



SFIS & BUSINESS CASE MANUAL 2016 School Consolidation Capital

CAPITAL POLICY AND PROGRAMS BRANCH

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2016 School Consolidation Capital Overview

The Ministry will be reviewing School Consolidation Capital (SCC) funding requests in order to determine how to allocate capital funding for major capital projects. Boards are asked to submit their requests for SCC funding through the School Facilities Inventory System (SFIS) by February 29, 2016.

In the interest of continuous improvement, the Ministry has updated the SCC submission tools, including the required business case for each project.

Although Boards will have the opportunity to identify up to 30 projects, only the board's 8 highest priority projects expected to open no later than 2019-20, will be considered for SCC funding and will need to be supported with a completed business case. Projects required after 2019-20 will not be considered for SCC funding at this time due to the lack of immediate need.

In November 2015, Boards were sent letters summarizing Ministry responses to the 2015 Capital Priorities funding requests. Earlier in 2015, the Ministry announced results from the 2014 SCC funding. It is suggested that school Boards review the Ministry comments in determining future needs to be submitted.

Projects that should not be submitted for SCC 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;

Boards must have a Ministry approved CAPT consistent with the Board's 2014-15 Financial Statement in order to receive any consideration for Capital Priorities funding.

Boards that intend on pursuing a project using available build capacity funding or other funds available to the Board, as identified in their Capital Analysis and Planning Template, must include the project(s) as a priority through the submission process.

The Ministry will consider project funding business cases under the SCC program that allow a board to reduce their excess capacity. Only projects that are identified as consolidating excess space will be eligible for funding. 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 Board has made a decision to close;
- Right-sizing existing schools by renovating existing excess space for other uses including Community Hubs.

The SCC business cases will be reviewed by the Ministry with the focus being on the cost effectiveness of the proposed solutions. 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 28, 2016 to be considered for SCC funding approval.

The following School Board performance measures will also be considered for all School Consolidation Capital projects:

- Board's ability to build to Ministry benchmark costs;
- Board's ability to deliver projects within target timeframes;
- 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 target timeframes.

All the criteria related to number of students will be reviewed in the context of factors that can affect school size, such as location and school type.

If you have any questions with completing the submission tools or require additional information, please contact your Board's Capital Analyst (see Appendix A).

What's New for 2016?

What's New for 2016?

- This year, Boards will have the opportunity to submit their 8 highest School Consolidation Capital (SCC) projects using a new business case template. Changes to the template are outlined below:
 - In the Project Scope section, the Gross Floor Area (GFA) for renovations now needs to be broken out between elementary and secondary panels. A new cell has been added to collect information on the total GFA being demolished as part of the project;
 - The “Cost Estimates (Approximate)” and “Calculations” sections have been combined into a single “Benchmark (Approximate)” section that contains the same information. The Postal Code field that used to be located in this section is now in the “General” information section;
 - In the “Existing funding available for project” section, the “Applicable Ministry Funding” cell has been separated into two entries: “Board Build Capacity” and “Full Day Kindergarten”;
 - In the “Closest School Facilities” section, a new column has been added to record the renewal needs in space that is being demolished. Also, in this section, all yellow cells should be filled in for selected schools even if values are unchanged or zero. The rows for schools lacking a SFIS # have been removed. Boards should call their Capital Analyst for help updating the template if a school is missing from the pre-populated data. A new line has been added to collect information on a proposed new school if it is part of the project.
- Projects associated with an ARC completion date of later than March 28, 2016 will not be considered for SCC funding in this round.
- Boards will have the ability to modify their 2015 Capital Priorities and 2014 SCC project requests that were not approved and include those projects as part of their new 2015 SCC submission.

Capital Priorities Template Dashboard

The Capital Priorities Template Dashboard in SFIS is located under the Accountability Data tab in the main menu. Boards will be required to submit their School Consolidation Capital (SCC) requests through this tool. The Dashboard provides an overview of the Board's SCC on a project by project basis, along with the capabilities to access the required business case.

General Description

Boards have the opportunity to identify up to 30 SCC projects in the Capital Priorities Template Dashboard, however, only the Board's 8 highest priority projects, expected to open no later than 2019-20, will be reviewed for funding consideration. These 8 projects must be supported with completed business case templates provided by the Ministry.

The "Save" button allows Boards to update the Dashboard at their leisure. Several field requirements have footnote explanations which are provided on the Dashboard.

Input Required By Board

Boards must complete all fields in the Capital Priorities Template Dashboard for each project to be submitted for funding consideration. Below is an overview of each field.

Project Name

There are three options to enter the name of the project:

Option #1 - *Projects that were submitted as Capital Priorities in 2015 or as SCC in 2014 and have not received a funding approval.*

- To select a prior SCC project, select the '2016' or '2014 Consolidation' from the Submission Year drop-down field;
- On the left side of the Dashboard, check the boxes associated with the projects you wish to carry forward to 2016 and click the 'Copy to Current Submission' box at the bottom of the screen;
- The projects selected should now appear in the Board's 2016 SCC template. Only the project name and postal code will be pre-populated. All other fields will need to be entered.

Option #2 - *Projects that already have an SFIS number, including a 50000 series number for planned schools.*

- Select the 'Select School(s)' search tool icon;

- Search for schools either using a range of SFIS numbers, school name, panel, status or city/town;
- A list of schools will be populated allowing the Board to select the school(s) they would like to add to the Dashboard;
- Once the selected school(s) has been selected, click on the 'Add' button and the school(s) will appear on the Dashboard.

Option #3 – *Projects that do not have an SFIS number, including a 50000 series number for planned schools.*

- Select the 'Add planned school' icon;
- Enter the mandatory fields and press 'save';
- Note: the postal code field is important as it is used to calculate the Geographic Adjustment Factor (GAF) portion of the benchmark funding. For new schools, with no confirmed postal code, please enter the postal code of the expected location on the new school;
- Once the data is saved, the new proposed school will have been added to the Dashboard;
- Note: this newly created planned project will also now appear in the Capital Plan Module in SFIS under the Inventory Menu (Planned Schools Section). If a Board needs to remove a newly created planned project they will have to remove it from both the Capital Priorities Template Dashboard and the Capital Plan Module.

Year Required

Boards are required to enter the year in which the project is required to be completed using the dropdown function. (ie. projected opening school year).

Priority Rank

For those projects that are required no later than 2019-20, the Board is required to rank the top 8 priorities, with 1 being the highest priority. Projects required after 2019-20 will not be prioritized. There cannot be duplicate priority numbers or gaps in the ranking.

Project Category

The only available project category is School Consolidation. Boards do not have the option to choose a different category for SCC project submissions.

Project Type

Boards are to indicate if the project type is a new school, permanent addition or retrofit.

Panel

Please indicate which panel is associated with the required project,

- E – Elementary School
- S – Secondary School
- E/S – Facilities that include both an elementary and secondary component, such as a JK-12 facility or 7-12 facility

ARC Completion Date

Boards are required to indicate the completion date (the date of the Board’s final approved decision) of any Accommodation Review Committee (ARC) process associated with the proposed project. If the proposed project does not require an ARC, please select “N/A”. Projects associated with an ARC completion date of later than March 28, 2016 will not be considered for SCC funding in this round.

OTG Capacity

This OTG value must match the sum of the pupil place values in the “To Add” column of the project scope, entered in cells AF6 to AF8 in the submitted business case. It is recommended this data be entered once the business case has been completed.

Total Estimated Cost

This total estimated cost value must match the “Total Estimated Cost” value identified within the “Estimated Cost Breakdown” section in the submitted business case. It includes all costs associated with the project (ie. construction, retrofit, renewal, demolition, site prep and site acquisition). It is recommended this data be entered once the business case has been completed.

Postal Code

The postal code is used to calculate the GAF portion of the benchmark funding. The cell is pre-populated if the information is provided in SFIS. For new schools with no confirmed postal code, please enter the postal code of the expected location of the new school.

Business Cases / Documents Upload

The excel link will allow Boards to download and upload the required business case. **The 2016 business case has been updated and must be completed for all projects to be considered in this round of SCC funding.**

When downloading the business case, save the template immediately using a project-specific file name. Do not work off of a web-based business case, as it cannot be saved as an excel file.

Business case files should be named “SCC2016-[dsbid]-Px.xlsx” where [dsbid] is the Board ID number (e.g. 01, 05.1, 05.2, 07) and *Px* refers to the priority number (e.g. Priority 1 is *P1*, Priority 2 is *P2*, etc.). Alternate solution business case files will look similarly, and be named “SCC2016-[dsbid]-Px-Alt.xlsx” where *Alt* refers to the alternate solution for a given SCC project (e.g. Alternate 1 for Priority 1 is *P1-Alt1*, Alternate 2 for Priority 1 is *P1-Alt2*, etc.).

The business case is an xlsx file. To allow for an analysis of the numbers provided in each business case by Ministry staff, ensure the business case is uploaded as an xlsx file on SFIS.

The magnifying glass icon allows Boards the opportunity to upload up to five other files per project (such as relevant maps, Board motions, ARC decisions, etc.) to support the rationale for the proposed project. Alternate solutions for a given project can also be submitted, with each solution in a separate business case. Additional files must not exceed 4MB each. Note only the following file types are supported: doc, docx, pdf, xls, xlsx, jpg, jpeg, gif.

If there are other files which the Board would like to submit or any issues with the document uploads, please contact your Capital Analyst (see Appendix A).

Ready for Ministry Submission

Once the Board has entered all the data for up to 8 SCC projects and has uploaded the required business case(s) and any other supporting data, they are ready to submit to the Ministry. Once the “submit” button has been selected, the SCC projects submitted for funding consideration will be locked.

Any changes to the submission will have to be made by contacting your Board’s Capital Analyst. As a reminder, the “Save” button allows Boards to update the Dashboard at their leisure.

For planning purposes, the Board may continue to update the remaining projects that they have included in the Dashboard.

School Consolidation Capital Business Case

As indicated in 2015: B16, Boards have the opportunity to identify up to 30 SCC projects in the Capital Priorities Template Dashboard. However, only the Board's 8 highest priority projects expected to open no later than 2019-20 will be considered for School Consolidation Capital (SCC) funding and will need to be supported by a completed business case.

The business case submission form is structured such that the Board is able to identify the current situation within an area of the proposed project and provide a proposed solution. A separate business case is required for each alternate solution and is to be uploaded on the SFIS Capital Priorities Template Dashboard as an additional file for a given project.

Helpful Tips

- Only yellow cells may be populated. Note that not all yellow cells need to be completed in order for the business case to be considered a completed submission.
- Save regularly when populating the SCC Business Case Template.
- When downloading the business case from SFIS, save the template immediately using a project-specific file name.
- Boards are encouraged to provide as much detail as possible in a Word document uploaded in the Capital Priorities Template Dashboard in SFIS. This is an opportunity for Boards to provide additional project information that would have previously been included in the comment boxes within the business case itself. Other additional materials to support the business case (such as relevant maps, board motions, ARC decisions, etc.) may also be uploaded in the Capital Priorities Template Dashboard in SFIS.
- If required, press the 'Esc' key to remove input prompts from view.
- Pre-populated facility data is reflective as of December 2015 SFIS data.
- Should you still have questions please contact your Capital Analyst (see Appendix A).

Section A: Proposed Project Overview

General Project Information

Boards are required to complete general project information such as the project's name, category, type, priority ranking, year required, site requirements and grade panel. If the project is associated with an ARC, the ARC decision date is required to be identified. This information must correspond to the information entered in the Capital Priorities Template Dashboard.

Project Scope

As with the template for the last round of Capital Priorities, the new SCC template requires that Boards specify pupil places (JK-SK; grades 1-8; grades 9-12), rooms (child care) and GFA for Retrofits (square meters) in the 'To Add' and 'Final' columns, where applicable.

For new schools, figures in the 'To Add' and 'Final' columns will be the same. In the case of permanent additions, these figures will differ. Please refer to the examples on the next page for reference.

Pupil Places

The number of pupil places, in both the 'To Add' and 'Final' columns, is populated using a JK-SK, grades 1-8 and grades 9-12 breakdown.

Rooms (Child Care)

Child care spaces are defined as exclusive use space for children 0 to 3.8 years old in existing, new and expanded schools. School Boards must build child care rooms in accordance with the *Day Nurseries Act (DNA)* or the *Child Care and Early Years Act, (CCEYA)* once proclaimed. New child care rooms are required to be used for exclusive use for the purposes of providing licensed child care during the core school day. Rooms are not to be used for classroom purposes and child care operators must not be asked to relocate from these rooms, at any time. Child care rooms are not loaded for the purposes of OTG.

As in the previous business case template, figures for child care are populated by the number of rooms entered in **cell AF10**.

GFA (Retrofits)

The GFA is populated in square meters, which refers to the area of the rooms that are being altered. The space to be renovated needs to be broken down into elementary and secondary and entered in the indicated cells.

Demolition

If the project involves demolishing space, please enter the area to be demolished in square metres.

Project Scope Example #1 – New School

Project Scope

Construction	To Add	Final
Pupil Places		
JK - SK	100	100
Grade 1 - 8	400	400
Grade 9 - 12	200	200
Child Care		
Rooms	2	
Renos and Demos		
Elementary GFA		
Secondary GFA		
Demolition GFA		

School Board X is building a new JK-12 school. The school will consist of 100 JK-SK, 400 grade 1-8 and 200 grade 9-12 pupil places. The new facility will also include 2 child care rooms. As this is a new facility, there is no need for renovations or demolitions to report.

Project Scope Example #2 – Permanent Addition and Retrofit

Project Scope

Construction	To Add	Final
Pupil Places		
JK - SK	100	200
Grade 1 - 8	400	800
Grade 9 - 12		
Child Care		
Rooms	1	
Renos and Demos		
Elementary GFA	150	
Secondary GFA		
Demolition GFA		

School Board Y is building an addition to one of its existing JK-8 schools. The addition will add 100 JK-SK and 400 grade 1-8 pupil places. The facility already has 1 child care Room, but another will be added. Finally, the project also includes a retrofit of 150 m².

Project Scope Example #3 – Permanent Addition and Retrofit

Project Scope

Construction	To Add	Final
Pupil Places		
JK - SK		
Grade 1 - 8		
Grade 9 - 12		
Child Care		
Rooms		
Renos and Demos		
Elementary GFA	500	
Secondary GFA		
Demolition GFA	2000	

School Board Z is demolishing 2,000 m² to right-size a school. The demolition will require renovation to 500 m² to restore lost functionality.

Cost Estimates (Approximate)

Benchmark (Approximate)

An estimation of Ministry benchmark funding to be provided through SCC for the proposed project is automatically populated based on the information entered in the previous sections. Please be aware that this is an approximation of what the Ministry benchmark funding would be for the project and may not match the final approved benchmark value of the proposed project.

The Ministry benchmark funding value will not be calculated for the demolition portion of a project.

Child Care Funding

Ministry benchmark funding for child care is automatically populated based on the number of rooms entered in **cell AF10**, under the 'Project Scope' section of the template. Again, this is an approximation of what the Ministry benchmark funding would be for child care component of the project and may not match the final approved benchmark value of the proposed child care.

Total Project Funding

The project benchmark is the sum of SCC plus Child Care Benchmark. The Ministry reserves the right to change the benchmark prior to making a decision.

Cost Breakdown

The Board is required to provide a detailed estimated cost breakdown for the project, specifically identifying costs related to construction, retrofit, renewal, demolition, site preparation and site acquisition. Boards must identify what renewal funding is available to contribute to the proposed project in the 'Existing Funding Available' section of the business case.

Once this area of the business case has been completed, the value calculated in **cell BR10**, the 'Total Estimated Cost', is used to populate the 'Total Estimated Cost' section of the Capital Priorities Template Dashboard in SFIS.

Existing Funding Available

The Board is provided with an opportunity to identify any existing Ministry or Board funding that is available for the project. Where applicable, this information will be validated using the most recent copy of the Board's CAPT. This section allows the Board the opportunity to identify projects that could be pursued with below-benchmark funding support from the Ministry.

Section B: Identification of Solution Area

Closest School Facilities

This list of closest school facilities is populated based on the SFIS number identified by the Board and is to serve as a starting point for the analysis of the proposed project. The Board may select which facilities are to be included in the analysis below using the checkboxes located on the left side of the page. Boards are to have considered the enrolment impacts on facilities in proximity to the project site in the rationale for the proposed project.

The initial list of closest school facilities will not be the exact list of schools that must be included in the analysis of the proposed project. It is simply your Board's closest 9 schools, within a 40km radius, to the SFIS number identified.

Populating the list of Closest Schools

In cell V17, please enter an existing SFIS number in order to generate a list of nearby school facilities to include for subsequent analysis. For permanent additions and retrofit projects, the SFIS number entered should be that of the affected facility. For new school projects, the Board must select the closest affected existing school.

Listing Additional Schools

Schools which have an existing SFIS number

In rows 28 to 31 Boards have the opportunity to add other schools which they wish to include in their analysis, which have an existing SFIS number. This would be useful for areas where there are more than 9 schools in close proximity to the proposed project.

Schools which do not have an existing SFIS number

If a relevant school is missing from the SFIS data, the Board should contact their Capital Analyst. Once correct, up-to-date data is found, the SFIS source data will be updated and a new version of the template will be sent to the Board.

New school

If the project involves building a new school, the information for the new school should be entered on row 33.

Note: A maximum of 8 facilities can be included in the analysis section of the business case.

5 – Year Renewal Needs

This section is to be completed for all schools which are selected to be included in the analysis. If the Board has a different assessment of the renewal needs associated with a facility, they should be entered here. If the Board agrees with the data in the Total Capital Planning Solution (TCPS) column, the Board should enter the same number in the “Board” column. Note that the data in TCPS column has been adjusted to reflect recent changes in the benchmark funding per square metre values and to break out the building level assessment data to SFIS #.

If the proposed project includes demolition, the renewal needs of the area to be demolished need to be entered in the “In Demo” column so that the reduction in renewal needs can be accurately assessed.

GFA

This section captures information on the Gross Floor Area (GFA) in the current situation and proposed solution. Data for the current situation comes from SFIS is and is pre-populated. The GFA in the proposed solution should be entered even if it is unchanged from the current situation to confirm that it will not be changed.

Operating Costs

Boards are required to indicate the current annual operating cost of each facility that is selected as part of the solution. For existing facilities, the most recent costs that are available can be entered. For new facilities, Boards should indicate what the facility would cost to operate today (in 2016 dollars). The operating costs should be re-entered in the “Proposed Solution” column even if they are unchanged to confirm that they are in fact expected to be the same.

Section C: Solution Analysis

Current Situation

In this area of the business case, the Board is required to populate data for the schools identified in the “Identification of Solution Area” section. This data is to be populated using the assumption that the proposed project is NOT approved.

Enrolment And Capacity Data

The list of facilities in this section (and all subsequent sections) will be populated based on the schools that have been selected in the “Closest School Facilities” section.

For the selected schools, the Board is required to input enrolment, OTG and temporary capacity data for the required year of the proposed project, as well as four and eight years after the required year. The data in this section is to be entered assuming that the proposed capital project has not been approved.

The enrolment projections for the selected school should show the impact of any previously approved capital project as well as OTG changes. For example, if the Board was previously approved for Ministry funding to construct an addition at one of the selected schools.

Proposed Solution

In this area of the business case, the Board is required to populate data for the schools identified in the “Identification of Solution Area” section. This data is to be populated using the assumption that the proposed project is approved.

Enrolment And Capacity Data

The Board is to provide enrolment and capacity information for the selected facilities. In contrast to the “Current Situation” section, this data is to be populated assuming the proposed project is approved. For permanent additions / retrofits, the Board can reflect any OTG changes to selected facilities in **column AS**.

Frequently Asked Questions

Will the Ministry consider funding projects currently involved in an ARC?

Projects associated with an ARC require a final trustee decision by March 28, 2016 for funding consideration.

The approved ARC recommendation includes additions at two separate schools. Is this one project or two?

Any project proposal that requires capital work to be done at multiple facilities will require individual entries (with unique priority rankings for each facility) in the Capital Priorities Template Dashboard and individual business cases to be submitted for each facility. This does not apply to JK-12 / 7-12 projects where the schools are located on the same site (ie. a new combined JK-12 school should be submitted as a single entry in the Capital Priorities Template Dashboard and in one business case submission).

I have downloaded the business case but am not able to save it?

When downloading the business case from the Capital Priorities Template Dashboard, Boards should always “save” the business case with a unique, project-specific file name, prior to populating. If the Board instead chooses to “open” the file, there may be difficulty in saving the data that has been populated.

Are EDC eligible costs to be included as part of the total cost of the project?

EDC eligible costs should be included in the total estimated cost for the proposed project. However, Boards should also identify what EDC funding is available to contribute to the proposed project in the ‘Existing Funding Available’ section of the business case.

Where should renewal / retrofit costs be entered?

Often when Boards are constructing permanent additions, there is significant renewal work required to the existing building. Boards are asked to enter these renewal costs in the “Construction Costs” cell of the “Total Estimated Cost” section. However, the Board should identify what renewal funding is available to contribute to the proposed project in the “Existing Funding Available” section of the business case along with a description of the work to be done in the associated comment box.

Projects that are solely renewal in nature and that are to be funded entirely from the Board’s annual renewal grant should not be entered in the SCC business case template.

APPENDIX A

Ministry Capital Analyst / Financial Officer Contact List

Board #	Board Name	Capital Analyst	Financial Officer
1	DSB Ontario North East	Jaimie Burke Jaimie.Burke@ontario.ca 416-325-4297	Soundari Vigneshwaran Soundari.Vigneshwaran@ontario.ca 416-326-9168
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3	Rainbow DSB	Jaimie Burke Jaimie.Burke@ontario.ca 416-325-4297	Marjorie Tang Marjorie.Tang@ontario.ca 416-326-6208
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5.1	Keewatin-Patricia DSB	Jaimie Burke Jaimie.Burke@ontario.ca 416-325-4297	Sandra Chin Sandra.M.Chin@ontario.ca 416-236-1155
5.2	Rainy River DSB	Jaimie Burke Jaimie.Burke@ontario.ca 416-325-4297	Sandra Chin Sandra.M.Chin@ontario.ca 416-236-1155
6.1	Lakehead DSB	Jaimie Burke Jaimie.Burke@ontario.ca 416-325-4297	Sandra Chin Sandra.M.Chin@ontario.ca 416-236-1155
6.2	Superior-Greenstone DSB	Jaimie Burke Jaimie.Burke@ontario.ca 416-325-4297	Sandra Chin Sandra.M.Chin@ontario.ca 416-236-1155
7	Bluewater DSB	Matt Anderson Matthew.Anderson@ontario.ca 416-325-9796	Michelle Zheng Michelle.Zheng@ontario.ca 416-325-2038
8	Avon Maitland DSB	Matt Anderson Matthew.Anderson@ontario.ca 416-325-9796	Virginie Cabannes Virginie.Cabannes@ontario.ca 416-326-2156
9	Greater Essex County DSB	Mike Wasyluk Michael.Wasyluk@ontario.ca 416-326-9924	Soundari Vigneshwaran Soundari.Vigneshwaran@ontario.ca 416-326-9168

Board #	Board Name	Capital Analyst	Financial Officer
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11	Thames Valley DSB	Mike Wasyluk Michael.Wasyluk@ontario.ca 416-326-9924	Virginie Cabannes Virginie.Cabannes@ontario.ca 416-326-2156
12	Toronto DSB	Lisa Bland Lisa.Bland@ontario.ca 416-326-9921	Michelle Zheng Michelle.Zheng@ontario.ca 416-325-2038
13	Durham DSB	Catherine Roy Catherine.Roy@ontario.ca 416-326-9445	Nigel Duquette Nigel.Duquette@ontario.ca 416-212-8411
14	Kawartha Pine Ridge DSB	Catherine Roy Catherine.Roy@ontario.ca 416-326-9445	Michelle Zheng Michelle.Zheng@ontario.ca 416-325-2038
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28	Renfrew County DSB	Catherine Roy Catherine.Roy@ontario.ca 416-326-9445	Nigel Duquette Nigel.Duquette@ontario.ca 416-212-8411
29	Hastings and Prince Edward DSB	Catherine Roy Catherine.Roy@ontario.ca 416-326-9445	Nigel Duquette Nigel.Duquette@ontario.ca 416-212-8411
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38	London Catholic DSB	Mike Wasyluk Michael.Wasyluk@ontario.ca 416-326-9924	Virginie Cabannes Virginie.Cabannes@ontario.ca 416-326-2156
39	St. Clair Catholic DSB	Mike Wasyluk Michael.Wasyluk@ontario.ca 416-326-9924	Jeffrey Lewis Jeffrey.Lewis@ontario.ca 416-325-0607
40	Toronto Catholic DSB	Lisa Bland Lisa.Bland@ontario.ca 416-326-9921	Nigel Duquette Nigel.Duquette@ontario.ca 416-212-8411
41	PVNC Catholic DSB	Catherine Roy Catherine.Roy@ontario.ca 416-326-9445	Michelle Zheng Michelle.Zheng@ontario.ca 416-325-2038
42	York Catholic DSB	Yvonne Rollins Yvonne.Rollins@ontario.ca 416-326-9932	Michelle Zheng Michelle.Zheng@ontario.ca 416-325-2038
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46	Halton Catholic DSB	Diamond Tsui Diamond.Tsui@ontario.ca 416-325-2017	Sandra Chin Sandra.M.Chin@ontario.ca 416-236-1155
47	Hamilton-Wentworth Catholic DSB	Matt Anderson Matthew.Anderson@ontario.ca 416-325-9796	Soundari Vigneshwaran Soundari.Vigneshwaran@ontario.ca 416-326-9168
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49	Waterloo Catholic DSB	Matt Anderson Matthew.Anderson@ontario.ca 416-325-9796	Marjorie Tang Marjorie.Tang@ontario.ca 416-326-6208
50	Niagara Catholic DSB	Mike Wasylyk Michael.Wasylyk@ontario.ca 416-326-9924	Marjorie Tang Marjorie.Tang@ontario.ca 416-326-6208
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54	Renfrew County Catholic DSB	Catherine Roy Catherine.Roy@ontario.ca 416-326-9445	Nigel Duquette Nigel.Duquette@ontario.ca 416-212-8411
55	Algonquin and Lakeshore Catholic DSB	Catherine Roy Catherine.Roy@ontario.ca 416-326-9445	Nigel Duquette Nigel.Duquette@ontario.ca 416-212-8411
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