

AGENDA: 12:00 p.m.

1. Call to Order
2. Approval of the Agenda
3. Enrolment Summary October 31, 2016
4. Revised 2016-17 Budget
5. Westdale Field Update
6. Ministry Memo 2016 B19 - Request for School Consolidation Capital Funding Submissions
7. Resolution Into Committee of the Whole (Private Session) as per the Education Act, Section 207.2 (b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee
8. Adjournment



EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: December 14, 2016

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations and Treasurer
Denise Dawson, Senior Manager, Business Services

RE: Enrolment Summary – October 31, 2016

Action Monitoring x

Background:

Enrolment plays a very key role in the operations of a school board. The Average Daily Enrolment (ADE) is the basis for the Grant for Student Needs (GSN) which is 99% of a school board's funding. Expenditures and revenues in the 2016/17 budget were calculated based on projected Average Daily Enrolment (ADE) which is calculated based on October 31, 2016 and March 31, 2017 projected enrolment. Actual enrolment for October 31, 2016 has been finalized and is compared to the projections.

	Projected October 31, 2016 FTE	Actual October 31, 2016 FTE	Increase (Decrease) FTE
Full Day Kindergarten	6,351.00	6,842.00	491.00
Grades 1-3	10,280.00	10,552.00	272.00
Grades 4-8	16,946.00	17,219.00	273.00
Special Education	555.00	515.00	(40.00)
Total Elementary	<u>34,132.00</u>	<u>35,128.00</u>	<u>996.00</u>
Total Secondary	<u>14,404.50</u>	<u>14,423.25</u>	<u>18.75</u>
Total Enrolment	<u>48,536.50</u>	<u>49,551.25</u>	<u>1,014.75</u>

Actual Enrolment information for 2012/13, 2013/14, 2014/15 and 2015/16 has been included for comparison purposes.

Staff Observations:**Elementary:**

Overall, elementary enrolment is 996.00 FTE higher than projected, for a number of reasons:

1. Elementary schools received an influx of Syrian newcomers into our schools since December 2015. As of June 30, 421 students from Syria were attending elementary schools across our system. The grade breakdown of these new students were 114 in FDK, 154 students in grades 1-3 and 153 students in grades 4-8. At the time enrolment projections were prepared for 2016-17 budget purposes, staff was not in a position to project the number of newcomers that would arrive in Hamilton and stay in Hamilton, and which schools and grades these students would attend. Thus the budget projections did not include any estimate of Syrian newcomers.
2. Daycare subsidies for school-aged children are no longer provided. Therefore, we have seen an increase in the number of FDK students over projections.
3. Enrolment projections for 2016-17 were conservative. In the prior year, projections were higher than actuals and it was challenging for the prior year budget.

Secondary:

Overall, secondary enrolment is 18.75 FTE higher than revised projection. The fluctuation in enrolment by school is shown in Appendix A.

Conclusion:

The increased enrolment in both panels had an impact on staffing and revenue for the 2016-17 Budget.

Attach.

Hamilton-Wentworth District School Board
Summary of Elementary Enrolment
Finance and Facilities Committee - December 14, 2016

School	Oct 2016 Budget	Oct 2016 Actual	Diff. Actual to Budget	Oct 2015 Budget	Oct 2015 Actual	Diff. Actual to Budget	ADE 2015/16	ADE 2014/15	ADE 2013/14	ADE 2012/13
Ancaster	1,172.50	1152.75	(19.75)	1,148.00	1,172.25	24.25	1,160.88	1,098.63	1,056.13	1,044.25
Delta	645.75	657.25	11.50	739.25	702.00	(37.25)	681.25	739.13	673.75	676.88
Dundas Valley	928.00	927.25	(.75)	1,029.50	1,021.25	(8.25)	1,008.75	1,031.47	766.25	767.88
Glendale	754.25	846.50	92.25	901.75	801.25	(100.50)	803.25	890.13	920.38	922.75
Mountain	86.50	76.00	(10.50)	141.00	128.25	(12.75)	122.25	177.63	126.38	163.00
Nora Henderson	730.50	717.50	(13.00)	703.75	686.00	(17.75)	670.25	698.00	573.63	666.13
Orchard Park	969.75	954.50	(15.25)	969.25	984.25	15.00	968.25	981.25	1,005.88	1,077.63
Saltfleet	1,220.00	1181.50	(38.50)	1,175.00	1,171.75	(3.25)	1,153.63	1,119.38	1,159.00	1,190.13
Sherwood	1,067.00	1070.00	3.00	985.00	1,010.50	25.50	978.00	1,016.13	993.63	1,055.13
Sir Allan MacNab	1,021.00	987.25	(33.75)	1,142.25	1,086.00	(56.25)	1,080.00	1,097.50	863.38	839.88
Sir John A Macdonald	1,000.00	983.75	(16.25)	1,040.75	1,007.00	(33.75)	997.88	1,023.27	1,089.50	1,137.13
Sir Winston Churchill	738.75	757.00	18.25	902.75	825.25	(77.50)	790.00	840.50	919.76	1,039.50
Waterdown	1,126.00	1146.75	20.75	1,174.75	1,170.25	(4.50)	1,151.63	1,157.29	1,109.38	1,096.13
Westdale	1,158.75	1295.00	136.25	1,437.50	1,392.00	(45.50)	1,364.50	1,556.50	1,615.75	1,627.50
Westmount	1,426.00	1430.25	4.25	1,536.75	1,487.50	(49.25)	1,442.63	1,456.40	1,470.00	1,455.63
Alter Ed - Combined	262.75	240.00	(22.75)	254.00	256.75	2.75	278.50	263.50	246.38	275.25
Contingency	97.00		(97.00)							
Closed:										
Hill Park									625.88	720.13
Parkside									354.75	429.75
Parkview									213.13	233.50
Total	14,404.50	14,423.25	18.75	15,281.25	14,902.25	(379.00)	14,651.63	15,146.71	15,782.94	16,418.18

EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: December 14, 2016

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations and Treasurer
Denise Dawson, Senior Manager, Business Services

RE: Revised 2016-17 Budget

Action **Monitoring** x

Rationale/Benefits:

As part of the 2016-17 Budget process, enrolment was projected using the best information available and this projection was used to determine Grants for Student Need Revenue (GSN) and corresponding expenditures including staffing levels to meet legislative and board compliance requirements. Since enrolment is the key element in calculating GSN revenue, and this represents 99% of a board's revenue, if actual enrolment varies from the projections, there is an impact on the 2016-17 budget. This report identifies the impact on the 2016-17 budget due to actual enrolment as of October 31, 2016.

Staff Observations:

The Ministry of Education allocates funding to School Boards using a model that is based on enrolment and the needs of students in each board. Enrolment is based on two fixed-in-time Full-Time Equivalent (FTE) values at October 31st and March 31st which are combined to produce the annualized Average Daily Enrolment (ADE). For budget purposes, enrolment is projected based on historical trends, student retention rate, growth in housing development and validation by principals of their school's projected enrolment.

An estimated ADE of 34,132 elementary and 14,110.25 secondary students was used to develop the 2016-17 Budget Estimates for Grants for Student Needs (GSN) and to determine staffing levels and expenditures required in the system. October 31, 2016 actual enrolment is now available and has been used to revise the projected enrolment for the 2016-17 school year. The revised elementary enrolment is projected to be 996.00 ADE greater than budget, while secondary revised enrolment is projected to be 9.25 ADE greater than budget.

This revised projected enrolment has been used to calculate the Revised Estimates which the Board will report to the Ministry in December 2016 and used to adjust staffing levels and expenditure budgets accordingly. The 2016-17 Revised Estimates compared to the original Budget Estimates is shown in Appendix A.

The 2016-17 revised revenue budget shows an increase in projected revenue of \$11,030,216. This is the result of an increase in Grants for Student Needs of \$9,948,570 due primarily to the increase in projected enrolment and changes in the Qualification and Experience grant for teachers and early childhood educators based on where staff were placed on the salary grid as of October 31st. In addition, GSN includes funding for \$2,966,157 for the initial payment by Boards to the benefit trusts. As well, the revised budget includes an increase in Other Ministry Grants of \$1,081,640 with the announcement of additional Education Program Other (EPO) by the Ministry of Education since the original budget was prepared.

Corresponding to the revenue increase from the original budget, the revised expenditure budget has been increased by \$11,030,216 as shown in Appendix B. The largest increase in expenditures of \$6,164,313 is in classroom teachers to reflect the addition of 57.00 ADE elementary teachers due to the increase in enrolment, plus an increase in benefits to reflect the payment to the benefit trusts, offset by a reduction in salaries based on where teachers were being paid on the salary grid as of October 31st, 2016. Salaries and benefits for Early Childhood Educators have also increased by \$1,207,000 to reflect the addition of 13.00 ADE due to the enrolment increase in Full Day Kindergarten. Increases in other expenditure categories such as board administration, school operations, educational assistants, school administration and class texts and instructional supplies are attributable to the increased enrolment and the additional EPO revenue announced since the preparation of the original budget.

Conclusion:

As the Revised Budget report shows, the increase in GSN and EPO revenue due to the increase in enrolment and additional funding flowed by the Ministry, has a corresponding increase in expenditures required meeting both Ministry class size requirements and needs in the system due to the increased number of students. Therefore, the Board is still on track to have a balanced budget for 2016-17.

Hamilton-Wentworth District School Board

2016/2017 Revised Budget Estimates

Summary of Operating Revenues and Expenditures

	2016/2017 Revised Budget Estimates	2016/2017 Budget Estimates	Increase (Decrease) Over 2016/17 Budget Estimates	
	\$	\$	\$	%
Revenues:				
Grants for Student Needs	528,055,879	518,107,303	9,948,576	
Other Ministry Grants	7,416,148	6,334,508	1,081,640	
Miscellaneous	5,224,395	5,224,395	-	
Total Revenues:	<u>540,696,422</u>	<u>529,666,206</u>	<u>11,030,216</u>	<u>2.08%</u>
Expenditures:				
Program Instruction:				
Classroom Teachers	320,296,082	314,131,769	6,164,313	
System Principals, Consultants & Support	5,258,630	5,258,630	-	
Occasional Teachers	8,635,000	8,435,000	200,000	
Educational Assistants	31,008,194	30,117,194	891,000	
Early Childhood Educators	13,328,123	12,121,123	1,207,000	
Professional & Para-Professionals	16,516,296	16,516,296	-	
Class Texts, Instructional Supplies	17,846,718	16,608,078	1,238,640	
Instructional Computers	4,616,910	4,616,910	-	
Instructional Staff Development	3,502,969	3,502,969	-	
School Administration	33,475,885	33,155,885	320,000	
Continuing Education	4,534,747	4,534,747	-	
	<u>459,019,553</u>	<u>448,998,600</u>	<u>10,020,953</u>	<u>2.23%</u>
Program Support:				
Board Administration & Governance	13,356,359	13,140,701	215,658	
School Operations	50,841,122	50,116,414	724,708	
Transportation	15,479,388	15,410,491	68,897	
	<u>79,676,869</u>	<u>78,667,606</u>	<u>1,009,263</u>	<u>1.28%</u>
Contingency:	2,000,000	2,000,000	-	
Total Expenditures:	<u>540,696,422</u>	<u>529,666,206</u>	<u>11,030,216</u>	<u>2.08%</u>

Hamilton-Wentworth District School Board

2016/2017 Revised Budget Estimates

Grants for Student Needs

	2016/2017 Revised Budget	2016/2017 Budget Estimates	Incr./ (Decr.) Over 2016/2017 Budget Estimates	
	\$	\$	\$	%
Pupil Foundation Grant				
Elementary	182,758,212	177,359,767	5,398,445	
Secondary	80,481,588	80,508,078		
	263,239,800	257,867,845	5,371,955	2.08%
School Foundation Grant				
Elementary	24,477,253	23,785,930		
Secondary	9,716,201	9,719,313		
	34,193,454	33,505,243	688,211	2.01%
Special Purpose Grants				
Special Education				
Special Education Per Pupil Amount	41,754,864	40,760,100		
High Needs Amount	26,249,819	26,140,087		
	68,004,683	66,900,187	1,104,496	1.65%
Language				
French as a Second Language	6,243,924	6,272,444		
English as a Second Language	6,650,496	4,698,336		
	12,894,420	10,970,780	1,923,640	17.53%
First Nations, Metis, and Inuit Education	863,621	802,184	61,437	7.66%
Safe Schools	1,447,354	1,430,858	16,496	1.15%
Learning Opportunities	17,241,796	17,220,557	21,239	0.12%
Continuing Education	2,940,479	2,940,479	-	0.00%
Qualifications & Experience				
Elementary Teachers	27,036,165	28,154,940		
Secondary Teachers	18,536,044	19,198,831		
Early Childhood Educators	3,760,301	3,409,172		
Special Assistance; NTIP	454,346	454,346		
Early Payout Retirement Gratuity Adjust	(276,164)	-		
Benefit Trust Funding	2,966,157	-		
	52,476,849	51,217,289	1,259,560	2.46%
Transportation	14,378,565	14,309,668	68,897	0.48%
Declining Enrolment	301,934	1,809,655	(1,507,721)	(83.32%)
Administration & Governance	12,828,062	12,612,404	215,658	1.71%
School Operations	47,244,862	46,520,154	724,708	1.56%
Total Grants For Student Needs	528,055,879	518,107,303	9,948,576	1.92%

EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: December 14, 2016

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations and Treasurer
David Anderson, Senior Facilities Officer

RE: Westdale Field Strategy

Action ☐

Monitoring ☒

Background:

On September 21, 2016, representatives from the Westdale School Council Field Sub-Committee made a presentation to the Finance and Facilities Committee requesting that HWDSB reconsider its decision to install a natural turf field at Westdale Secondary and instead install artificial turf.

Staff are currently in process of providing a natural turf field, as previously approved, with designs nearing completion in preparation for tender in early 2017.

At the September 21, 2016 Committee Meeting, staff advised that they would investigate the possibility of a partnership opportunity to secure funds to provide an artificial turf field.

Staff Observations:

Staff has not received any bona fide capital partnership proposals to address the additional funding required to move from a natural turf field to an artificial turf field (additional capital contribution of \$750,000), plus any cost-sharing of the annual maintenance and/or the 10-year renewal costs.

Staff has received a proposal from McMaster University that involves them having access to the field during all non-school hours, assistance in field maintenance and the ability to rent out the field to third parties. In exchange, McMaster would provide \$25,000 annually to HWDSB for 10 years. The proposal is contingent on the field being artificial turf. Staff note that this proposed operating model would eliminate Community Use of Schools, as proposed, and limit the revenue available to HWDSB. In addition, there is no up front capital contribution.

In addition, staff notes that any alternative funding models proposed must align with the Fundraising Policy Guiding Principles and the Intended Outcomes. The Board's Policy does not allow the use of fundraising dollars for capital projects.

Conclusion:

Board staff is following through with the recommendation of the Board to put a natural turf field at Westdale. The draft of the design is attached as Appendix A. Board staff will continue to move in this direction as no bona fide capital partnership opportunities have been presented to the Board. Board staff will be bringing the plans to the Westdale School Council prior to tendering for information purposes.

APPENDIX A

Legend

1. REVIEW FOR CLIENT COMMENTS	DR	SR	11/28/14
Revision	R#	APPRO	11/28/14
2. REVIEW FOR CLIENT REVIEW	DR	SR	11/28/14
3. REVIEW FOR CLIENT REVIEW	DR	SR	11/28/14
Issue	DR	APPRO	11/28/14
DR Name: 10/14/2014 J.P. Wang	DR	APPRO	11/28/14
DR Name: 10/14/2014 J.P. Wang	DR	APPRO	11/28/14

Permit Seal

Client/Project
Hamilton-Wentworth
District School Board
Westdale Secondary School
Athletic Field Improvements
Hamilton, ON

Title

Preliminary Concept Plan

Project No. 161413375	Scale 1:400	Sheet CP	Revision 1
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EXECUTIVE REPORT TO FINANCE AND FACILITIES COMMITTEE

TO: Finance and Facilities Committee

FROM: Manny Figueiredo, Director of Education

DATE: December 14, 2016

PREPARED BY: Stacey Zucker, Executive Superintendent of Board Operations and Treasurer
David Anderson, Senior Facilities Officer

RE: Ministry Memo 2016 B19 - Request for School Consolidation Capital Funding Submissions

Action ☐

Monitoring X

Background:

The Ministry funds capital projects through School Consolidation Capital Funding. The Ministry releases request for business cases annually.

Staff Observations:

The 2016 School Consolidation Capital Funding submission request was issued on December 1, 2016. B Memo 2016:B19 "Request for School Consolidation Capital Funding Submissions" is attached as Appendix A.

The submissions are due to the Ministry by January 27, 2017. Board staff will be coming to the Finance and Facilities Committee in January 2017 with their recommendations for submission requests and priorities.

Ministry of Education

Mowat Block
900 Bay Street
Toronto ON M7A 1L2

Ministère de l'Éducation

Édifice Mowat
900, rue Bay
Toronto ON M7A 1L2

**2016: B19**

MEMORANDUM TO: Directors of Education
Consolidated Municipal Service Managers (CMSMs)
District School Services Administration Boards (DSSABs)

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

Shannon Fuller
Acting Assistant Deputy Minister
Early Years Division

DATE: December 01, 2016

SUBJECT: Request for School Consolidation Capital Funding
Submissions

We are writing to announce details of the 2017 round of the Ministry's \$750 million School Consolidation Capital (SCC) program. This funding was announced in the 2014-15 Grants for Student Needs (GSN) release as part of the School Board Efficiencies and Modernization (SBEM) initiative. In addition, the Ministry has child care capital funding to fund replacement of child care and child and family program rooms where supported by the Consolidated Municipal Service Manager (CMSM)/District Social Services Administration Board (DSSAB) that would be lost due to a school consolidation or address demand in a new school being built as part of a school consolidation project.

The Ministry recognizes that for school boards to effectively and efficiently manage their excess capacity, they will need to, in some cases, adjust their capital footprint. Through the SCC program, capital funding will be available to school boards to support projects that address a school board's excess capacity. This funding will be allocated on a business case basis for new schools, retrofits and additions that support consolidations.

School boards are requested to provide the Ministry with their consolidation projects that need to be completed by the 2020-21 school year. The Ministry will be reviewing the SCC submissions for funding consideration, as well as to understand the need for ongoing capital investments in the education sector.

In recognition of the increase in construction costs, the Ministry has increased its funding benchmarks by two percent. Projects approved through this round of SCC will be funded according to this increase. This increase does not apply to any previously approved projects.

Highlights/Summary Points

- School boards are to submit SCC projects that need to be completed by the 2020-21 school year.
- School boards will be able to submit their business cases and Joint Submission forms through the School Facilities Inventory System (SFIS) beginning on December 6, 2016.
- The deadline for SCC submissions, including the Joint Submission forms, is January 27, 2017.
- SCC submissions related to accommodation reviews must have a final trustee decision by March 24, 2017 to be considered for SCC funding approval.
- Business cases will be required only for a school board's top eight SCC projects.
- School boards may also request funding for the construction of child care and child and family programs and community hubs as part of a school board's SCC submission.

Submission of SCC Projects

Beginning December 6, 2016, school boards will be able to submit business cases and Joint Submission forms for their requests for SCC funding through SFIS. Only a school board's eight highest priority projects expected to open no later than 2020-21 will be considered for SCC funding and will need to be supported with a completed business case. School boards are required to submit their SCC business cases and Joint Submission forms by January 27, 2017. The Ministry will not accept business cases or Joint Submission forms after this date.

School boards can save their work in progress within the SFIS module, however, once school boards submit their business cases, their submissions will be locked from further editing. Thereafter, school boards will only be able to modify their business cases by requesting that their Capital Analyst unlock the submission.

The Ministry is aiming to make announcements regarding their SCC funding decisions in early Spring 2017. It is anticipated that an announcement of the next round of Capital Priorities to follow shortly thereafter.

Business Case Considerations

The Ministry will consider funding projects that allow a school board to reduce their excess capacity. Eligible projects for funding consideration include the following:

- Consolidating two (or more) schools into one new facility.
- Building an addition and/or undertaking a major renovation to an existing school to accommodate enrolment from other schools that a school board has made a decision to close.
- Right-sizing existing schools by renovating existing excess space for other uses including child care and child and family program rooms and community hubs.

School boards must address why any capital investment is required from the Ministry in order to remove excess capacity from its inventory. The SCC business cases will be reviewed by the Ministry with the focus being on the cost effectiveness of the proposed solutions.

School boards are encouraged to submit alternative solutions for Ministry funding consideration. These alternatives may be submitted as supplemental documents through SFIS.

The Ministry expects that the business case and supplemental documents will demonstrate why the proposed project is the best accommodation solution. This should include a rationale of why less costly alternatives are not being recommended by the board, including the use of existing school facilities that require little or no capital investments or joint use facilities between school boards.

As part of its evaluation, the Ministry utilizes calculations to determine the financial value of the project. These calculations are based upon the proposed cost of the project weighed against the expected reduction in costs, both in the form of ongoing operational, ongoing renewal savings and the elimination of any existing renewal backlog.

The business cases should address the following:

- Improvement of facility utilization through the reduction of unused space.
- Impact on reducing a school board's operating and renewal costs.
- Enrolment projections for schools in the area of the project.
- Existing renewal needs of schools that are part of the business case.
- Other benefits, such as improved programming, accessibility, and/or energy efficiency.
- Results of the accommodation review process (where applicable).

We expect that school boards will be submitting projects for SCC funding that are linked to accommodation reviews decisions. Please note, projects related to accommodation reviews must have a final trustee decision by March 24, 2017 to be considered for SCC funding approval.

Submission of Child Care and Child and Family Program Projects in Schools

As with the last round of child care and child and family program submissions through the Capital Priorities program, school boards and Consolidated Municipal Service Managers/District Social Services Administration Boards (CMSMs/DSSABs) have an opportunity to include child care and child and family programs as part of their SCC request.

The Ministry will consider funding capital projects in schools where there is a need to replace child care and child and family program rooms that would be lost due to a school consolidation or address demand in a new school being built as part of a school consolidation project for children aged 0 to 3.8 years of age. School boards will need to have the support of the corresponding CMSM/DSSAB regarding the eligibility and viability requirements to build or renovate child care rooms in the identified school. Note that stand-alone child care and child and family program projects are not eligible as part of the SCC program.

Eligibility

The Ministry will consider funding the creation of child care and child and family program rooms in schools, under the following conditions:

- 1) The target school is any of the following:
 - a. An existing school that will be accommodating students from a closing school that currently contains child care spaces and/or child and family program rooms.
 - 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.
- 2) The school board has the support of the corresponding CMSM/DSSAB regarding the eligibility and viability requirements to build child and family program rooms and/or child care rooms and create child care spaces for ages 0 to 3.8 years in the identified school.
- 3) The child care spaces and/or child and family program rooms will not result in an operating and/or financial pressure for the CMSM/DSSAB.

In November 2016, the Ontario government announced an investment of approximately 3,400 new licensed child care spaces across the province as a first step towards creating 100,000 additional spaces over the next five years. Capital child care projects funded under this round of SCC which result in new spaces would also be counted towards this commitment. When considering long-term viability, CMSMs/DSSABs and school board planners must consider their needs for at least the next five years and use population projections as well as other local data to inform submission decisions.

Joint Submission Form

As part of your SCC submission, the Ministry will require a Joint Submission form (available for download through SFIS) signed by both the CMSM/DSSAB Manager of Children's Services and the school board Director of Education. The Joint Submission form includes project details and confirms that the child care and/or child and family program meets all eligibility and viability requirements.

See Appendix A for details on submission requirements for child care projects, and Appendix B for details on submission requirements for child and family program projects.

To be considered for funding, the Joint Submission form must be submitted as part of the school board's SCC business case. A copy must also be provided to your school board's Capital Analyst (see Appendix C) and Ministry Early Years Regional Staff (Education Officer and Child Care Advisor) (see Appendix D). The Ministry may request supporting documentation following a review of the Joint Submission form.

School boards are required to submit their completed Joint Submission forms by January 27, 2017. The Ministry will not accept Joint Submission forms after this date.

Joint Use Capital Projects in Schools

As with previous capital funding programs, the Ministry encourages school boards to consider collaborative capital project arrangements between school boards. The Ministry will review all joint use projects for funding consideration before evaluating any other SCC 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 individual projects. Please see [2013:B18](#) and [2016:B17](#) Memorandums for further details.

Community Hub Projects in Schools

As you are likely aware, in August 2015, the Premier's Community Hubs Framework Advisory Group released a report titled [Community Hubs in Ontario: A Strategic Framework and Action Plan](#). This action plan brought renewed focus to the discussion of strategies to support the formation of community hubs across the province.

The Ministry recognizes the value of joint community based planning across local agencies. To that end, the Ministry encourages school boards to seek out community organizations for possible partnership opportunities in their SCC submissions.

Note that child care and/or child and family program requests should be addressed through the completion of a Joint Submission form.

Proceeds of Disposition

School boards will not be required to allocate their Proceeds of Disposition (POD) towards new SCC projects. School boards are reminded, however, that projects that they wish to undertake on their own using POD will first need to be submitted to the Ministry through the Capital Priorities or SCC programs. Additionally, school boards have the option to identify POD as a funding source for a SCC project that addresses outstanding renewal needs. Please see [2015:B13](#) Memorandum for further details.

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, school boards will not be considered for SCC funding approval if the Ministry does not have an approved CAPT consistent with the school board's 2015-16 Financial Statements.

Ministry Contact

SCC Program

If you have any SCC program questions, or require additional information, please contact the Capital Analyst assigned to your school board (Appendix C) 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.

Child Care and Child and Family Program

If you have any child care and child and family program questions, or require additional information, please contact the Early Years Education Officer or Child Care Advisor assigned to your school board (Appendix D) or:

Jeff O'Grady, Acting Manager, Early Years Implementation Branch at 416-212-4004 or at Jeff.OGrady@ontario.ca.

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

Original signed by:

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

Shannon Fuller
Acting Assistant Deputy Minister
Early Years Division

Appendices:

Appendix A: Child Care Projects

Appendix B: Child and Family Program Projects

Appendix C: List of Ministry Capital Analysts

Appendix D: List of Ministry Early Years Education Officers and Child Care Advisors

c.c. Senior Business Officials
Superintendents and Managers of Facilities
Managers of Planning
Early Years Leads
CAOs of Consolidated Municipal Service Managers
CAOs of District Social Services Administration Boards
Steven Reid, Director, Field Services Branch, Ministry of Education

Appendix A: Child Care Projects

Child Care Eligibility

The Ministry will consider funding capital projects in schools where there is a need to replace child care rooms that would be lost due to a school consolidation or address demand in a new school being built as part of a school consolidation project for children aged 0 to 3.8 years of age. School boards will need to have the support of the corresponding Consolidated Municipal Service Manager/District Social Services Administration Board (CMSM/DSSAB) regarding the eligibility and viability requirements to build or renovate child care rooms in the identified school.

When considering long-term viability, CMSMs/DSSABs and school board planners must consider at least the next five years and use population projections, as well as other local data to inform submission decisions.

Joint Planning and Local Prioritization of Child Care Projects

The Ministry expects school boards and CMSMs/DSSABs to work together to identify the need for dedicated child care space to support children ages 0 to 3.8 years in schools. CMSMs/DSSABs will need to consider projects relative to demand, long-term viability, and their local child care plan.

The school board and CMSM/DSSAB are to separately provide a priority ranking for each child care and/or child and family program request being submitted for consideration. The school board provides its ranking for the project against its other projects, and the CMSM/DSSAB prioritizes all projects they are being asked to sign-off on by all school boards (i.e., if the English public school board, the English Catholic school board, and the French Catholic school board all request municipal approval on their Joint Submission form, the CMSM/DSSAB must prioritize them all together rather than per individual school board). This will help ensure that the approved child care and/or child and family program projects align with approved capital projects.

This will require active communication between CMSMs/DSSABs and coterminous school boards to prioritize child care and/or child and family program projects being submitted by all school boards in the service areas of the CMSM/DSSAB.

Ministry Prioritization of Eligible Child Care Projects

As originally communicated in the [2015:B11](#) Memorandum, the Ministry will continue to 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 consolidation/accommodation review;
- Age groupings (infant rooms are a priority);
- Accommodation pressures/service gaps; and
- Cost effectiveness and viability.

Child Care Operational and Accountability Requirements

Approved new construction of child care rooms must meet the following operational and accountability requirements:

- The child care spaces/rooms will not result in an operating and/or financial pressure for the CMSM/DSSAB.
- The physical space will be owned by the school board and leased to the child care operator or CMSM/DSSAB. School boards are not to charge operators beyond a cost-recovery level.
- School boards will recover their accommodation costs (e.g., rent, heating, lighting, cleaning, maintenance 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.
- School boards are required to follow the capital construction approval process for the new construction and/or renovations of child care rooms. 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.
- Child care space will not count as loaded space for the purposes of the facility space template. The facility space template should provide details of the child care space under the section "Community Use Rooms".
- School boards will be held accountable for implementing appropriate measures to ensure that the cost and scope of approved child care projects are within the approved project funding and do not exceed the Ministry's benchmarks.
- Rooms must be built in accordance with the [Child Care and Early Years Act, 2014](#) (CCEYA).
- It is expected that all new child care rooms funded under this policy 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. Although unobstructed space requirements are per child, infant, and toddler group sizes require additional space for separate sleep areas, change area, etc. These should be considered when developing floor plans. Considerations should also include the long-term use of the room, including the ability to convert to other child care age groups or for classroom use.
 - Please note, a new optional approach to age groupings, ratios and staff qualifications will be implemented starting September 1, 2017 as part of the recent regulatory announcements under the CCEYA. Under the new approach, licensees will have the option of operating under the current requirements for

age groupings, ratios, and qualifications (Schedule 1) or applying to adopt the new option (Schedule 2). Licensees and new applicants will have the opportunity to apply for a license under Schedule 2, which would be approved based on set criteria.

- Schedule 2 will come into effect on September 1, 2017 as an option. Licensees will be informed of when they can begin to submit requests for revisions by Fall 2016.
- Programs created will support continuity of services for children and families in order to accommodate children 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.
- For the purpose of this policy, an eligible child care operator:
 - 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.
- Capital funding for child care cannot 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.

Child Care Capital Funding Calculation and Eligible Expenses

New construction of child care rooms 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 capital funding will be 26 pupil places per room regardless of age groupings (e.g., infant, toddler, and preschool rooms will all be funded based on 26 pupil places per room). This approach allows school boards to build child care rooms at maximum group size and allow flexibility to address potential changes under the CCEYA. This funding formula will apply to all new construction of child care, including the replacement of existing child care due to school consolidation or accommodation review.

$$\begin{array}{ccccccc}
 \text{Capital Funding for} & & & & & & \\
 \text{New Construction of} & = & 26 & \times & \text{Elementary} & \times & \text{Average} \\
 \text{Child Care Rooms} & & \text{Pupil} & & \text{Construction} & & \text{Elementary} \\
 & & \text{Places} & & \text{Cost} & & \text{Area} \\
 & & & & \text{Benchmark} & & \text{Benchmark} \\
 & & & & & & \times \text{Site} \\
 & & & & & & \text{Specific} \\
 & & & & & & \text{GAF}
 \end{array}$$

Note: The capital funding for retrofit projects for child care will be a maximum of 50 percent of the capital funding for new construction projects. School boards are expected to first utilize their uncommitted Schools-First Child Care Capital Retrofit Policy (SFCCRP) funding towards child care retrofit projects that have been submitted.

Eligible expenses include:

- First-time equipping; and
- Expenses incurred to meet CCEYA and Building Code standards, which qualify under the [Tangible Capital Assets Guide](#) (TCA), revised April 2015.

Application Process – Joint Submission

The Joint Submission form includes project details, separate project rankings by both the school board and the CMSM/DSSAB, and confirms that the child care program meets all eligibility and viability requirements.

In order to be considered for funding for the construction of new or renovated child care rooms, school boards must work with their municipal partners to submit a jointly-signed Joint Submission form requesting the construction of child care space. School boards must submit a Joint Submission form signed by both the CMSM/DSSAB Manager of Child Care and Early Years System and the school board Director of Education.

The Joint Submission form must be submitted as part of the school board's business case. The Joint Submission form is to be submitted directly to the school board's Capital Analyst (Appendix C) and Ministry Early Years Regional Staff (Education Officer and Child Care Advisor) (Appendix D).

Joint Submission forms must be received by the Ministry by January 27, 2017.

The Ministry may request supporting documentation following a review of the Joint Submission.

Appendix B: Child and Family Program Projects

Child and Family Program Eligibility

The Ministry will consider funding capital projects in schools where there is a need to replace child and family program rooms that would be lost due to a school consolidation or address demand in a new school being built as part of a school consolidation project. Child and family program projects must result in new child and family program space (i.e., not a retrofit to an existing child and family program space). School boards will need to have the support of the corresponding Consolidated Municipal Service Manager/District Social Services Administration Board (CMSM/DSSAB) regarding the eligibility and viability requirements to build or renovate child and family programs in identified schools.

When considering long-term viability, CMSMs/DSSABs and school board planners must consider at least the next five years and use population projections, as well as other local data to inform submission decisions.

Child and family programs refer to the following Ministry supported programs: Ontario Early Years Centres (OEYCs), Parenting and Family Literacy Centres (PFLCs), Child Care Resource Centres (CCRCs), and Better Beginnings, Better Futures (BBBFs). As part of Ontario's early years modernization plan, these four programs will be integrated and transformed to establish Ontario Early Years Child and Family Centres (child and family programs). While the expectation is that the key features of child and family programs are implemented by 2018, it is understood that system integration will take time and adjustments may need to be made in the future. CMSMs/DSSABs will be responsible for the local management of child and family programs as part of their existing service system management responsibilities for child care and other human services.

Joint Planning and Local Prioritization of Child and Family Program Projects

The Ministry expects school boards and CMSMs/DSSABs to work together to identify the need for child and family programs. CMSMs/DSSABs will need to consider projects relative to demand, long-term viability, and their local needs assessment for child and family programs.

The school board and CMSM/DSSAB are to separately provide a priority ranking for each child care and/or child and family program request being submitted for consideration. The school board provides its ranking for the project against its other projects, and the CMSM/DSSAB prioritizes all projects they are being asked to sign-off on by all school boards (i.e., if the English public school board, the English Catholic school board, and the French Catholic school board all request municipal approval on their Joint Submission form, the CMSM/DSSAB must prioritize them all together rather than per individual school board). This will help ensure that the approved child care and/or child and family program projects align with approved capital projects.

This will require active communication between CMSMs/DSSABs and coterminous school boards to prioritize child care and/or child and family program projects being submitted by all school boards in the service areas of the CMSM/DSSAB.

Ministry Prioritization of Eligible Child and Family Program Projects

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

- Projects are “ready-to-go” and the community has already made plans to relocate, replace or build new child and family program space in a school.
- Child and family programs are in locations that are well-positioned to meet local needs and fill identified service gaps, and will align with future child and family programs planning completed by CMSMs/DSSABs.
- Projects in communities where municipal partners already have familiarity and/or responsibility for child and family programs, and where strong partnerships between the school board and municipality already exist.

Child and Family Program Operational and Accountability Requirements

Approved new construction of child and family program rooms must meet the following operational and accountability requirements:

- The child and family program space/rooms will not result in an operating pressure for the CMSM/DSSAB.
- The physical space will be owned by the school board and leased to the child and family program operator or CMSM/DSSAB. School boards are not to charge operators beyond a cost-recovery level.
- School boards will recover their accommodation costs (e.g., rent, heating, lighting, cleaning, maintenance and repair costs) directly from child and family program 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.
- School boards are required to follow the capital construction approval process for the new construction and/or renovations of child and family program rooms. 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.
- Child and family program space will not count as loaded space for the purposes of the facility space template. The facility space template should provide details of the child and family program space under the section “Community Use Rooms”.
- School boards will be held accountable for implementing appropriate measures to ensure that the cost and scope of approved child and family program projects are within the approved project funding and do not exceed the Ministry’s benchmarks.
- Child and family programs are all Ministry funded child and family programs (OEYCs, PFLCs, CCRCs, and BBBFs).

- It is expected that child and family program spaces built or renovated under this policy:
 - Are built to the specifications of a kindergarten classroom or a regular classroom;
 - Have separate and sufficient washroom space for parents and children using the centre;
 - Have a separate sink or portable sink for parents/caregivers and children using the centre; and
 - Have appropriate covered space for stroller parking on school property or within the school.
- For the purpose of this policy, an eligible child and family program operator:
 - Is a not-for-profit operator or municipal operator; and
 - Receives support from the Ministry to operate an OEYC, PFLC, CCRC, or BBBF program.
- Capital funding for child and family programs cannot be used to address other school board capital needs.

Child and Family Program Capital Funding Calculation and Eligible Expenses

The construction of child and family program rooms 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 leading factor used to calculate the capital funding will be 26 pupil places per room. This approach allows school boards to build child and family program rooms that can be converted for classroom use in the future, if necessary. This funding formula will apply to all new construction of child and family programs, including the replacement of existing child and family programs due to school consolidation or accommodation review.

$$\begin{array}{ccccccc}
 \textit{Capital Funding for} & & & \textit{Elementary} & & \textit{Average} & \\
 \textit{New Construction of} & = & \textit{26 Pupil} & \textit{Construction} & \times & \textit{Elementary} & \\
 \textit{Child and Family} & & \textit{Places} & \textit{Cost} & & \textit{Area} & \\
 \textit{Program Rooms} & & & \textit{Benchmark} & & \textit{Benchmark} & \times \textit{Site} \\
 & & & & & & \textit{Specific} \\
 & & & & & & \textit{GAF}
 \end{array}$$

Note: The capital funding for retrofit projects for child and family programs will be a maximum of 50 percent of the capital funding for new construction projects.

Eligible expenses include:

- First-time equipping; and
- Expenses incurred to meet Building Code standards, which qualify under the [Tangible Capital Assets Guide](#) (TCA), revised April 2015.

Application Process – Joint Submission

The Joint Submission form includes project details, separate project rankings by both the school board and the CMSM/DSSAB, and confirms that the child and family program meets all eligibility and viability requirements.

In order to be considered for funding for the construction of new or renovated child and family program space, school boards must work with their municipal partners to submit a jointly-signed Joint Submission form requesting the construction of child and family program space. School boards must submit a Joint Submission form signed by both the CMSM/DSSAB Manager of Child Care and Early Years System and the school board Director of Education.

The Joint Submission form must be submitted as part of the school board's business case. The Joint Submission form is to be submitted directly to the school board's Capital Analyst (Appendix C) and Ministry Early Years Regional Staff (Education Officer and Child Care Advisor) (Appendix D).

Joint Submission forms must be received by the Ministry by January 27, 2017.

The Ministry may request supporting documentation following a review of the Joint Submission.

Appendix C: List of Ministry Capital Analysts

DSB	District School Board	Capital Analyst	Email	Phone
1	DSB Ontario North East	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
2	Algoma DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
3	Rainbow DSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
4	Near North DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
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	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
8	Avon Maitland DSB	Matthew Anderson	Matthew.Anderson@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	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
14	Kawartha Pine Ridge DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
15	Trillium Lakelands DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
16	York Region DSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
17	Simcoe County DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
18	Upper Grand DSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
19	Peel DSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
20	Halton DSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
21	Hamilton-Wentworth DSB	Matthew Anderson	Matthew.Anderson@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	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
25	Ottawa-Carleton DSB	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
26	Upper Canada DSB	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
27	Limestone DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
28	Renfrew County DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
29	Hastings and Prince Edward DSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
30.1	Northeastern CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
30.2	Nipissing-Parry Sound CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
31	Huron Superior CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
32	Sudbury CDSB	Jaimie Burke	Jaimie.Burke@ontario.ca	416-325-4297
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	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
36	Huron Perth CDSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796

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	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
42	York CDSB	Yvonne Rollins	Yvonne.Rollins@ontario.ca	416-326-9932
43	Dufferin Peel CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
44	Simcoe Muskoka CDSB	Sarosh Yousuf	Sarosh.Yousuf@ontario.ca	416-325-8059
45	Durham CDSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
46	Halton CDSB	Diamond Tsui	Diamond.Tsui@ontario.ca	416-325-2017
47	Hamilton-Wentworth CDSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
48	Wellington CDSB	Matthew Anderson	Matthew.Anderson@ontario.ca	416-325-9796
49	Waterloo CDSB	Matthew Anderson	Matthew.Anderson@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	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
53	Ottawa CSB	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
54	Renfrew County CDSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
55	Algonquin and Lakeshore CDSB	Shakufe Virani	Shakufe.Virani@ontario.ca	416-325-2805
56	CSP du Nord-Est	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
57	CSP du Grand Nord de l'Ontario	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
58	CS Viamonde	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
59	CÉP de l'Est de l'Ontario	Daniel Cayouette	Daniel.Cayouette@ontario.ca	416-325-2018
60.1	CSCD des Grandes Rivières	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
60.2	CSC Franco-Nord	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
61	CSC du Nouvel-Ontario	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
62	CSDC des Aurores boréales	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
63	CSC Providence	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
64	CSDC Centre Sud	Laval Wong	Laval.Wong@ontario.ca	416-325-2015
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

Appendix D: List of Ministry Early Years Education Officers and Child Care Advisors

REGION	EO/CCA	CMSM/DSSAB	SCHOOL BOARD
TORONTO	<u>Education Officer:</u> Dolores Cascone Tel: 416-314-6300 Toll Free: 1-800-268-5755 Dolores.Cascone@ontario.ca TBD (French Language Boards) <u>Child Care Advisor:</u> Isilda Kucherenko Tel: 416-325-3244 Isilda.Kucherenko@ontario.ca	City of Toronto	CS Viamonde CSD catholique Centre-Sud Toronto Catholic DSB Toronto DSB
		County of Dufferin	CS Viamonde CSD catholique Centre-Sud Dufferin–Peel Catholic DSB Upper Grand DSB
		Regional Municipality of Halton	CS Viamonde CSD catholique Centre-Sud Halton Catholic DSB Halton DSB
		Regional Municipality of Peel	CS Viamonde CSD catholique Centre-Sud Dufferin-Peel Catholic DSB Peel DSB
		County of Wellington	CS Viamonde CSD catholique Centre-Sud Upper Grand DSB Wellington Catholic DSB
LONDON	<u>Education Officer:</u> Sue Chanko Tel: 519-870-2187 Sue.Chanko@ontario.ca TBD (French Language Boards) <u>Child Care Advisor:</u> Karen Calligan Tel: 226-919-5832 Karen.Calligan@ontario.ca	Regional Municipality of Waterloo	CS Viamonde CSD catholique Centre-Sud Waterloo Catholic DSB Waterloo Region DSB
		City of Brantford	Brant Haldimand Norfolk Catholic DSB CS Viamonde CSD catholique Centre-Sud Grand Erie DSB
		County of Norfolk	Brant Halidmand Norfolk Catholic DSB CS Viamonde CSD catholique Centre-Sud Grand Erie DSB
		City of Hamilton	CS Viamonde CSD catholique du Centre-Sud Hamilton-Wentworth DSB Hamilton-Wentworth Catholic DSB
		Regional Municipality of Niagara	CS Viamonde CSD catholique Centre-Sud DSB of Niagara Niagara Catholic DSB
		County of Huron	Avon Maitland DSB CS Viamonde CSD des écoles catholiques du Sud-Ouest Huron-Perth Catholic DSB
		County of Lambton	CS Viamonde CSD des écoles catholiques du Sud-Ouest Lambton Kent DSB St. Clair Catholic DSB

		City of London	CS Viamonde CSD des écoles catholiques du Sud-Ouest London District Catholic SB Thames Valley DSB
		County of Oxford	CS Viamonde CSD des écoles catholiques du Sud-Ouest London District Catholic SB Thames Valley DSB
		City of St. Thomas	CS Viamonde CSD des écoles catholiques du Sud-Ouest London District Catholic SB Thames Valley DSB
		City of Stratford	Avon Maitland DSB CS Viamonde CSD des écoles catholiques du Sud-Ouest Huron-Perth Catholic DSB
		City of Windsor	CS Viamonde CSD des écoles catholiques du Sud-Ouest Greater Essex County DSB Windsor-Essex Catholic DSB
		Municipality of Chatham-Kent	CS Viamonde CSD des écoles catholiques du Sud-Ouest Lambton-Kent DSB St. Clair Catholic DSB
NORTH BAY / SUDBURY	<u>Education Officer:</u> Renée Brouillette Tel: 705-497-6893 Toll Free: 1-800-461-9570 Renee.Brouillette@ontario.ca <u>Child Care Advisor:</u> Lina Davidson Tel: 705-564-4282 Lina.Davidson@ontario.ca	Cochrane DSSAB	CSD catholique des Grandes Rivières CSD du Nord-Est de l'Ontario DSB Ontario North East Northeastern Catholic DSB
		Nipissing DSSAB	Algonquin and Lakeshore Catholic DSB Conseil des écoles publiques de l'Est de l'Ontario CSD catholique des Grandes Rivières CSD catholique du Centre-Est de l'Ontario CSD catholique Franco-Nord CSD du Nord-Est de l'Ontario DSB Ontario North East Near North DSB Nipissing-Parry Sound Catholic DSB Northeastern Catholic DSB Renfrew County DSB
		Parry Sound DSSAB	CSD catholique Centre-Sud CSD catholique du Nouvel-Ontario CSD catholique Franco-Nord CSD du Nord-Est de l'Ontario Near North DSB Nipissing-Parry Sound Catholic DSB Simcoe Muskoka Catholic DSB Sudbury Catholic DSB

		Timiskaming DSSAB	CSD catholique des Grandes Rivières CSD du Nord-Est de l'Ontario DSB Ontario North East Northeastern Catholic DSB
		City of Greater Sudbury	CSD catholique du Nouvel-Ontario CSD du Grand Nord de l'Ontario Rainbow DSB Sudbury Catholic DSB
		Algoma DSSAB	Algoma DSB CSD catholique des Grandes Rivières CSD catholique du Nouvel-Ontario CSD du Grand Nord de l'Ontario CSD du Nord-Est de l'Ontario DSB Ontario North East Huron-Superior Catholic DSB Northeastern Catholic DSB
		Manitoulin-Sudbury DSSAB	Algoma DSB CSD catholique des Grandes Rivières CSD catholique du Nouvel-Ontario CSD du Grand Nord de l'Ontario CSD du Nord-Est de l'Ontario DSB Ontario North East Huron-Superior Catholic DSB Northeastern Catholic DSB Rainbow DSB Sudbury Catholic DSB
		Sault Ste. Marie DSSAB	Algoma DSB CSD catholique du Nouvel-Ontario CSD du Grand Nord de l'Ontario Huron-Superior Catholic DSB
THUNDER BAY	<u>Education Officer:</u> Heather Exley Tel: 807-474-2993 Toll Free: 1-800-465-5020 Heather.Exley@ontario.ca <u>Child Care Advisor:</u> Kelly Massaro-Joblin Tel: 807-474-2982 Toll Free: 1-800-465-5020 Kelly.Massaro-Joblin@ontario.ca	Rainy River DSSAB	CSD catholique des Aurores boréales CSD du Grand Nord de l'Ontario Northwest Catholic DSB Rainy River DSB
		Kenora DSSAB	CSD catholique des Aurores boréales CSD du Grand Nord de l'Ontario Keewatin-Patricia DSB Kenora Catholic DSB Northwest Catholic DSB Rainy River DSB
		Thunder Bay DSSAB	CSD catholique des Aurores boréales CSD du Grand Nord de l'Ontario Keewatin-Patricia DSB Lakehead DSB Superior North Catholic DSB Superior-Greenstone DSB Thunder Bay Catholic DSB

OTTAWA	<u>Education Officer:</u> Jeff O'Grady Manager (A), Full-Day Kindergarten Early Years Implementation Branch Tel: 416-212-4004 Jeff.OGrady@ontario.ca <u>Child Care Advisor:</u> Rachelle Blanchette Tel: 613-536-7331 Rachelle.Blanchette@ontario.ca	County of Hastings	Algonquin and Lakeshore Catholic DSB Conseil des écoles publiques de l'Est de l'Ontario CS Viamonde CSD catholique Centre-Sud CSD catholique du Centre-Est de l'Ontario Hastings and Prince Edward DSB Kawartha Pine Ridge DSB Peterborough Victoria Northumberland and Clarington Catholic DSB
		City of Kingston	Algonquin and Lakeshore Catholic DSB Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de l'Ontario Limestone DSB
		County of Lanark	Catholic DSB of Eastern Ontario CSD catholique du Centre-Est de l'Ontario Conseil des écoles publiques de l'Est de l'Ontario Upper Canada DSB
		County of Leeds and Grenville	Catholic DSB of Eastern Ontario Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de l'Ontario Upper Canada DSB
		County of Prince Edward/Lennox and Addington	Algonquin and Lakeshore Catholic DSB Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de l'Ontario Hastings and Prince Edward DSB Limestone DSB
		City of Cornwall	Catholic DSB of Eastern Ontario CSD catholique de l'Est ontarien Conseil des écoles publiques de l'Est de l'Ontario Upper Canada DSB
		City of Ottawa	Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de l'Ontario Ottawa Catholic DSB Ottawa-Carleton DSB
		United Counties of Prescott and Russell	Catholic DSB of Eastern Ontario Conseil des écoles publiques de l'Est de l'Ontario CSD catholique de l'Est ontarien Upper Canada DSB
		County of Renfrew	Conseil des écoles publiques de l'Est de l'Ontario CSD catholique du Centre-Est de

			l'Ontario Renfrew County Catholic DSB Renfrew County DSB
BARRIE	<u>Education Officer:</u> Ana Marie Prokopich Tel: 705-725-6260 Toll Free: 1-888-999-9556 AnaMarie.Prokopich@ontario.ca TBD (French Language Boards) <u>Child Care Advisor:</u> Maria Saunders Tel: 705-725-7629 Maria.Saunders@ontario.ca	County of Bruce	Bluewater DSB Bruce-Grey Catholic DSB CS Viamonde CSD des écoles catholiques du Sud-Ouest
		County of Grey	Bluewater DSB Bruce-Grey Catholic DSB CS Viamonde CSD des écoles catholiques du Sud-Ouest
		Regional Municipality of Durham	CS Viamonde CSD catholique Centre-Sud Durham Catholic DSB Durham DSB Kawartha Pine Ridge DSB Peterborough Victoria Northumberland and Clarington Catholic DSB
		County of Northumberland	CS Viamonde CSD catholique Centre-Sud Kawartha Pine Ridge DSB Peterborough Victoria Northumberland and Clarington Catholic DSB
		City of Peterborough	CS Viamonde CSD catholique Centre-Sud Kawartha Pine Ridge DSB Peterborough Victoria Northumberland and Clarington Catholic DSB
		County of Simcoe	CS Viamonde CSD catholique Centre-Sud Simcoe County DSB Simcoe Muskoka Catholic DSB
		City of Kawartha Lakes	CS Viamonde CSD catholique Centre-Sud Peterborough Victoria Northumberland and Clarington Catholic DSB Trillium Lakelands DSB
		Regional Municipality of York	CS Viamonde CSD catholique Centre-Sud York Catholic DSB York Region DSB
		District Municipality of Muskoka	CSD catholique Centre-Sud Simcoe Muskoka Catholic DSB Trillium Lakelands DSB