school.

## Capital Priority Ranking

9. On June 6, 2016, at Corporate Services, Strategic Planning and Property Committee meeting, the Board approved the *Capital Priorities Criteria 2016-17* report recommending in part that the following matrix be utilized in the identification of capital projects to be submitted to the Ministry of Education by July 15, 2016:

Criteria	Points
Portable Capacity as a percentage of total Capacity	10
Short Term Occupancy Agreement (Lease Expiry)	20
2019-2020 Utilization Rate	8
Facility Condition Index	10
Lack of Nearby Capacity (For oversubscribed schools, lack of Capacity within 2 km)	10
Previous Board Resolution to include project	15
Site Size	2

### **Nativity of Our Lord ranked 101 on the 2017 Capital Priorities list.**

11. Based on the approved criteria for the Capital Priorities Matrix, and if applying a modified FCI calculation for the original portion of the building (56.5%), Nativity of Our Lord would qualify for points in two categories – Facility Condition Index (FCI between 50-65%) and Site Size (less than 2 hectares). Under a scenario that incorporates changes to FCI calculations, Nativity of Our Lord's ranking could rise to 60 on the 2017 Capital ranking list from a current ranking of 101.

**Note:** Child care spaces carry a zero load factor and do not impact on the Facility Condition Index of the building.

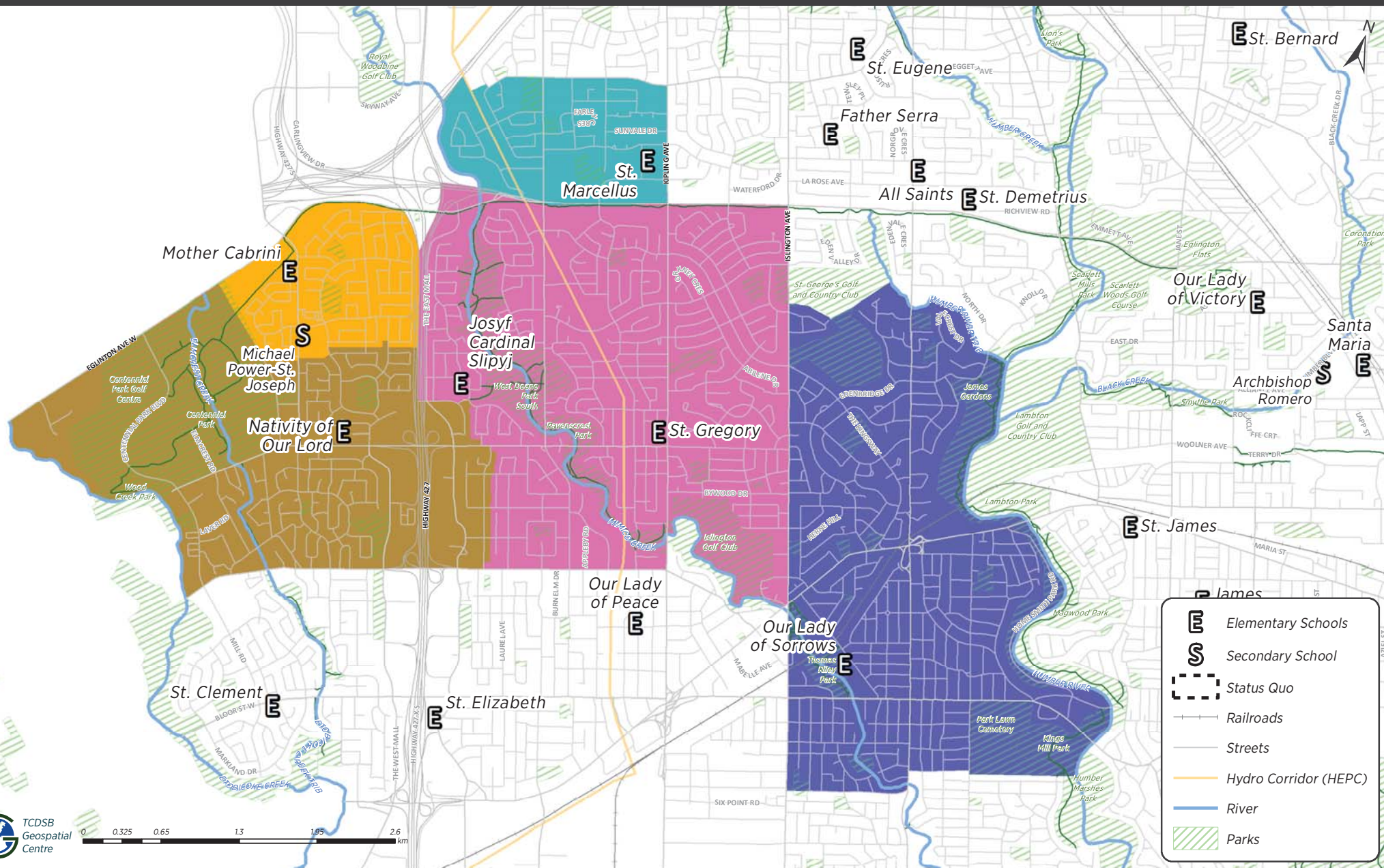
12. Based on the evidence, research, and analysis, presented in this report, a replacement school at Nativity of Our Lord is not an urgent TCDSB Capital priority at this time. Staff will continue to monitor the facility to determine eligibility for future Capital Priorities submissions.

#### **D. CONCLUDING STATEMENT**

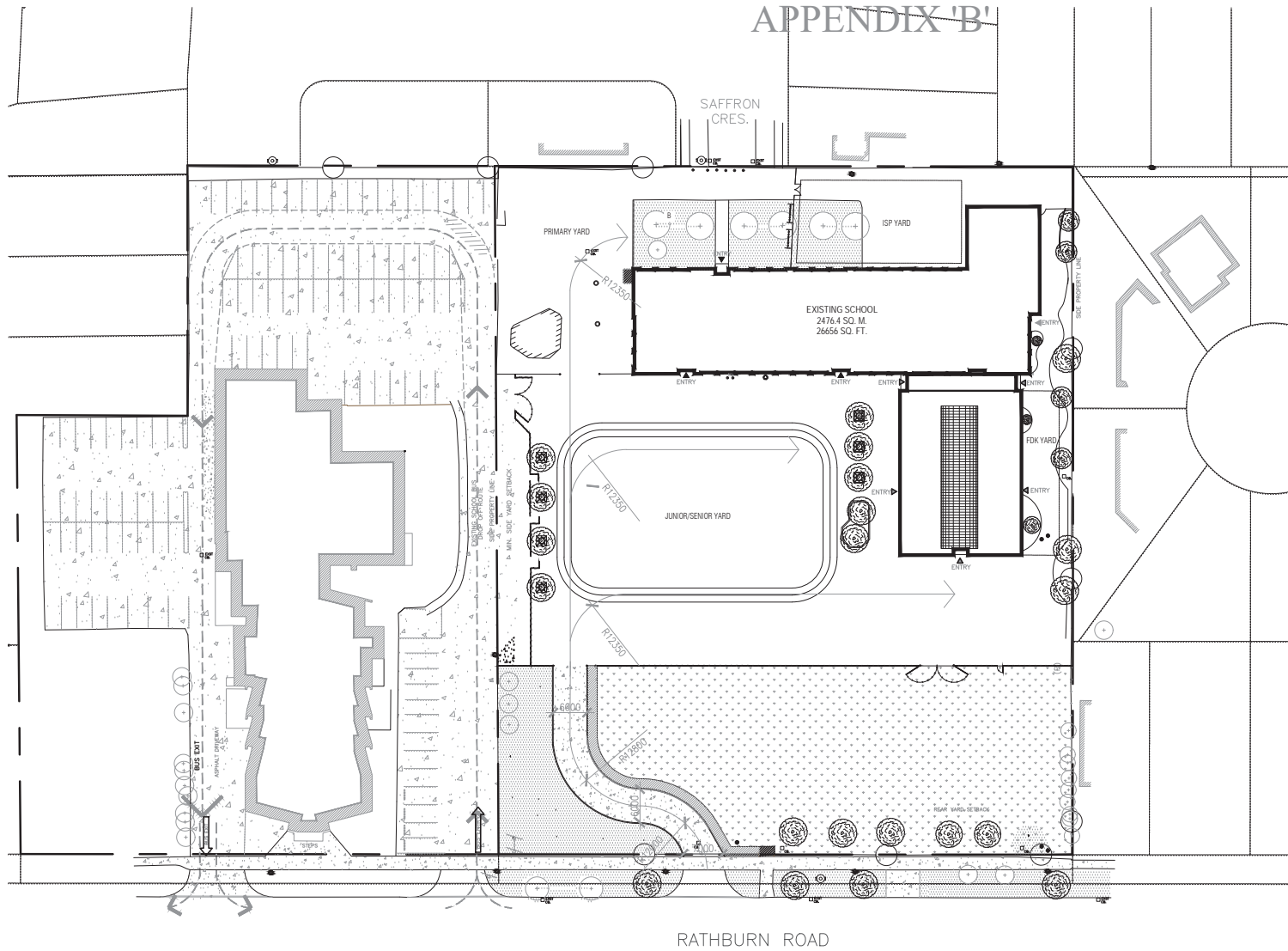
This report is for the consideration of the Board.



# Trustee Option - APPENDIX A



# APPENDIX 'B'





[illegible]

EXISTING SCHOOL OPEN SPACE AREA:	10 364.0 SQ.M
PROPOSED SCHOOL OPEN SPACE AREA:	8 890.1 SQ.M
CHILDCARE PLAY AREA:	314.5 SQ.M
TOTAL PROPOSED OPEN SPACE AREA:	9 204.6 SQ.M

EXISTING SCHOOL OPEN SPACE AREA:	10 364.0 SQ.M
PROPOSED SCHOOL OPEN SPACE AREA:	8 592.6 SQ.M
CHILDCARE PLAY AREA:	314.5 SQ.M
TOTAL PROPOSED OPEN SPACE AREA:	8 907.1 SQ.M



## REPORT TO

# CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY COMMITTEE

## LEGAL FEES REPORT 2016-17

*"But select capable men from all the people—men who fear God, trustworthy men who hate dishonest gain"*

**Exodus 18:21**

Created, Draft	First Tabling	Review
March 27, 2018	April 12, 2018	

D. Bilenduke, Senior Coordinator of Finance

P. Matthews, Legal Counsel

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.*

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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**

TCDSB policy *A.12 Legal Counsel* requires that a report on legal services/fees will be made semi-annually to the Corporate Affairs, Strategic Planning and Property Committee of the Board. The Audit committee recommended that the report be provided on an annual basis.

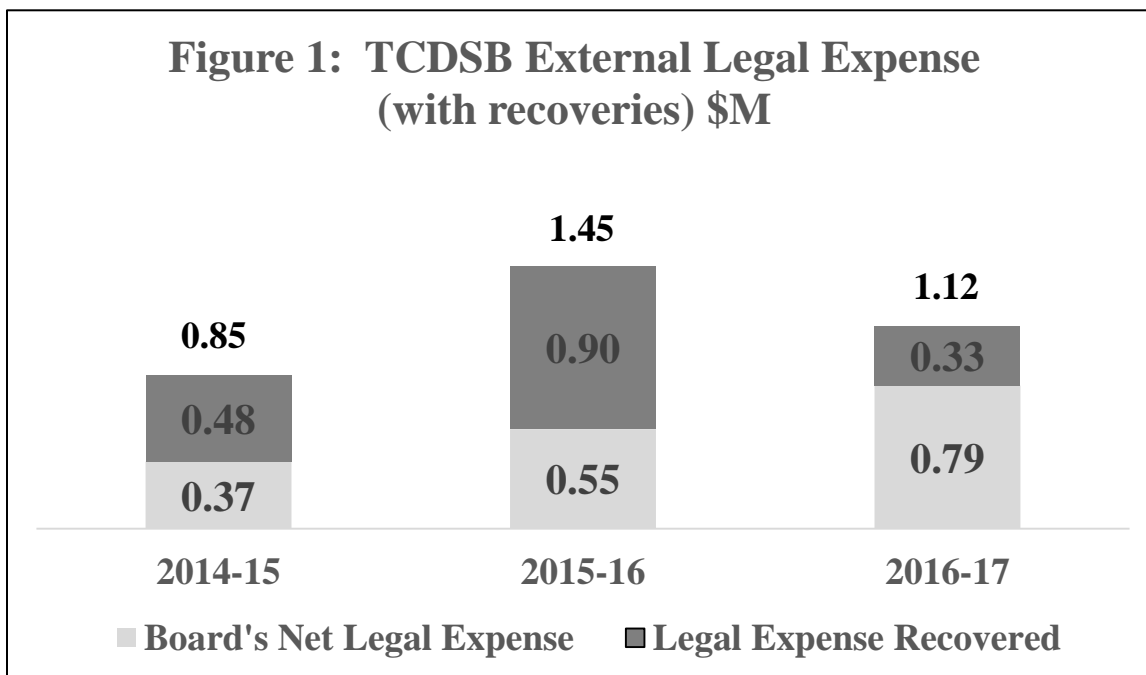
*The cumulative staff time required to prepare this report was 5 hours*

## **B. PURPOSE**

1. A three-year comparative report on legal fees has been prepared.
2. ***Board staff and Legal Counsel have taken several remediation measures to reduce its external legal fees expenditures.*** Any requirement for legal services is reviewed by Legal Counsel and redirected to in-house Legal Staff to the greatest extent possible before approval is given to retain external legal services.
3. ***Complex property transactions require significant legal advice.*** Over the last three years the Board has been aggressive in obtaining properties under its Education Development Charges (EDC) bylaw. These deals are complicated and require significant legal expertise. Legal fees related to these projects are recovered from the EDC Reserve that is funded from building permits.

## **C. EVIDENCE/RESEARCH/ANALYSIS**

1. Figure 1 below provides a comparison of the last three years of external legal expense. The “Board’s Net Legal Expense” represents the amount paid by the Board and is unrecoverable, while the “Legal Expense Recovered” is the amount that has been or expected to be recovered from third parties.

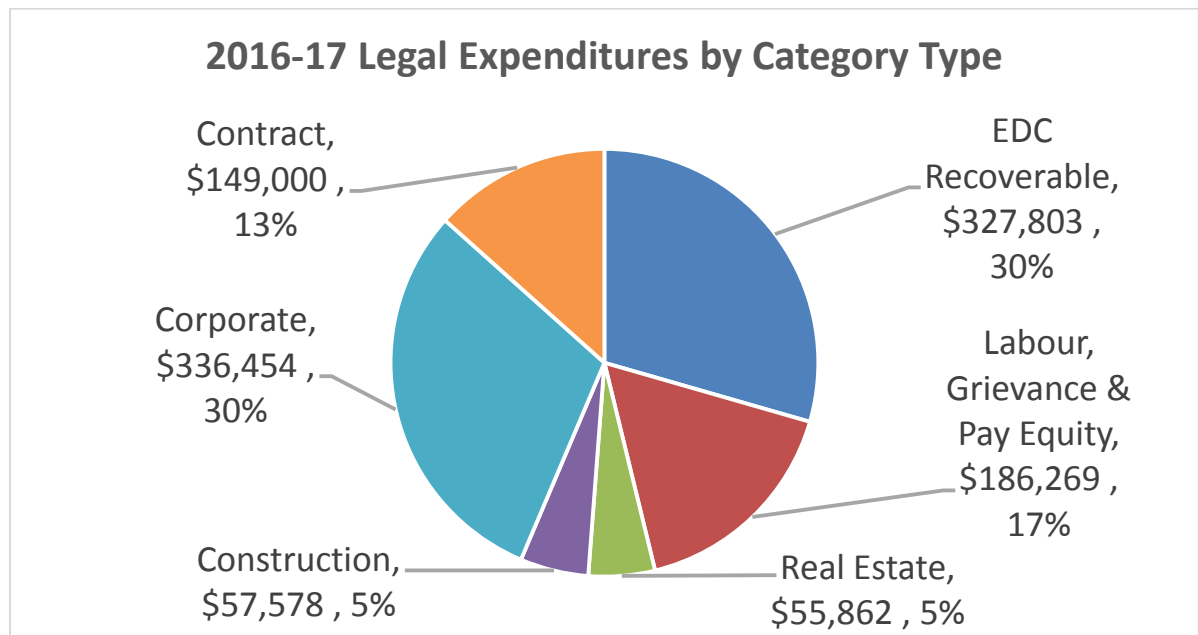


## D. METRICS AND ACCOUNTABILITY

1. ***Net legal fees have increased 43% year over year.*** Gross legal fees decreased by 23% due to a decrease in Cogeco Data Service expenditures, which was recoverable in the previous year; and there was a large increase in labour and corporate law expenses.

Notable expenditures for the period include \$71K for the Ministry Transportation challenge, \$89K for CUPE pay equity and \$100K for building lease contracts with third party providers.

2. Appendix A and the chart below provides a detailed analysis of legal expenditures by firm and categorized by expenditure type.



3. The Board continues to explore new ways to streamline and increase in-house legal services and provide further reports as required by TCDSB Policy A.12.

## **E. CONCLUDING STATEMENT**

This report is for the consideration of the Board.

## Legal Fees 2016-17

	2016-17 Total	EDC Recoverable	Labour, Grievance & Pay Equity	Real Estate	Construction	Corporate	Contract
Borden Ladner Gervais	550,337	257,777	186,269	840		105,451	
Miller Thomson	513,825	70,026		55,022	57,578	231,003	100,196
Lenczner, Slaght	48,804						48,804
Total	1,112,966	327,803	186,269	55,862	57,578	336,454	149,000
Recovery	(327,803)	(327,803)					
Net 16/17	785,163	-	186,269	55,862	57,578	336,454	149,000
Net 15/16	549,122	-	97,338	103,375	76,137	175,258	97,014
Variance	(236,041)	-	(88,931)	47,513	18,559	(161,196)	(51,986)
Variance %	-43.0%		-91.4%	46.0%	24.4%	-92.0%	-53.6%

**CORPORATE SERVICES, STRATEGIC PLANNING AND PROPERTY  
PENDING LIST TO APRIL 12, 2018**

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

Date Requested & Committee / Board	Report Due Date	Destination of Report Committee/Board	Subject	Delegated To
			recommend any changes ( <b>Inquiry from Trustee Rizzo regarding IWD Motion of April 4, 2012</b> )	



# REVISED ANNUAL REPORTS & POLICY METRICS CORPORATE SERVICES

A = Annual Report

P = Policy Metric Report

Q = Quarter Report

#	Due Date	Committee/Board	Subject	Responsibility of
1	January (Q)	Corporate Services	Financial Status Update Report #1	Executive SO Business Services
2	January (P)	Corporate Services	<u>B.R.01 Rental of Surplus School Space &amp; Properties</u> Policy Metric	Associate Director Planning & Facilities
3	February (A)	Corporate Services	Annual Investment Report	Executive SO Business Services
4	March (A)	Corporate Services	Budget Report: Financial Planning and Consultation Review	Executive SO Business Services
5	March (A)	Corporate Services	Planning Enrolment Projection	Associate Director of Planning and Facilities
6	March (A/P)	Corporate Services	Transportation Annual Report and <u>S.T.01 Transportation</u> Policy Metric	Associate Director Planning & Facilities
7	April (Q)	Corporate Services	Financial Status Update Report #2	Executive SO Business Services
8	May (P)	Corporate Services	<u>A.18 Development Proposals, Amendments and Official Plans and Bylaws</u> Policy Metric	Associate Director Planning & Facilities
9	June (Q)	Corporate Services	Financial Status Update Report #3	Executive SO Business Services
10	June (A)	Corporate Services	Report: Annual Budget Estimates	Executive SO Business Services
11	October (A/P)	Corporate Services	Preliminary Enrolment Reports Elementary and Secondary Schools and <u>S.A.01 Elementary Admission and Placement</u> Policy Metric	Associate Director Planning & Facilities
12	October (A)	Corporate Services	Trustee Honorarium Report	Executive SO Business Services
13	November (A)	Corporate Services	Legal Fees Report	Executive SO Business Services

**REVISED ANNUAL REPORTS & POLICY METRICS  
CORPORATE SERVICES**

<b>14</b>	November (Q)	Corporate Services	Financial Status Update #4 and Audited Financial Statements	Executive SO Business Services
<b>15</b>	December (A)	Corporate Services	Budget Report: Revised Budget Annual Estimate	Executive SO Business Services