REPORT TO

CORPORATE AFFAIRS, STRATEGIC PLANNING AND PROPERTY COMMITTEE

CAPITAL PRIORITIES 2015-2016

According to the grace of God given to me, like a skilled master builder I laid a foundation, and someone else is building on it. Each builder must choose with care how to build on it.
1 Corinthians 3:10

Created, Draft	First Tabling	Review
June 1, 2015	June 8, 2015	

C. MacLean, Sr. Manager, Accountability & Reporting
J. Volek, Sr. Coordinator, Planning & Accountability
M. Puccetti, Superintendent of Facilities

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 rooted in the love of Christ. We educate students to grow in grace and knowledge and to lead lives of faith, hope and charity.

G. Poole
Associate Director of Academic Affairs

A. Sangiorgio
Associate Director of Planning and Facilities

Angela Gauthier
Director of Education

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A. EXECUTIVE SUMMARY

On May 26, 2015 the Ministry of Education issued *Memorandum 2015:B12: Request for 2015 Capital Priorities Business Cases.*

Funding for Capital Priorities projects will be allocated on a business case basis for new schools, retrofits and additions that need to be completed up to an including the 2018-19 school year. School boards must submit business cases by **July 15, 2015**.

This report recommends that the following Capital Projects be submitted to the Ministry of Education by July 15, 2015:

Rank	Project	Description
1	Blessed Cardinal Newman	Replacement School/Child Care
2	St. Michael Choir	Replacement School
3	St. Antoine Daniel	Addition/Gymnasium/Child Care
4	St. Augustine of Canterbury	Addition/Gymnasium/Child Care
5	Bishop Allen	Addition/Gymnasium/Child Care
6	St. Clement	Addition/Gymnasium/Child Care
7	St. Boniface	Replacement School/Child Care
8	Loretto Abbey	Addition/Major Retrofit/ Gymnasium/Child Care

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B. PURPOSE

On May 26, 2015 the Ministry of Education issued *Memorandum 2015:B12: Request for 2015 Capital Priorities Business Cases.* The Capital Priorities program serves as the primary means for funding capital projects required to address accommodation pressures, replace facilities in poor repair, and support the consolidation of underutilized facilities. The Memorandum is attached as *Appendix 'A'*.

C. BACKGROUND

1. On October 10, 2013 the Board of Trustees approved the report *Capital Priorities 2013-2014* (See *Appendix 'B'*). The Board approved that socio-economic criteria be added in the evaluation of priorities setting for internal

Board funded priorities, and that eight Capital Priorities be submitted to the Ministry of Education for funding consideration.

2. On April 30, 2014 the Ministry of Education approved the following projects:

Project	**Project Description**	**Ministry Response**
St. Margaret	Replacement School	Approved using Board funding only
St. Malachy	Addition	Capital Priorities Funding
Blessed Cardinal Newman	Replacement School	Future funding consideration
St. Fidelis	Replacement School	Capital Priorities Funding
St. Paschal Baylon	Addition	Approved using Board funding only
St. Ursula	Addition	Approved using Board funding only
St. Victor	Addition	Approved using Board funding only
St. Eugene	Addition	Approved using Board funding only

3. On June 5, 2014, the Board approved the report *Capital Program 2014: April 2014 Ministry Announcement & Financial Implications/Status*. This report outlined the financial implications of the Capital Funding announcement on the Board's Capital Plan.

4. On September 18, 2014 the Board of Trustees approved the report *Ministry of Education Memorandum 2014:B08 Request for School Consolidation Capital Projects*. Funding of this initiative was to be allocated to School Boards on a business case basis for new schools, retrofits, and additions that support consolidations. The Capital Project *St. Michael Choir School: Elementary/Secondary Replacement School* was submitted to the Ministry for funding consideration on October 15, 2014. The Board did not receive funding for this proposed project.

D. EVIDENCE/RESEARCH/ANALYSIS

1. As outlined in *Memorandum 2015:B12 Request for 2015 Capital Priorities Business Cases*, funding for Capital Priorities projects will be allocated on a business case basis for new schools, retrofits and additions that need to be

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completed up to an including the 2018-19 school year. School boards must submit business cases by **July 15, 2015**.

2. Projects eligible for funding consideration must meet one or more of the following category descriptions:

   a) **Accommodation Pressure**: Projects to accommodate students where enrolment is currently over capacity or is projected to persistently exceed capacity;

   b) **School Consolidations**: Projects that reduce excess capacity in order to reduce operating and renewal costs and address renewal backlog needs. Projects linked to a School Accommodation Review must have a final Trustee decision on the outcome of the Review by July 15, 2015;

   c) **Facility Condition**: Projects to replace schools that have high renewal needs relative to an appropriately sized new facility.

3. Projects matching the following descriptions should not be submitted as Capital Priorities:

   a) Projects only addressing an accommodation pressure of a specialized program, such as French Immersion;

   b) Projects previously funded by the Ministry or the Board;

   c) Projects that should be funded through renewal funding, including program enhancements.

4. The Ministry of Education will assess all proposed projects using project-specific quantitative measures depending on the category of the project. In addition to these specific measures, the following school board performance measures will also be considered:

   a) The Board's ability to build to Ministry benchmark costs;

   b) The Board's ability to deliver projects within target timeframes;

   c) The Board's history of meeting the Ministry's capital accountability measures;

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d) Enrolment and utilization trends at projects that have previously been funded;

e) Number of projects the board currently has underway, and the status of these projects in relation to approved funding and opening date.

5. The Ministry of Education continues to encourage boards to consider collaborative capital projects involving two or more school boards. Joint-use projects will get first consideration for capital funding.

6. The Ministry of Education is willing to fund the capital cost associated with the construction of child care spaces in new schools and schools approved for major expansion and renovations. Capital Priorities projects should include requests for new child care space as per *Memorandum 2015:B11: Capital Funding for New Construction of Child Care* (See *Appendix 'C'*). The provision of child care in all new TCDSB schools and major additions will be a priority in the next Long Term Accommodation Plan (LTAP), scheduled for completion and approval in the Fall of 2015.

7. School boards and their local CMSMs (Consolidated Municipal Service Managers) are expected to work together to identify the need for dedicated child care space to support children ages 0 to 3.8 in eligible schools. In the City of Toronto, Toronto Children's Services will consider projects against area demand and long-term viability.

8. Staff have taken into consideration the following Guiding Principles in the development of the 2015-2016 Capital Funding request to the Ministry of Education:

   a) Maximize Ministry of Education Funding;

   b) Maintain Board-Approved Capital Priorities;

   c) Protect Board-approved funding;

   d) Provision of child care services.

9. Expanded additions at St. Augustine of Canterbury and St. Clement were approved by the Board as part of the 2014 Capital Program utilizing Proceeds

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of Disposition (POD) as a funding source pending Ministry approval. Ministry staff have recommended that these two proposed projects be submitted for funding approval as Capital Priorities. It is expected that a Ministry of Education Memorandum will be issued shortly outlining new requirements regarding the utilization of POD funding. These new requirements will be effective as of September 2015.

10. The Capital Priorities criteria approved in 2013 were updated with current demographic information. It is recommended that business cases for the following Capital Priorities be submitted to the Ministry of Education for funding consideration:

Rank	Project	Description
1	Blessed Cardinal Newman	Replacement School/Child Care
2	St. Michael Choir	Replacement School
3	St. Antoine Daniel	Addition/Gymnasium/Child Care
4	St. Augustine of Canterbury	Addition/Gymnasium/Child Care
5	Bishop Allen	Addition/Gymnasium/Child Care
6	St. Clement	Addition/Gymnasium/Child Care
7	St. Boniface	Replacement School/Child Care
8	Loretto Abbey	Addition/Major Retrofit/ Gymnasium/Child Care

E. STAFF RECOMMENDATION

That the following Capital Projects be submitted to the Ministry of Education for funding approval:

Rank	Project	Description
1	Blessed Cardinal Newman	Replacement School/Child Care
2	St. Michael Choir	Replacement School
3	St. Antoine Daniel	Addition/Gymnasium/Child Care
4	St. Augustine of Canterbury	Addition/Gymnasium/Child Care
5	Bishop Allen	Addition/Gymnasium/Child Care
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8	Loretto Abbey	Addition/Major Retrofit/ Gymnasium/Child Care

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Ministry of Education

Office of the Assistant Deputy Minister

Financial Policy and
Business Division
20th Floor, Mowat Block
Queen's Park
Toronto ON M7A 1L2

Ministère de l'Éducation

Bureau du sous-ministre adjoint

Division des politiques financières et
des opérations
20e étage, édifice Mowat
Queen's Park
Toronto ON M7A 1L2

Ontario

2015: B12

Memorandum To: Directors of Education

From: Gabriel F. Sékaly
Assistant Deputy Minister
Financial Policy and Business Division

Date: May 26, 2015

Subject: **Request for 2015 Capital Priorities Business Cases**

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I am writing to announce details of the 2015 Capital Priorities program.

The Capital Priorities program was introduced by the Ministry of Education in 2010 as a means to address the most urgent and pressing capital needs of school boards across the province. The program offers an opportunity for boards to identify their major accommodation needs they feel they need to address over the next three years. It also provides the Ministry with an indication of the capital funding needs in the sector.

The Capital Priorities program serves as the primary means for funding capital projects required to address accommodation pressures, replace facilities in poor repair, support the consolidation of underutilized facilities and provide facilities for French-language rights holders in under-served areas of the province. Since the Capital Priorities program began in 2010, the Ministry has allocated over $2 billion in capital funding.

In addition, the Ministry introduced the School Consolidation Capital (SCC) program in 2014 to further assist school boards in managing their excess capacity and to right-size their capital footprint. In the first year of this program, the Ministry funded 31 capital projects at a cost of approximately $150 million.

Highlights/Summary Points:

- Boards to limit Capital Priority submission to projects required to open no later than the 2018-19 school year.
- The deadline for Capital Priorities submission is **July 15, 2015**.
- The business case template has been revised to collect information that will help the Ministry estimate future operating costs.
- Boards will not be required to apply their Proceeds of Disposition to their approved projects.
- Boards must have an updated **Ministry approved** Capital Analysis and Planning Template (CAPT) in order to receive a Capital Priorities funding allocation.

Submission of Capital Priorities Business Cases

As with previous rounds of the Capital Priorities program, funding for Capital Priorities projects will be allocated on a business case basis for new schools, retrofits and additions that need to be completed up to and including the 2018-19 school year. School boards are required to identify their highest and most urgent Capital Priorities and submit the associated business cases through the School Facilities Inventory System (SFIS) in order to be considered for funding approval.

School boards are required to submit their updated Capital Priorities business cases by **July 15, 2015**. The ministry will not accept business cases after this date. Boards can save their work in progress within the SFIS Capital Priorities module, however, once school boards submit their business cases, their submissions will be locked from further editing. School boards will only be able to modify their business cases by requesting that their Capital Analyst unlock the submission (Appendix A).

In addition to submitting new business cases, school boards will have the opportunity to complete an updated business case to request funding for Capital Priorities projects which did not receive funding approval under the last round of Capital Priorities and/or School Consolidation Capital program.

Please note that the business case template has been revised for this round of the Capital Priorities program. These changes are intended to give the Ministry better information on the ongoing operating and renewal costs of schools that are affected by a project and to more clearly show how the project's funding benchmark amount is calculated.

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Eligible Project Categories

Projects eligible for funding consideration for this round of Capital Priorities program must meet one or more of the following category descriptions:

1. Accommodation Pressure
   Projects to accommodate pupils where enrolment is currently or is projected to persistently exceed capacity at a school or within a group of schools, and students are currently housed in non-permanent space (e.g. portables).
2. School Consolidations
   Projects that reduce excess capacity in order to reduce operating and renewal costs and address renewal needs backlogs. These projects may also provide other benefits such as improved program offerings, accessibility or energy efficiency. Projects linked to an accommodation review must have a final trustee decisions on the outcome of the pupil accommodation review by **July 15, 2015**.
3. Facility Condition
   Projects to replace schools that have high renewal needs relative to the cost of an appropriately sized new facility.
4. French-language Accommodation
   Projects to provide access to French-language facilities where demographics warrant. Such projects will only be considered eligible if the board can demonstrate that there is a sufficient French-language population not being served by an existing French-language school facility.

Projects matching the following descriptions should not be submitted as Capital Priorities:

- Projects related to only addressing an accommodation pressure of a specialized or alternative program such as French Immersion;
- Projects that have been previously funded by either the Ministry or the board; and,
- Projects that should be funded through renewal funding, including program enhancements and projects related to only addressing current and/or proposed changes to the Accessibility for Ontarians with Disabilities Act.

If a board has previously submitted a project for Capital Priorities or School Consolidation Capital funding that did not receive Ministry funding, plese refer to the Ministry comments when considering whether to re-submit the project . Please contact you Capital Analyst for further clarification.

Project Evaluation

The Ministry will assess all proposed projects using project-specific quantitative measures depending upon the category of project.

For Accommodation Pressures and French-Language Accommodation projects:

- Assessments will be based on school-level capacity ratings, historical enrolment trends, enrolment forecasts and geographic distribution of students; and
- Primary consideration will be given to projects in areas where accommodation needs are currently high and secondary consideration to projects in areas where accomodation needs are expected to be high in the next ten years.

For Facility Condition and School Consolidation projects:

- Assessments will be based on the projected operating and renewal savings and the removal of renewal backlog needs relative to the project cost; and
- Priority will be given to projects with the highest expected Internal Rate of Return. This will be calculated using the expected cost of the project compared to the expected savings resulting from the project.

In addition to project specific assessments, the following school board performance measures will also be considered for all Capital Priorities project categories:

- Board's ability to build to Ministry benchmark costs as evidenced by past projects;
- Board's ability to deliver projects within target timeframes as evidenced by past projects;
- Board's history of meeting the Ministry's capital accountability measures (Appendix B);
- Enrolment and utilization trends at projects of the board which have previously been funded;
- Number of projects the board currently has underway and the status of these projects in relation to approved funding and opening date.

Proceeds of Disposition

School boards will not be required to allocate their PODs towards new capital priority projects. Boards are reminded, however, that they will still need to submit requests for

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new schools or additions using PODs for review through the Capital Priorities process. Additionally, boards have the option to identify PODs as a funding source for a Capital Priorities project that addresses outstanding renewal needs.

Joint Use Capital Projects

As with previous Capital Priorities programs, the Ministry encourages boards to consider collaborative capital project submission involving two or more school boards. The Ministry will review all joint use projects for funding consideration before evaluating any other SCC submissions. Joint use projects will get first consideration for capital funding. Please see Memorandum **2013:B18 Initiative to Encourage Joint Use/ Collaboration between School Boards on Capital Projects** for further details.

Child Care Projects

The Ministry of Education is willing to fund the capital costs associated with the construction of child care spaces in new schools and schools approved for major expansions and renovations. Capital Priorities projects should include your request for new childcare space as per Memorandum **2015: B11**, dated May 26, 2015.

Capital Analysis and Planning Template

The Capital Analysis and Planning Template (CAPT) is an essential tool for understanding school boards' capital financial position. An approved CAPT is necessary before the Ministry is able to sufficiently assess the existing capital activity of a school board. As a result, boards will not be considered for Capital Priorities funding approval if the Ministry does not have an approved CAPT consistent with the board's 2013-14 Financial Statement.

Ministry Contact

If you have any program questions, or require additional information, please contact the Capital Analyst assigned to your board or:

Paul Bloye, Manager, Capital Policy and Programs Branch at 416-325-8589 or at Paul.Bloye@Ontario.ca

Or

Mathew Thomas, Manager, Capital Policy and Programs Branch at 416-326-9920 or at Mathew.P.Thomas@ontario.ca.

We look forward to working with you to identify your future Capital Priorities projects.

Sincerely,

Original signed by

Gabriel F. Sékaly,
Assistant Deputy Minister
Financial Policy and Business Division

Copy: Superintendents of Business and Finance

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Appendix A: List of Ministry Capital Analysts

DSB	District School Board	Capital Analyst	Email	Phone
1	DSB Ontario North East	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
2	Algoma DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
3	Rainbow DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
4	Near North DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
5.1	Keewatin-Patricia DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
5.2	Rainy River DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
6.1	Lakehead DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
6.2	Superior Greenstone DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
7	Bluewater DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
8	Avon Maitland DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
9	Greater Essex County DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
10	Lambton Kent DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
11	Thames Valley DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
12	Toronto DSB	Lisa Bland	Lisa.Bland@ontario.ca	416-326-9921
13	Durham DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
14	Kawartha Pine Ridge DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
15	Trillium Lakelands DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
16	York Region DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
17	Simcoe County DSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
18	Upper Grand DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
19	Peel DSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
20	Halton DSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
21	Hamilton-Wentworth DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
22	DSB Niagara	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
23	Grand Erie DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
24	Waterloo Region DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
25	Ottawa-Carleton DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
26	Upper Canada DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
27	Limestone DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
28	Renfrew County DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
29	Hastings & Prince Edward DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
30.1	Northeastern CDSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
30.2	Nipissing-Parry Sound CDSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
31	Huron Superior CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
32	Sudbury CDSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
33.1	Northwest CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
33.2	Kenora CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
34.1	Thunder Bay CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
34.2	Superior North CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
35	Bruce-Grey CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
36	Huron Perth CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796

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DSB	District School Board	Capital Analyst	Email	Phone
37	Windsor-Essex CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
38	London DCSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
39	St. Clair CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
40	Toronto CDSB	Lisa Bland	Lisa.Bland@ontario.ca	416-326-9921
41	Peterborough VNCCDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
42	York CDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
43	Dufferin Peel CDSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
44	Simcoe Muskoka CDSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
45	Durham CDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
46	Halton CDSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
47	Hamilton-Wentworth CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
48	Wellington CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
49	Waterloo CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
50	Niagara CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
51	Brant Haldimand Norfolk CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
52	CDSB of Eastern Ontario	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
53	Ottawa CSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
54	Renfrew County CDSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
55	Algonquin & Lakeshore CDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
56	CSP du Nord-Est	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
57	CSP du Grand Nord de l'Ontario	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
58	CS Viamonde	Alexandre Beaudin	Alexandre.Beaudin@ontario.ca	416-212-4818
59	CÉP de l'Est de l'Ontario	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
60.1	CSCD des Grandes Rivières	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
60.2	CSC Franco-Nord	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
61	CSC du Nouvel-Ontario	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
62	CSDC des Aurores boréales	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
63	CSC Providence	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
64	CSDC Centre Sud	Alexandre Beaudin	Alexandre.Beaudin@ontario.ca	416-212-4818
65	CSDC de l'Est ontarien	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
66	CÉC du Centre-Est	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018

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Appendix B: Capital Approval Process Chart

Capital Construction Approval Process Updated October 1, 2014		New Schools		Additions		Major Retrofits[1]		FDK
		Repeat Design	New Design	>50%[4]	<50%[4]	>50%[4]	<50%[4]	Individual Projects >$250K
Pre-Design	Facility Space Template	Complete template with most recent adaptation (<5 years)	Board to submit template before hiring architect	Board to submit template before hiring architect	Not Required	Board to submit template before hiring architect	Not Required	Not Required
	Project Manager	Board to appoint a Project Manager (either internal staff or external resource). Board to notify Ministry of name and contact info.						
	Ministry Approval	Ministry must approve scope of project based upon submitted Space Template	Ministry must approve scope of project based upon submitted Space Template	Ministry must approve scope of project based upon submitted Space Template	Not Required	Ministry must approve scope of project based upon submitted Space Template	Not Required	Not Required
	GOAL	**Board to retain an architect**						
Pre-Tender	Independant Cost Consultant Report[3]	Submit final cost of recent adaptation (<5 years)	Projects with a total project cost of >$3.0M	Projects with a total project cost of >$3.0M	Not Required	Projects with a total project cost of >$3.0M	Not Required	Not Required
	Approval to Proceed (ATP) Request	Board's senior business official to submit the ATP Request Form confirming total estimated project costs does not exceed board's identified funding.						
	Capital Analysis & Planning Tool (CAPT)	*Board to confirm that data entered in the CAPT for the requested project is in line with the data provided through the ATP Request Form.*						
	Ministry Approval	Ministry's approval required before proceeding to tender. Approval based on identification of sufficient funding.						
	GOAL	**Board to proceed to tender**						
Post-Tender	Tender exceed approved funding amount	Board to either identify additional funding available via ATP Request Form or make design changes to reduce the project cost. In either case, the board must demonstrate that sufficient funding is available to complete the project.						
	Tender meet approved funding amount	Board to accept tender bid. Important to ensure all project costs are identified and considered.						

Notes:

[1] Ministry approvals are not required for major retrofits that are 100% funded through Renewal Funding, Good Places to Learn Renewal, Energy Efficiency funding, School Condition improvement funding, School-First Child Care Retrofit Policy funding and FDK funding of less than $250K.

[2] Ministry approval is required for any use of Proceeds of Disposition (POD) funding.

[3] Consultant to review the design, provide costing analysis and advice and report on options to ensure cost containement. To be based on drawings that are at least 80% complete.

[4] 50% determined by the following: (Estimated project cost / Latest construction benchmark value of the existing OTG (pre-construction) of the facility)

Definitions:

Addition: Expansion of the gross floor area of a facility

Major Retrofit: Major structural renovation or reconstruction of the existing building envolop. It does not include expansion of the existing gross floor area. Any project that does expand the gross floor area, but is funded with POD, Ministry funds or >$1M in Accumulated Surplus is treated as a Major Retrofit.

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ACTION AFTER
CORPORATE AFFAIRS, STRATEGIC PLANNING AND
PROPERTY COMMITTEE
OCTOBER 10, 2013

NAME OF REPORT **Report regarding Capital Priorities 2013-2014**

COMMITTEE **Corporate Affairs, Strategic Planning and Property**

DATE OF MEETING **October 10, 2013**

STAFF RECOMMENDATION TO BOARD

That the following capital priorities be submitted to the Ministry of Education for funding consideration:

Ranking	Project	Project Description
1	St. Margaret	Replacement School*
2	St. Malachy	Addition
3	Blessed Cardinal Newman	Replacement School*
4	St. Fidelis	Replacement School*
5	St. Paschal Baylon	Addition
6	St. Ursula	Addition
7	St. Victor	Addition
8	St. Eugene	Addition

***May require the acquisition of an alternate site**

BOARD ACTION/DIRECTIONS

1. **That the following capital priorities be submitted to the Ministry of Education for funding consideration:**

Ranking	Project	Project Description
1	St. Margaret	Replacement School*
2	St. Malachy	Addition
3	Blessed Cardinal Newman	Replacement School*
4	St. Fidelis	Replacement School*
5	St. Paschal Baylon	Addition
6	St. Ursula	Addition
7	St. Victor	Addition
8	St. Eugene	Addition

***May require the acquisition of an alternate site.**

2. **That the socio-economic criteria be added in the evaluation of priorities setting**

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for internal Board funded priorities with a weighting to be approved by the Board.

3. That in the capital discussions with the Ministry staff explore with them a re-weighting of of portable capacity as a percentage of total capacity versus site size criteria.

DELEGATED TO Item 1 M. Puccetti to implement recommendation
Item 2 J. Volek
Item 3 J. Volek

APPENDIX "A"

Toronto Catholic District School Board

REPORT TO

CORPORATE AFFAIRS, STRATEGIC PLANNING AND PROPERTY COMMITTEE

CAPITAL PRIORITIES 2013-2014

According to the grace of God given to me, like a skilled master builder I laid a foundation, and someone else is building on it. Each builder must choose with care how to build on it. 1 Corinthians 3:10

Created, Draft	First Tabling	Review	Approval	Implementation
September 23, 2013	October 10, 2013			

J. Volek, Sr. Coordinator, Planning & Accountability
M. Puccetti, Superintendent of Facilities

RECOMMENDATION REPORT

J. Di Giovanni
Acting Associate Director of Academic Affairs

A. Sangiorgio
Associate Director of Planning and Facilities

S. Pessione
Associate Director of Business Services,
Chief Financial Officer and Treasurer

Angela Gauthier
Director of Education

APPENDIX "A"

A. EXECUTIVE SUMMARY

In accordance with Ministry of Education Memorandum 2013:B13 *Request for Capital Priorities* school boards are required to submit their priority capital **funding requests** for consideration by October 31, 2013. This report recommends:

That the following capital priorities be submitted to the Ministry of Education for funding consideration:

Ranking	Project	Project Description
1	St. Margaret	Replacement school *
2	St. Malachy	Addition
3	Blessed Cardinal Newman	Replacement school*
4	St. Fidelis	Replacement school*
5	St. Paschal Baylon	Addition
6	St. Ursula	Addition
7	St. Victor	Addition
8	St. Eugene	Addition

* May require the acquisition of an alternate site

APPENDIX "A"

B. PURPOSE

In accordance with Ministry of Education Memorandum 2013:B13 *Request for Capital Priorities* school boards are required to submit their priority capital **funding requests** for consideration by October 31, 2013. As per the Ministry of Education's requirements, only the board's top eight highest priority projects expected to open by no later than 2016-2017 will be considered for Capital Priorities Funding. Each request for funding must be supported by a comprehensive business case.

C. BACKGROUND

On September 12, 2013 the Board of Trustees approved the report *Capital Priorities Criteria.* Board direction was that:

The Board approve that, in order to maximize potential Capital funding, that:

a) The Capital Prioritization Matrix in Comment 13 be applied utilizing updated data.

b) The resulting TCDSB Capital Priorities be submitted to the Board of Trustees for consideration at the October 2013 Corporate Affairs, Strategic Planning and Property Committee

c) Business cases for the top eight capital priorities be submitted to the Ministry of Education for consideration by the deadline of October 31, 2013

d) The socio-economic criteria laid out in point 10 under D. Evidence Research be added in the evaluation of priorities setting for internal Board funded priorities with a weighting to be approved by the Board.

D. EVIDENCE/RESEARCH

1. On June 14, 2013 the Ministry of Education released Memorandum 2013:B13 *Request for Capital Priorities* (*Appendix A*). School boards are requested to provide Capital Priorities Funding requests for projects to be completed up to, and including, the 2016-2017 school year. The Ministry will also review the entire Capital Priority submissions for funding considerations, as well as to understand the need for on-going capital investments in the Education sector. Business cases for the Board's top eight capital priorities are required by October 31, 2013.

2. On September 12, 2013 the Board of Trustees approved *Report regarding Capital Priorities Criteria* that recommended the following Capital Priority Criteria be updated to reflect current demographic data and recent Board approvals. The criteria were then applied to all schools.

Criteria	Points
a) April 2013 Board Approved Capital Program	15
b) Non-FDK Ministry funding commitment	15
c) Previous Board resolution to proceed with project	10
d) Lack of Nearby Available Capacity	10
e) Short term occupancy agreement (Lease expiry)	20
f) Potential for Partnership	10
g) Portable capacity as a percentage of total capacity	10
h) Projected 2013-2014 Utilization rate	8
i) Facility Condition Index (FCI)	10
j) FDK Year 5 Expansion Requirement	7
k) Site Size (hectares)	2

APPENDIX "A"

3. Staff have taken into consideration the following Guiding Principles in the development of the 2013-2014 Capital Funding request to the Ministry of Education:

   a) Maximize Ministry of Education Funding
   b) Maintain Board-approved Capital Priorities
   c) Protect Board-approved funding
   d) Protect Ministry of Education approved funding

4. Following the Guiding Principles outlined above, and applying the criteria as outlined in Comment 2 above, **staff will submit business cases for the top eight Capital Priorities**

listed below for 2013-2014 as required by Ministry Memorandum 2013:B13 Request for Capital Priorities:

Ranking	2012-2013 Ranking	2013-2014 Ranking	2013-2014 Project Description
1	St. John the Evangelist	St. Margaret	Replacement school*
2	St. Margaret	St. Malachy	Addition
3	St. Antoine Daniel	Blessed Cardinal Newman	Replacement school*
4	St. Simon	St. Fidelis	Replacement school*
5	Annunciation	St. Paschal Baylon	Addition
6	St. Malachy	St. Ursula	Addition
7	Our Lady of the Assumption	St. Victor	Addition
8	St. Paschal Baylon	St. Eugene	Addition
9	St. Elizabeth	St. Antoine Daniel	n/a
10	St. Ursula	St. Elizabeth	n/a

* May require the acquisition of an alternate site

5. This ranking is for the purpose of maximizing potential Ministry of Education capital funding, and does not affect the current TCDSB Capital Plan approved by the Board of Trustees in April 2013. Planning for this approved Capital Plan is on-going and is still subject to Ministry of Education approval. A further report on the status of the current TCDSB Capital Plan will be submitted to the Board of Trustees in November, 2013.

6. Discussions are occurring with representatives of all four school boards and senior Ministry of Education officials regarding the identification of school capital projects that meet the Ministry of Education's recently announced "*Initiative to Encourage Joint Use/Collaboration between School Boards on Capital Projects*" (*Ministry Memorandum 2013:B18, Appendix 'B'*). Although discussions are preliminary, it is clear that the on-going meetings are an indicator that projects/priorities that meet one of the following conditions outlined in the B18 Memorandum will receive first priority consideration:

   a) The shared use of a single facility by two or more school boards (either involving the construction of new permanent space or the utilization of existing space).
   b) The increased utilization of existing capacity through the "swapping" of school facilities between school boards.

7. Subsequent to the above-mentioned discussions with Ministry of Education officials, staff will continue to meet to identify potential joint capital projects that meet the above-noted conditions. As these opportunities are identified, ideally within the Board's established priorities for 2013-2014, staff will submit further reports for consideration by the Board. Discussions will also be expanded to identify opportunities that address TCDSB enrolment pressures, upgrade and/or trade-up opportunities and Education Development Charges funded needs.

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E. ACTION PLAN

VISION	PRINCIPLES	GOALS
To maximize capital improvement opportunities by addressing long term accommodation needs utilizing Ministry of Education Capital Priorities Funding Criteria	a) Maximize Ministry of Education Funding b) Respect Board Capital Priorities c) Protect Board-approved funding d) Protect Ministry of Education funding	To address the accommodation needs of students in a cost effective manner for the greatest number of students

F. STAFF RECOMMENDATION

That the following capital priorities be submitted to the Ministry of Education for funding consideration:

Ranking	Project	Project Description
1	St. Margaret	Replacement school*
2	St. Malachy	Addition
3	Blessed Cardinal Newman	Replacement school*
4	St. Fidelis	Replacement school*
5	St. Paschal Baylon	Addition
6	St. Ursula	Addition
7	St. Victor	Addition
8	St. Eugene	Addition

*May require the acquisition of an alternate site

APPENDIX "A"

App-A

Ministry of Education
Office of the ADM
Business & Finance Division
20th Floor, Mowat Block
900 Bay Street
Toronto ON M7A 1L2

Ministère de l'Éducation
Bureau du sous-ministre adjoint
Division des opérations et des finances
20e étage, Édifice Mowat
900, rue Bay
Toronto ON M7A 1L2

Ontario

2013: B13

MEMORANDUM TO: Directors of Education

FROM: Gabriel F. Sékaly
Assistant Deputy Minister

DATE: June 14, 2013

SUBJECT: **Request for Capital Priorities**

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This past year, school boards across the province identified requests for over 300 projects, worth approximately $3.5 billion in funding under the 2012 Capital Priorities Grant program. The ministry funded 87 Capital Priority projects (including 39 new schools) in January 2013 and allocated over $700M towards their timely completion.

For 2013-14, school boards are requested to provide the ministry with an update of their Capital Priorities for projects that need to be completed up to and including the 2016-17 school year. The ministry will be reviewing the Capital Priority submissions for funding consideration, as well as to understand the need for ongoing capital investments in the education sector.

Boards are asked to submit their requests for Capital Priority funding through the School Facilities Inventory System (SFIS). In the interest of continuous improvement, the ministry has updated last year's Capital Priorities submission tools, including the required business case for each priority project, based on feedback from boards.

Highlights/Summary Points:

- Boards to submit Capital Priority projects expected to open no later than the 2016-17 school year.
- The deadline for Capital Priorities submission is October 31, 2013.
- Business Cases will be required only for the board's top 8 Capital Priorities (versus 10 in 2012 submission). This includes submission for projects to be undertaken using board funding.
- Boards must have an updated ministry approved Capital Analysis and Planning Template (CAPT) in order to receive a Capital Priorities funding allocation.
- Projects that address accommodation pressures (eg. growth) and/or projects undertaken in conjunction with an FDK project are ministry priorities.
- The Capital Priority Business Cases will be available for Boards to update in the next few weeks.

Capital Priority Projects

School boards are to identify their Capital Priorities and submit the associated business cases through SFIS. As in the past, school boards will have the opportunity to identify up to 30 Capital Priority projects, however only the board's 8 highest priority projects expected to open no later than 2016-17 will be considered for Capital Priorities funding and will need to be supported with a completed business case. Projects required after 2016-17 will not be considered for Capital Priority funding at this time.

Boards will be required to submit their board approved updated Capital Priorities by October 31, 2013. School boards will have the opportunity to complete an updated business case to request funding for Capital Priorities projects which did not receive funding approval, as well as add new projects to the 2012 capital priority list. Upon submission of board approved Capital Priority projects, the submission will be locked and school boards will only be able to modify their projects by requesting that their Capital Analyst unlock a project (please refer to appendix A).

Boards that intend on pursuing a project using available build capacity funding, new or projected Proceeds of Disposition, or other funds available to the board, as identified in their Capital Analysis and Planning Template (CAPT), must include the project(s) as a Capital Priority through the submission process.

Business Case Considerations

With the current economic and fiscal climate, boards are asked to focus on their highest and most urgent accommodation priorities. In January 2013, boards were sent letters summarizing ministry responses to the 2012 Capital Priorities funding requests. We ask that boards review the ministry comments in determining future Capital Priority needs to be submitted. For further clarification, please contact your board's Capital Analyst.

Projects that address accommodation pressures and/or projects undertaken in conjunction with a Full-Day Kindergarten (FDK) project are ministry priorities.

The ministry asks boards to focus on projects that meet one or more of the needs outlined below:

a) Accommodation Pressure: These include projects that historically may have been funded through New Pupil Places (NPP), growth schools, enrolment pressures and/or French-language Capital Transitional. Essentially, they are scenarios where enrolment is projected to persistently exceed capacity at a school or within a group of schools.

In explaining the capital project, the board should demonstrate:

- that there is not sufficient capacity at nearby schools to accommodate the enrolment for the school(s), and
- that this issue is expected to persist for the next 10 years.

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b) Facility Condition: These include projects that historically may have been funded through Prohibitive to Repair. Projects in this category involve the replacement or major retrofit of schools that have high renewal needs relative to the cost of an appropriately sized new facility.

In explaining the capital project, the board should demonstrate:

- that the renewal needs are sufficiently high – through current Ministry condition assessments or board assessments,
- opportunities to right-size the facility,
- potential savings to future renewal and/or operating costs, and
- other benefits such as improved accessibility, programming and/or energy efficiency.

c) School Consolidations: These include projects that historically may have been funded through Prohibitive to Repair or Capital Priorities. Projects in this category enable the board to reduce their excess capacity and/or address renewal needs to better focus their resources. This category includes projects resulting from accommodation review recommendations. Please note, projects related to accommodation reviews must have a final board decision by December 31, 2013 to be considered for Capital Priorities funding in Spring 2014.

In explaining the capital project, the board should be able to demonstrate:

- how the facilities in the area will be right-sized to support continued accommodation needs,
- the results of the accommodation review process (where applicable),
- potential savings to future operating and/or renewal costs, and
- other benefits, such as improved accessibility, programming and/or energy efficiency.

Other Considerations

Projects that should not be submitted as Capital Priorities include:

- Projects that have been previously funded by either the ministry or the board.
- Projects that should be funded through Renewal funding, including program enhancements and projects related to addressing current and/or proposed changes to the Accessibility for Ontarians with Disabilities Act, and
- Projects that are solely intended to meet Full-Day Kindergarten program requirements.

When business case submissions are reviewed, the ministry will take into account the amount of capital funding available to the board, including Proceeds of Disposition, as identified in the board's Capital Analysis and Planning Template. Boards must have a ministry approved CAPT consistent with the board's 2012-13 Financial Statement in order to receive a Capital Priorities funding allocation.

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Ministry Contact

An instructional manual to assist board staff with completing the required business cases can be found on the following website:
http://faab.edu.gov.on.ca/CapitalPrograms.htm

If you have any questions, or require additional information, please contact the Capital Analyst assigned to your board or:

Nancy Whynot, Director, Capital Programs Branch at 416-325-4030 or at Nancy.Whynot@Ontario.ca

Paul Bloye, Manager, Capital Programs Branch at 416-325-8589 or at Paul.Bloye@Ontario.ca

We look forward to working with you to identify your future Capital Priorities.

Sincerely,

Original signed by:

Gabriel Sékaly,
Assistant Deputy Minister
Elementary/Secondary Business and Finance Division

Copy: Superintendents of Business and Finance

APPENDIX "A"

Appendix A - Capital Analyst Contact List

Board #	Board Name	Capital Analyst	Contact Information
1	DSB Ontario North East	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297
2	Algoma DSB	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297
3	Rainbow DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
4	Near North DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
5.1	Keewatin-Patricia DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
5.2	Rainy River DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
6.1	Lakehead DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
6.2	Superior-Greenstone DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
7	Bluewater DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
8	Avon Maitland DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
9	Greater Essex County DSB	Diamond Tsui	Diamond.Tsui@Ontario.ca 416-325-2017
10	Lambton Kent DSB	Diamond Tsui	Diamond.Tsui@Ontario.ca 416-325-2017
11	Thames Valley DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
12	Toronto DSB	Sarosh Yousuf	Sarosh.Yousuf@Ontario.ca 416-325-9796
13	Durham DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
14	Kawartha Pine Ridge DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
15	Trillium Lakelands DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
16	York Region DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
17	Simcoe County DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
18	Upper Grand DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
19	Peel DSB	Diamond Tsui	Diamond.Tsui@Ontario.ca 416-325-2017
20	Halton DSB	Diamond Tsui	Diamond.Tsui@Ontario.ca 416-325-2017
21	Hamilton-Wentworth DSB	Hemwanti Dobbs	Hemwanti.Dobbs@Ontario.ca 416-325-2018
22	DSB of Niagara	Hemwanti Dobbs	Hemwanti.Dobbs@Ontario.ca 416-325-2018
23	Grand Erie DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
24	Waterloo Region DSB	Hemwanti Dobbs	Hemwanti.Dobbs@Ontario.ca 416-325-2018
25	Ottawa-Carleton DSB	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297
26	Upper Canada DSB	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297

APPENDIX "A"

Appendix A - Capital Analyst Contact List

Board #	Board Name	Capital Analyst	Contact Information
27	Limestone DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
28	Renfrew County DSB	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297
29	Hastings and Prince Edward DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
30.1	Northeastern Catholic DSB	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297
30.2	Nipissing-Parry Sound Catholic DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
31	Huron-Superior Catholic DSB	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297
32	Sudbury Catholic DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
33.1	Northwest Catholic DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
33.2	Kenora Catholic DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
34.1	Thunder Bay Catholic DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
34.2	Superior North Catholic DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
35	Bruce-Grey Catholic DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
36	Huron-Perth Catholic DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
37	Windsor-Essex Catholic DSB	Diamond Tsui	Diamond.Tsui@Ontario.ca 416-325-2017
38	London Catholic DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
39	St. Clair Catholic DSB	Diamond Tsui	Diamond.Tsui@Ontario.ca 416-325-2017
40	Toronto Catholic DSB	Sarosh Yousuf	Sarosh.Yousuf@Ontario.ca 416-325-9796
41	PVNC Catholic DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
42	York Catholic DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
43	Dufferin Peel Catholic DSB	Diamond Tsui	Diamond.Tsui@Ontario.ca 416-325-2017
44	Simcoe Muskoka Catholic DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
45	Durham Catholic DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
46	Halton Catholic DSB	Diamond Tsui	Diamond.Tsui@Ontario.ca 416-325-2017
47	Hamilton-Wentworth Catholic DSB	Hemwanti Dobbs	Hemwanti.Dobbs@Ontario.ca 416-325-2018
48	Wellington Catholic DSB	Kristin Grunenko	Kristin.Grunenko@Ontario.ca 416-326-9445
49	Waterloo Catholic DSB	Hemwanti Dobbs	Hemwanti.Dobbs@Ontario.ca 416-325-2018
50	Niagara Catholic DSB	Hemwanti Dobbs	Hemwanti.Dobbs@Ontario.ca 416-325-2018
51	Brant Haldimand Norfolk Catholic DSB	Michael Wasylyk	Michael.Wasylyk@Ontario.ca 416-326-9924
52	Catholic DSB of Eastern Ontario	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297

APPENDIX "A"

Appendix A - Capital Analyst Contact List			
Board #	Board Name	Capital Analyst	Contact Information
53	Ottawa Catholic DSB	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297
54	Renfrew County Catholic DSB	Cameron Whitehead	Cameron.Whitehead@Ontario.ca 416-325-4297
55	Algonquin and Lakeshore Catholic DSB	Catherine Roy	Catherine.Roy@Ontario.ca 416-326-9932
56	CSP du Nord-Est	Alexandre Beaudin	
57	CSP du Grand Nord de l'Ontario	Alexandre Beaudin	
58	CS Viamonde	Alexandre Beaudin	
59	CÉP de l'Est de l'Ontario	Alexandre Beaudin	
60.1	CSCD des Grandes Rivières	Alexandre Beaudin	
60.2	CSC Franco-Nord	Alexandre Beaudin	Alexandre.Beaudin@Ontario.ca 416-212-4818
61	CSC du Nouvel-Ontario	Alexandre Beaudin	
62	CSDC des Aurores boréales	Alexandre Beaudin	
63	CSDÉC du Sud-Ouest	Alexandre Beaudin	
64	CSDC Centre-Sud	Alexandre Beaudin	
65	CSDC de l'Est ontarien	Alexandre Beaudin	
66	CÉC du Centre-Est	Alexandre Beaudin	

APPENDIX "A"

App. B

Ministry of Education

Office of the ADM
Business & Finance Division
20th Floor, Mowat Block
900 Bay Street
Toronto ON M7A 1L2

Ministère de l'Éducation

Bureau du sous-ministre adjoint
Division des opérations et des finances
20e étage, Édifice Mowat
900, rue Bay
Toronto ON M7A 1L2

Ontario

2013: B18

MEMORANDUM TO: Directors of Education
School Business Officials

FROM: Gabriel F. Sékaly
Assistant Deputy Minister
Elementary/Secondary Business and Finance Division

DATE: July 31, 2013

SUBJECT: **Initiative to Encourage Joint Use / Collaboration between School Boards on Capital Projects**

I am writing today to announce a new initiative to support joint use projects and encourage greater collaboration between school boards in meeting their accommodation and capital needs. This initiative is comprised of the following two components:

1. Proposals submitted for joint use capital projects and other collaborative capital solutions between school boards will be given first consideration for funding approvals under the Capital Priorities Funding Program.

2. A consultation strategy to be launched this fall to identify and share opportunities, challenges and best practices associated with joint use schools and other collaborative capital project arrangements.

This initiative anticipates work on the government's broader School Board Efficiencies and Modernization strategy which, as announced in the 2013 Ontario Budget, aims to achieve long-term sustainability in school board funding. While the Ministry is aware that a variety of joint use arrangements currently exist in the province between school boards and other parties, the Ministry believes that greater collaboration between boards in addressing their facility needs will provide opportunities for capital and operating efficiencies.

To encourage a greater number of new and innovative collaborative capital project arrangements between school boards the Ministry will review all joint use projects for funding consideration <u>before</u> evaluating any other Capital Priorities submissions. Joint use projects are more likely to receive capital funding and also have the opportunity to generate an increased amount of capital funding than stand-alone projects.

We realize that joint use capital projects may require additional time for school boards to plan, develop and consult with their communities and that this may pose a challenge

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given the 2013-14 Capital Priorities submission timelines as outlined in ***Capital Priorities Memorandum 2013: B13***. However, we expect that the efficient utilization of school facilities between boards will remain a focus of the Ministry's annual Capital Priorities review process and as such, boards should seek joint-use opportunities between school boards for future Capital Priorities submissions.

Types of Eligible Joint Use Capital Projects

To receive first consideration for funding under the Capital Priorities program, an eligible joint use capital proposal must meet at least one of the following conditions:

(1) The shared use of a single facility by two or more school boards (either involving the construction of new permanent space or the utilization of existing space)
(2) The increased utilization of existing capacity through the 'swapping' of school facilities between school boards

Joint use capital proposals also must meet the capital and accommodation needs of the boards involved in the solution. Please refer to Appendix A for a list of examples of potential joint use capital projects between school boards.

Submission Process for Joint Use Capital Projects

School boards are requested to submit proposed joint use capital projects through the Capital Priorities Template in the School Facilities Inventory System (SFIS) as specified in ***Capital Priorities Memorandum 2013: B13***.

Each school board involved in the proposed joint use capital project must submit a completed business case and identify the project as one of its top eight Capital Priorities projects to receive priority funding consideration. The business cases for these projects should still provide the projected enrolment and capital needs of individual school boards. Boards are required to identify these projects as joint use in the comments section of the business case and are to contact their capital analyst with specific details on the joint use solution (e.g. what type of arrangement will exist between the boards, what spaces will be shared, what efficiencies / program opportunities will be gained from this joint use solution).

Consultation Strategy

The Ministry will provide more details on a consultation strategy to encourage joint use / collaborative solutions between school boards later this fall.

If you have questions about joint use capital projects, please contact your board's capital analyst.

Sincerely,

Gabriel Sékaly
Assistant Deputy Minister
Elementary/Secondary Business and Finance Division

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Appendix A - Examples of Joint Use Projects between School Boards

Example 1

School Board A operates a facility in good condition with a low enrolment and excess space. School Board B operates a facility in very poor condition and has a very low enrolment.

- Joint use solution – School Board B's students move into School Board A's building to essentially have two schools under one roof.

Example 2

School Board A and School Board B each operate separate facilities with approximately 200 students in a small, rural community. Each facility has high renewal needs with enrolment projected to remain steady.

- Joint use solution – a new jointly owned facility should be constructed for both boards. The preferred model would be to have two schools under one roof (ie. Each board would have separate office spaces / classrooms but would share certain common areas such as libraries or gymnasia).

Example 3

School Board A operates a facility with a capacity of 400 and enrolment of 150. School Board B operates a facility with a capacity of 200 and enrolment of 350.

- Joint use solution – School Board A and B swap school buildings to achieve efficiencies through increased facility utilization.

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Ministry of Education

Mowat Block
Queen's Park
Toronto ON M7A 1L2

Ministère de l'Éducation

Édifice Mowat
Queen's Park
Toronto ON M7A 1L2

Ontario

2015: B11

Memorandum To:	Directors of Education Consolidated Municipal Service Managers (CMSMs) District Social Services Administration Boards (DSSABs)
From:	Jim Grieve Assistant Deputy Minister Early Years Division Gabriel F. Sékaly Assistant Deputy Minister Financial Policy and Business Division
Date:	May 26, 2015
Subject:	Capital Funding for New Construction of Child Care

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The Ministry of Education is pleased to announce a new investment of $120 million over three years to support the construction of new child care spaces for children 0 to 3.8 years of age in new and expanded schools beginning this school year. This investment is another milestone step towards achieving the full vision of a seamless and integrated early years system in Ontario. It also represents an important component of the Ministry's commitment to increase school-based community hubs across the province. This investment will support continued modernization of the child care sector and create partnership opportunities as we engage with our partners on the provision of community hubs in schools.

Context

Ontario embarked on the biggest innovation in our early years system in decades by implementing publicly-funded full-day kindergarten (FDK) commencing in September 2010. In 2011, the government made a commitment to work with its partners to transition and modernize child care and support its long-term vision of an increasingly accessible and integrated early years system.

As FDK rolled out across the province, the Ministry also developed child care capital policies to support child care operators as they transitioned to serving children 0 to 3.8 years during the school day. To help stabilize the sector and support operators as they transition their programs, two policies were released, including:

- Capital Funding Policy to Replace Child Care Spaces in Replacement Schools (2012:B3 and 2013:B8 memoranda), and
- Schools-First Child Care Capital Retrofit Policy (SFCCCRP) (2012:EL3, 2012:EL4, and 2013:EY3 memoranda).

Capital investments are important steps towards modernizing child care and also building a coordinated and seamless early years system in Ontario. Both school-based child care capital policies focus on stabilizing the child care sector and building increasingly integrated partnerships between school boards and municipal child care service managers through joint planning and approval.

Investments to date, however, have not addressed the need for expansion, particularly in schools where school utilization is maximized and the opportunities for retrofits are limited. New capital investments can now support the need for new child care spaces in schools where there is significant demand as well as the Ministry's mandate to develop a policy that supports the creation of community hubs across the province through collaborative work with municipal partners.

Approval of funding to support new construction of child care is an opportunity to begin to move away from a patchwork of investments to address identified gaps in major capital policy for child care, and create a comprehensive policy approach that aligns with capital policies for schools. To support this, the Capital Funding Policy to Replace Child Care Spaces in Replacement Schools will sunset effective from the date this memorandum has been issued. Funding will continue to be available to replace child care rooms that would be lost due to school closures or other school accommodations.

The new child care capital policy for new construction considers the need for restricted expansion of child care spaces in schools in areas where there is high demand, limited or no space to retrofit in schools. This new investment will also be available to replace child care spaces in replacement schools resulting from school closures.

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Application Process

In future rounds of Capital Priorities and School Consolidation Capital (SCC), in order to receive funding for the construction of new child care space, school boards will need to submit a request for the inclusion of new child care construction as part of their Capital Priorities or SCC business case. For those school projects that are only for child care rooms, only an affirmation letter is required.

School boards and CMSMs/DSSABs are expected to work together to identify the need for dedicated child care space to support children ages 0 to 3.8 years in eligible schools. CMSMs/DSSABs will need to consider projects against demand, long-term viability, and their local child care plan.

Eligibility

The Ministry will consider funding the new construction of child care in schools, under the following conditions:

1) The target school is:

a. an existing school that will be accommodating students from a closing school that currently contains child care spaces,

b. a new school that is to be constructed and receives Ministry funding approval,

c. an existing school that is to undergo a major addition/renovation that receives Ministry funding approval,

d. an existing building that has been purchased for the purposes of student accommodation and receives Ministry funding approval, or

e. an existing school that has no current child care program and no long-term excess space to retrofit into child care rooms.

2) The school board has the support of the corresponding CMSM/DSSAB regarding the eligibility and viability requirements to build child care rooms and create spaces for ages 0 to 3.8 years in the identified school.

3) The child care spaces will not result in a child care operating pressure for the CMSM/DSSAB.

As part of the submission, the Ministry will require an affirmation letter (see Appendix A for the affirmation letter) signed by both the Manager of Children's Services of their CMSM/DSSAB and the Director of Education of the school board. The affirmation letter confirms that the child care program meets the eligibility and viability requirements to build child care spaces for 0 to 3.8 years and will not result in a child care operating pressure for the CMSM/DSSAB. The letter provides basic project details and identifies the number of child care rooms required by age group in addition to any existing child care rooms, both exclusive and shared space, by age group.

In addition to submitting the affirmation letter as part of your school board's Capital Priorities or SCC business case, the letter should also be submitted to your school board's Ministry Early Years Regional Staff (see Appendix B for a list of Ministry Early Years Regional Staff). The Ministry may request supporting documentation following a review of the affirmation letter.

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Prioritization of Eligible Child Care Capital Projects

The Ministry of Education will use the following factors to prioritize projects under this policy should the number of eligible submissions surpass available funding:

- child care replacement due to school closure/accommodation review;
- age groupings (infant rooms are a priority);
- accommodation pressures/service gaps; and
- cost effectiveness and viability.

How Child Care Capital Funding Will be Calculated

Child care rooms for new construction will be funded using the current elementary school construction benchmarks (for both elementary and secondary schools under this policy), including the site-specific geographic adjustment factor (GAF). For this policy, the loading factor used to calculate the child care capital funding will be 26 spaces per

room regardless of age groupings (e.g., infant, toddler and preschool rooms will all be funded based on 26 spaces per room). This approach will allow school boards to build child care rooms at maximum group size and allow flexibility to address potential changes under the new *Child Care and Early Years Act, 2014* (CCEYA). This funding formula will apply to all new construction of child care, including the replacement of existing child care due to school closure or accommodation review.

Funding Formula for Capital Funding for New Construction of Child Care (amount per child care room)
=
26 Child Care Spaces x Elementary Construction Cost Benchmark x Average Elementary Area Benchmark x Site Specific GAF

Eligible Expenses

Eligible expenses include:

- first-time equipping; and
- expenses incurred to meet *Day Nurseries Act* (DNA)/CCEYA and Building Code standards, that qualify under the Tangible Capital Assets Guide (TCA), revised April 2012.

Operational Details to Support the Implementation of the Restricted Child Care Capital Expansion Policy in Schools

Operational Requirements

New construction of child care spaces must be built in accordance with the DNA or the CCEYA once proclaimed. Existing space requirements under the DNA will be maintained under the CCEYA.

On December 2, 2014, Bill 10 was passed by the Legislative Assembly and received Royal Assent on December 4th. The DNA will be repealed and replaced with the CCEYA. The CCEYA will not come into force immediately. An incremental and phased process is planned to implement the provisions under the new Act. At this time, the legislation needs to be officially "proclaimed" into effect. This is not expected to happen before Fall 2015.

The Ministry expects that all new child care rooms will be built to accommodate a maximum group size for each age grouping for children 0 to 3.8 years (e.g., 10 infant spaces, 15 toddler spaces, and 24 preschool spaces), and that child care rooms will be for exclusive use during the core school day.

Programs created will support continuity of services for children and families which mean children can be accommodated as they age out of programs. For example, if a toddler room is included in the project proposal a preschool room must also be available. Project proposals must include the current number of exclusive child care rooms at the school, unless the request is identified for a new school build.

For the purpose of this policy, an eligible child care operator:

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- is a not-for-profit operator or municipal operator; or,
- is a for-profit operator already located in a school as a result of an agreement and has a purchase of service agreement, both of which were in place as of the date the memorandum was issued; and,
- has not changed ownership or has not terminated the agreement since the date the memorandum was issued.

Accommodation costs (e.g., rent, heating, lighting, cleaning and maintenance) are the sole responsibility of the child care operator. School boards will recover child care related accommodation costs incurred by school boards from the child care operator to ensure no school board operating cost pressures from new child care spaces. School boards are not to charge operators beyond a cost-recovery level.

Finally, capital investments for child care will not be used to address other school board capital needs. Funding will not be provided for school-age child care spaces as the Ministry will not fund exclusive space for before and after school child care programs. Also, with the implementation of FDK, there is no need for dedicated child care space for children of this age because it can be provided in shared space in regular school rooms (i.e., kindergarten rooms) for before and after school care.

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Capital Accountability Process

The inclusion of a new child care space in the school board's funding approval will have no impact regarding the school board's capital accountability requirements. As per the Ministry's Capital Accountability Requirements, school boards will be required to submit a space template before designing the project, where applicable, school boards will require an Approval to Proceed (ATP) before the project can be tendered (see Appendix B of Memorandum SB:15, dated May 11, 2011, for the latest update on the capital approval process).

It should also be noted that the child care space will not count as loaded space for the purposes of the facility space template.

Information on Leases for New Construction of Child Care Centres

Where a child care centre has been funded through this policy, the physical space will be owned by the school board and leased to the child care operator or CMSM/DSSAB. School boards will recover their heating, lighting, cleaning, and repair costs directly from child care operators and/or CMSMs/DSSABs as per the school board's usual leasing process. School boards are not permitted to absorb additional school board facility costs (e.g., custodial, heat, and lighting) and renewal costs (e.g., windows) through Ministry funding, such as the School Facility Operations or Renewal Grant.

Transitional Funding Phase

The Ministry of Education will consider new child care construction funding for existing Ministry-approved school capital projects that meet the following additional eligibility requirements to those listed above:

- the project has previously received funding approval under the Capital Priorities or SCC programs or other Ministry project approvals, and
- the project has not yet been given an ATP to tender or begun construction.

School boards are encouraged to engage as soon as possible with their CMSM/DSSAB partners to begin to review feasibility of proposed new child care spaces within existing approved school capital projects, based on local demand and existing operating funding.

For this phase, school boards must submit an affirmation letter signed by both the Manager of Children's Services of their CMSM/DSSAB and the Director of Education of the school board to the Ministry by **July 15, 2015**. The affirmation letter should be submitted to both your school board's Ministry Early Years Regional Staff and your school board's Ministry Capital Analyst (see Appendix C for a list of Ministry Capital Analysts).

The Ministry may request supporting documentation following a review of the affirmation letter.

Ministry Contacts

The Ministry of Education will continue to work with school boards, CMSMs/DSSABs, and child care operators to consider options regarding the best use of space in schools.

If you have any question regarding the eligibility requirements, the prioritization of child care projects and the application process, please contacts your school board's Ministry Early Years Regional Staff.

If you have any questions regarding the capital funding, please contact your Ministry Capital Analyst.

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Original signed by

Jim Grieve
Assistant Deputy Minister
Early Years Division

Original signed by

Gabriel F. Sékaly
Assistant Deputy Minister
Financial Policy and Business Division

Appendices:
Appendix A: Template – Affirmation Letter for Capital Funding for New Construction Child Care
Appendix B: List of Ministry Early Years Regional Staff
Appendix C: List of Ministry Capital Analysts

Copy: Superintendents of Business
Child Care Advisors, Early Years Implementation Branch, Ministry of Education
Education Officers, Early Years Implementation Branch, Ministry of Education
Capital Analysts, Capital Policy and Programs Branch, Ministry of Education
Grant Osborn, Director, Capital Policy and Programs Branch
Shannon Fuller, Director, Early Years Policy Branch
Pam Musson, Director, Early Years Implementation Branch

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Ministry of Education
Early Years Division

Ministère de l'Éducation
Division de la petite enfance

Ontario

Affirmation Letter: Capital Funding for New Construction of Child Care

Project Scope:

School Board Name: _____
Name of School: _____
Address of School: _____

Project Start Date: _____
Estimated End Date: _____
Planned Child Care Opening Date: _____
Planned Number of Infant Rooms: _____
Planned Number of Toddler Rooms: _____
Planned Number of Preschool Rooms: _____
Total Planned Number of Child Care Spaces, 0-3.8: 0
Total Number of Child Care Rooms Required: 0
Planned Before/After School Program Spaces, 4-12: _____

Complete Below Only for Replacement School/Partial Builds	
Total Number of Existing Infant Rooms:	
Total Number of Existing Toddler Rooms:	
Total Number of Existing Preschool Rooms:	
Total Number of Existing Unused Rooms:	
Total Existing Before/After School Program Spaces, 4-12:	

Other Capital Funding Allocations Received: _____

Detailed Project Description:

(Conceptual Agreement details)

Total Other Capital Funding Allocations Received: _____
Estimated Project Costs (if known): _____

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This is to affirm that the enclosed Affirmation Letter has been approved jointly by the school board and Consolidated Municipal Service Manager (CMSM) or District Social Services Administration Board (DSSAB) listed below. The school board has the support of the corresponding CMSM/DSSAB regarding the eligibility and viability requirements to build child care rooms and create spaces for ages 0 to 3.8 years in the identified schools and the new spaces will not result in an operating pressure for the CMSM/DSSAB. Please submit a hard copy to your school board's Ministry Early Years Regional Staff and copy your Ministry Capital Analyst.

Manager of Children's Service
(CMSM/DSSAB) Signature: _____

Name of CMSM/DSSAB: _____

Date: _____

Director of Education
(School Board) Signature: _____

Name of Director of Education: _____

Date: _____

Appendix B: List of Ministry Early Years Regional Staff

Regional Education Officers

Barrie Regional Office	Ana Marie Prokopich
	20 Bell Farm Road, Unit #9 Barrie, ON L4M 6E4 Email: anamarie.prokopich@ontario.ca Tel: 705-725-7260 Fax: 705-725-7635

London Regional Office	Rod Peturson
	217 York Street, Suite 207 London, ON N6A 5P9 Email: rod.peturson@ontario.ca Tel: 519-870-2187 Fax: 516-667-9769

Ottawa Regional Office	Nathalie Daoust
	1580 Merivale Road Suite 504 Nepean, ON K2G 4B5 Email: nathalie.daoust@ontario.ca Tel.: 613-225-9210 ext136

Sudbury/North Bay Regional Office French- and English-language Boards	Renée Brouillette 447 McKeown Ave, Suite 211 North Bay, ON P1B 9S9 Email: renee.brouillette@ontario.ca Tel: 705-497-6893 Fax: 705-497-6896

Thunder Bay Regional Office	Heather Exley
	615 South James Street, 1st Floor Thunder Bay, ON P7E 6P9 Email: heather.exley@ontario.ca Tel: 807-474-2993 Fax: 807-474-2999

Toronto and Area Regional Office English-language Boards	Dolores Cascone 3300 Bloor Street West, Sun Life Financial Centre Suite 3610 – Centre Tower Toronto, ON M8X 2X3 Email: dolores.cascone@ontario.ca Tel: 519-870-2187 Fax: 516-667-9769

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Toronto and Area Regional Office	Zineb Sebbane
French-language Boards	900 Bay Street, Mowat Block, 24th Floor Toronto, ON M7A 1L2 Email: zineb.sebbane@ontario.ca Tel: 416-325-8870 Fax: 416-314-7836

Regional Child Care Advisors

Barrie Region, Barrie Regional Office	Maria Saunders
	20 Bell Farm Road, Unit #9 Barrie ON L4M 6E4 Tel: 705-725-7629 Fax: 705-725-7635 Toll Free: 1-800-471-2537 maria.saunders@ontario.ca

London Region	Karen Calligan
C/O Ministry of Community & Social Services	119 King Street West 7th Floor, Ellen Fairclough Building Hamilton, ON N6A 5P9 Tel: 519-667-1654 Fax: 416-314-7836 karen.calligan@ontario.ca

Ottawa Region	Rachelle Blanchette
C/O Ministry of Children and Youth Services	11 Beachgrove Lane Kingston ON K7M 9A6 Tel: (613) 536-7331 Toll Free: 1-800-267-1067 rachelle.blanchette@ontario.ca

Sudbury/North Bay Regional Office	Lina Davidson
	199 Larch Street, Suite 1103 Sudbury ON P3E 5P9 Tel: 705-564-4282 Toll Free: 1-800-461-9570 Fax: 705-564-4233 Lina.davidson@ontario.ca

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Thunder Bay Regional Office	Kelly Massaro-Joblin
	615 South James Street, 1st Floor Thunder Bay ON P7E 6P9 Tel: 807-474-2982 Toll Free: 1-800-465-5020 Fax: 807-474-2999 kelly.massaro-joblin@ontario.ca

Toronto and Area Regional Office	Isilda Kucherenko
	3300 Bloor Street West Sun Life Financial Centre, Suite 3610 – Centre Tower Toronto, ON M8X 2X3 Tel: 416-325-3244 Toll Free: 1-800-268-5755 Fax: 416-325-4153 isilda.kucherenko@ontario.ca

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Appendix C: List of Ministry Capital Analysts

DSB	District School Board	Capital Analyst	Email	Phone
1	DSB Ontario North East	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
2	Algoma DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
3	Rainbow DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
4	Near North DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
5.1	Keewatin-Patricia DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
5.2	Rainy River DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
6.1	Lakehead DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
6.2	Superior Greenstone DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
7	Bluewater DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
8	Avon Maitland DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
9	Greater Essex County DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
10	Lambton Kent DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
11	Thames Valley DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
12	Toronto DSB	Lisa Bland	Lisa.Bland@ontario.ca	416-326-9921
13	Durham DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
14	Kawartha Pine Ridge DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
15	Trillium Lakelands DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
16	York Region DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
17	Simcoe County DSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
18	Upper Grand DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
19	Peel DSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
20	Halton DSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
21	Hamilton-Wentworth DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
22	DSB Niagara	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
23	Grand Erie DSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
24	Waterloo Region DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
25	Ottawa-Carleton DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
26	Upper Canada DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
27	Limestone DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
28	Renfrew County DSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
29	Hastings & Prince Edward DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
30.1	Northeastern CDSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
30.2	Nipissing-Parry Sound CDSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
31	Huron Superior CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
32	Sudbury CDSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
33.1	Northwest CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
33.2	Kenora CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
34.1	Thunder Bay CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
34.2	Superior North CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
35	Bruce-Grey CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
36	Huron Perth CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796

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DSB	District School Board	Capital Analyst	Email	Phone
37	Windsor-Essex CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
38	London DCSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
39	St. Clair CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
40	Toronto CDSB	Lisa Bland	Lisa.Bland@ontario.ca	416-326-9921
41	Peterborough VNCCDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
42	York CDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
43	Dufferin Peel CDSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
44	Simcoe Muskoka CDSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
45	Durham CDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
46	Halton CDSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
47	Hamilton-Wentworth CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
48	Wellington CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
49	Waterloo CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-9796
50	Niagara CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
51	Brant Haldimand Norfolk CDSB	Michael Wasylyk	Michael.Wasylyk@ontario.ca	416-326-9924
52	CDSB of Eastern Ontario	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
53	Ottawa CSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
54	Renfrew County CDSB	Kristin Grunenko	Kristin.Grunenko@ontario.ca	416-326-9445
55	Algonquin & Lakeshore CDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
56	CSP du Nord-Est	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
57	CSP du Grand Nord de l'Ontario	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
58	CS Viamonde	Alexandre Beaudin	Alexandre.Beaudin@ontario.ca	416-212-4818
59	CÉP de l'Est de l'Ontario	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
60.1	CSCD des Grandes Rivières	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
60.2	CSC Franco-Nord	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
61	CSC du Nouvel-Ontario	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
62	CSDC des Aurores boréales	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
63	CSC Providence	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
64	CSDC Centre Sud	Alexandre Beaudin	Alexandre.Beaudin@ontario.ca	416-212-4818
65	CSDC de l'Est ontarien	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
66	CÉC du Centre-Est	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018

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