Ontario

2010: SB47

MEMORANDUM TO:	Superintendents of Business
FROM:	Grant Osborn Director (A) Capital Policy Branch
DATE:	October 19, 2010
SUBJECT:	Full-Day Early Learning Kindergarten – Year 3 Capital Funding and Site Selection Template

As a follow-up to **Memorandum 2010: EL11** dated October 5, 2010, which provided an overview of the planning directions and guidelines for selecting sites to offer the Full-Day Early Learning Kindergarten (FDK) program in Year 3 (2012-13), I am pleased to provide additional information about the Ministry's capital review process, as well as a detailed overview of the new web-based site selection template.

FDK Capital Funding

Capital Review Process

School boards are required to identify their Year 3 sites and any associated capital needs in the site selection template (see section below for more details on template), based on the criteria outlined in Memorandum 2010:EL11.

Ministry capital analysts will review the capital funding requests at each school submitted by boards through the template. The process and the basis for evaluating the FDK capital needs of each Year 3 school will be similar to that of the review conducted for Year 2 sites. That process was outlined in **Memorandum 2010:SB11**, dated March 22, 2010. One of the key features of the process is that the capital analyst will consult with school boards to discuss their FDK capital needs in detail to ensure they have a clear understanding of a board's identified capital requirements.

In reviewing Year 3 capital needs, boards should take into account that the Ministry will be making capital funding for first-time equipping and minor renovations of FDK classrooms available for Year 3 classes.

Appropriate Space for FDK Classrooms

The Ministry expects that school boards will offer FDK in existing rooms that are appropriate for accommodating kindergarten-aged students. While there is no Ministry standard for kindergarten classrooms, we recognize that appropriate space takes into account features such as proximity to washrooms, sufficient area for learning centres and access to outside play areas. These features will be considered when reviewing the space needs of a school as part of the capital review process.

When building or retrofitting new classroom space to accommodate FDK, school boards will have the flexibility to decide what features they feel are appropriate to include in these classrooms, while managing their projects within the approved capital funding envelope.

Timelines

Boards are requested to submit their site selection templates on or before **November 26, 2010.** Boards are encouraged to submit early to ensure a thorough and timely review. The Ministry plans to inform boards of their approved Year 3 site selection and capital approvals in the early spring of 2011.

Accountability Measures

The Ministry has made some modifications to the accountability measures it has in place for capital projects that apply only to FDK-related projects.

FDK capital projects that cost less than $250,000 do not require a *Ministry Approval to Proceed* (formerly called a *Transfer from Reserves Approval*). This exemption only applies for stand-alone FDK projects. For example, if a school board is undertaking a capital project that has an FDK component, the entire project would require a *Ministry Approval to Proceed*, even if the FDK component of the project is less than $250,000.

If an FDK-related addition is made to a school that is valued at less than 50 per cent of the replacement cost of the target facility, a school board is not required to submit an independent cost consultant valuation as part of the *Ministry Approval to Proceed* process. Although, the school board would still be required to provide a cost estimate for the project as part of the approval process. For an FDK-related addition project that is valued at greater than 50 per cent of the replacement cost of the target facility, the Ministry will still require a letter from a senior board official confirming the project's cost estimate by an independent cost consultant.

School boards need to record all of their major FDK capital projects (i.e. greater than $250,000) in the funded project section of the School Facilities Information System.

School boards are also reminded that they need to retain adequate records to support all of their FDK related expenditures in the event of an audit.

Financial Reporting

As identified in **Memorandum 2010:SB30**, dated June 17, 2010, the FDK capital program will operate on a modified grant payment process. Payments will be based on the FDK-related capital spending that boards report in their Financial Statements and in the March Report. While school boards will no longer need to undertake any long-term borrowing to finance their FDK capital investments, the Ministry will continue to fund short-term interest costs related to FDK capital projects to reflect that cash flows to boards will occur on a bi-annual basis. The short-term interest payments will be calculated in a similar manner as they are for other eligible capital programs.

FDK Site Selection Template

A new site selection template has been created in the School Facilities Inventory System (SFIS) for boards to identify and submit their preferred sites to deliver the FDK program in Year 3, and to identify any associated capital needs to the Ministry for review. The SFIS is a web-based portal and database that the Ministry uses to collect facility data, capital funding requests and track expenditures on new schools and additions. Every school board should have staff that are familiar with accessing the system.

School boards will be able to access the FDK site selection template through SFIS starting October 21, 2010. The FDK site selection template for Year 3 will be found in the Accountability Data section of SFIS.

The site selection template will be pre-populated in large part by existing facility information provided by school boards in SFIS. In addition, there are a number of entry fields for school boards to provide essential information such as projected FDK enrolment, childcare information, prioritization of sites and applicable capital needs. A detailed overview of the FDK site selection template, including screen shots and step-by-step instructions, has been provided in Appendix 'A'.
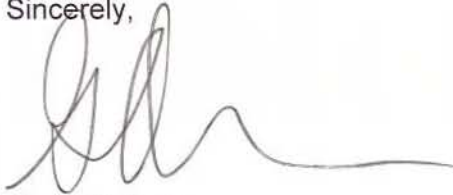
The Ministry has scheduled an optional online training session on the FDK site selection template for all school boards on November 2, 2010 at 11:00 a.m. Although not mandatory, it is strongly encouraged that school boards have the staff member(s) present at the training that will be responsible for inputting data into the FDK site selection template. To confirm your board's attendance at the FDK site selection template training, please RSVP to Rosemarie Procopio via email at rosemarie.procopio@ontario.ca by October 27, 2010. Additional information on this training session will be e-mailed to those who have identified their interest in participating.

We have also provided a list of answers to some of the anticipated questions that boards may have related to the template. These can be found in Appendix 'B'. As well, the Ministry's capital analysts are available to work with their boards to complete the FDK site selection template and to provide any assistance or answer any questions throughout the submission process. A list of capital analysts and their assigned school boards has been attached to this memorandum for reference in Appendix 'C'.

For any inquiries regarding the capital review process in Year 3, please contact your board's capital analyst or Grant Osborn, Capital Policy Branch, Ministry of Education, at (416) 325-1705 or grant.osborn@ontario.ca

For all other inquiries regarding the FDK template, please contact Daniel Castaldo, Capital Programs Branch, Ministry of Education, at (416) 325-2022 or daniel.castaldo@ontario.ca

Sincerely,

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Capital Policy Branch
Ministry of Education
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Grant.Osborn@Ontario.ca

copy: Directors of Education
        Superintendents of Plant
        Superintendents of Planning
        Ministry of Education, Assistant Deputy Minister, Jim Grieve

Appendix A – FDK Site Selection Template in SFIS

Purpose

The FDK site selection template has been developed by the Ministry of Education to capture all school boards' prioritized lists of preferred sites for the implementation of Year 3. Moving to an online platform rather than an excel-based template is intended to minimize the amount of data entry time, eliminate any confusion between multiple versions of a board's template, and to ensure that both the school boards and Ministry staff are working with the same information from a centralized data source. Each school board has been assigned two login accounts for the SFIS system; one is a 'write' account, which allows the user to update and change information within the system, the other simply permits viewing of the data. In order to populate your board's FDK Site Selection Template, the 'write' access account is to be used.

The template will also provide Ministry staff with the ability to summarize and analyze the extensive range of capital needs throughout the Province, and provide an accurate estimate of the amount of capital funding required to address these needs. Functionality has been built into the template to allow school boards to upload PDF site plans for schools where capital funding has been requested. The submission of site selection proposals to accompany capital requests was identified as a best practice in Year 2, and will be an asset to the Year 3 capital review process.

School boards will also be able to provide qualitative information within their FDK templates to further explain the rationale behind any capital requests or to identify any unique considerations/issues with a particular site.

Enrolment Information

As stated in **Memorandum 2010:EL11**, a board's cumulative enrolment for Years 1, 2 and 3 should total 49% of the board's JK/SK projected enrolment for 2012-13. To facilitate this goal, the Ministry will continue to permit boards to reduce their Year 3 pupil places to address enrolment pressures from Year 1 and Year 2 of FDK. Year 3 projections will be the outcome of subtracting Year 1 and Year 2 revised enrolment projections. The board's Year 3 enrolment projections provided to the Ministry through the site selection template will be considered during the review process.

The Ministry will also request that school boards provide the updated number of FDK classes that are planned for each school in Year 3 based on the revised FDK enrolment projections. Boards are asked to focus on the site selection for Year 3, using their per pupil allocations provided in Memorandum 2010:EL11 as a guide.

The site selection template has been pre-loaded with each board's Ministry approved FDK sites for Year 1 and for Year 2. The Ministry will require boards to provide FDK enrolment projections for each of these schools for the 2012-13 school year as part of the site selection process. However, the functionality to provide these updates will not be available when the template is released on October 21. On November 17, 2010, a revised version of the FDK site selection template with this functionality will be available. A follow up e-mail from the Ministry will be sent at that time to notify school boards that this functionality has been established and is available for use.

Template Submission

Once the Board is comfortable with the list of sites identified within the template and the supporting documentation to accompany them, the template can be submitted for Ministry review. Please be advised that the completed template must be approved by the board's Director of Education and Chair prior to submission. Please ensure that all of the data for each of the schools identified as Year 3 site candidates is up to date, this includes all enrolment and facility data, as well as the school address, name, etc.

As previously noted, the template can be saved at any point during the process; however, it should only be submitted when the board is confident that no subsequent changes, additions or deletions are necessary.

When the 'submit' button is pressed, an e-mail will be automatically generated to advise the board's respective Capital Analyst that the template has been submitted and is ready for review and analysis.

The site selection template will be locked upon submission by the board and you will be unable to make further edits. However, if any changes need to be made to your projects, please contact your Capital Analyst and further assistance will be provided.
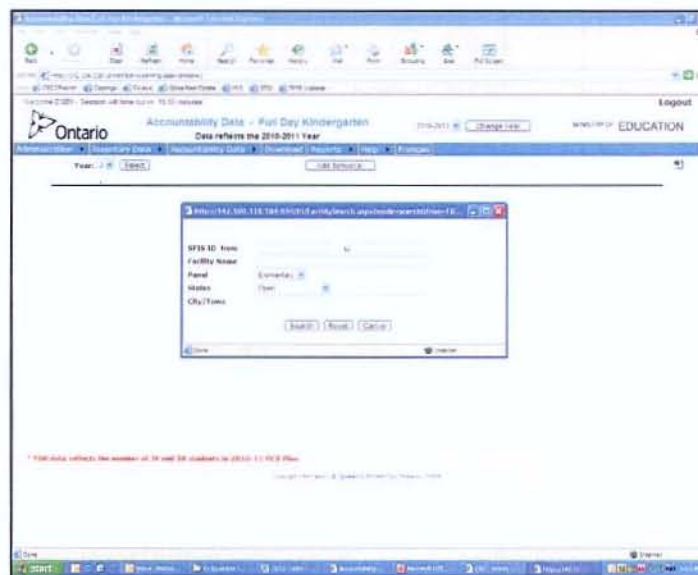

The FDK site selection template for Year 3 can be found in the Accountability Data section of the School Facilities Inventory System (SFIS) as shown on the left. The site selection template can be accessed at any point during the site selection process, and any edits or data entered by boards into the template can be saved to prevent the loss of data or supplementary documentation.

Once the FDK template has been selected, school boards will have the ability to view a pre-loaded list of their approved sites in Year 1 and Year 2, or select Year 3 to begin identifying their preferred sites.

Full-Day Early Learning Kindergarten – Site Selection Template
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Once Year 3 is selected from the drop-down menu, click the 'Add Schools' button to begin selecting schools to populate the Year 3 FDK dashboard. Unlike the excel-based site selection tool used in Years 1 and 2, where all the board's schools were listed, only the schools selected by the board will be identified in the FDK template. This allows the board user to focus in on those schools selected for Year 3 only.

The 'Add Schools' button will generate a pop-up window, shown on the right, in which boards can search for elementary schools by name, SFIS number or location (City/Town), or generate a list of all the board's elementary schools by leaving the default settings provided.

To search for a particular school by name, the first letter of the school will suffice as a search criteria, i.e., if 'a' is entered, all elementary schools beginning with 'a' will be listed in the results window. Similarly, if a board wishes to select from a list of schools located in a particular municipality, only the first letter of the municipality is required as the search criteria. The resulting list of schools generated by the search, shown on the right, is where boards are able to select schools as Year 3 sites, which will populate the FDK 'dashboard'. Boards are able to select their Year 3 site

candidates by clicking the checkbox to the left of the school name. Boards are able to identify as few or as many sites as they wish each time this screen is generated. By clicking the 'Add' button, the FDK 'dashboard' will be populated with the schools selected by the board.

FDK Site Selection 'Dashboard'

The site selection 'dashboard', shown on the following page, is populated in large part by data entered into the SFIS system by school boards. In addition to these fields, there are a number of entry fields for boards to provide the Ministry with data that is essential to the site selection process. This screen will be the focus for school boards during the Year 3 site selection process. As shown below, a number of fields have been pre-populated by data from the SFIS system, while a number of fields have been opened up for school boards to enter in additional information.

For each school identified by the board, the following data fields will be either pre-populated or open for board entry. A screenshot of the FDK dashboard is provided below for reference.

Full-Day Early Learning Kindergarten – Site Selection Template
Memorandum: SB47 from Grant Osborn

Accountability Data - Full Day Kindergarten
Data reflects the 2010-2011 Year

2010-2011 ▼ | Change Year

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Administration ▶ | Inventory Data ▶ | Accountability Data ▶ | Download | Reports ▶ | Help ▶ | Français

Year: 3 ▼ | Select   Add School(s)   Records per page: 20 | GO

	SFIS ID - Facility Name	Year 1	Year 2	FDK Top-up	Priority	ARC ?	Child Care	CC Type	ADE	OTG	Utilization	2010-11 JK *	2010-11 SK *	2010-11 FDK *	Projected FDK	FDK Classes	JK/SK Required Rooms	PB KG	'Other' offering JK/SK	Surplus Classrooms
☐	369 - School Name 7	N	N	N	2	No ▼	Y	Infant/toddler ▼	311.50	547.00	57	35.00	37.00	72	67	3	3	0	2	6
☐	375 - School Name 8	N	N	N	3	No ▼	N		114.00	161.00	71	8.00	13.00	21	36	2	2	0	0	1
☐	394 - School Name 9	N	N	N	4	Yes ▼	N		283.50	415.00	68	15.00	13.00	28	27	1	2	2	0	3
☐	508 - School Name 11	N	Y	N	5	No ▼	N		211.00	334.00	63	21.00	21.00	42	52	2	2	2	0	4
☐	549 - School Name 12	N	N	N	6	No ▼	N		291.50	262.00	111	42.00	31.00	73	87	4	4	0	2	0
☐	562 - School Name 13	N	N	N	7	No ▼			314.00	305.00	103	40.00	34.00	74	77	3	3	1	1	0
☐	604 - School Name 14	N	N	N	8	No ▼	Y	Preschool ▼	363.00	391.00	93	20.00	35.00	55	60	3	3	3	0	0
☐	875 - School Name 18	N	Y	N	9	No ▼	Y	School-Age ▼	243.00	380.00	64	17.00	29.00	46	44	2	2	2	0	3
☐	927 - School Name 19	N	N	N	10	No ▼	Y	Best Start ▼	374.50	371.00	101	168.00	153.00	321	345	14	14	2	5	0
☐	934 - School Name 20	N	N	N	11	No ▼	Y	Other ▼	384.00	636.00	60	35.00	49.00	84	90	4	4	1	1	4
☐	936 - School Name 21	Y	N	N	12	No ▼	N		215.00	326.00	66	25.00	21.00	46	67	3	3	2	0	2
☐	1117 - School Name 23	N	N	N	13	Yes ▼	Y	Infant/toddler ▼	324.00	355.00	91	25.00	39.00	64	65	3	3	2	0	0
☐	1161 - School Name 24	N	N	N	14	No ▼	N		361.00	325.00	111	36.00	32.00	68	67	3	3	2	0	0
	Total														1137	49		20	12	23

Remove | Submit to Ministry | Save | Reset

* FDK data reflects the number of JK and SK students in 2010-11 PCS Plan

Checkbox –　This checkbox, when selected, will provide boards with an opportunity to remove a school (or schools) from the site selection dashboard by clicking 'Remove' at the bottom of the screen. If a school is deleted by accident, it can be re-added to the dashboard at any time.

SFIS ID/Name –　Facility Name – Displays the SFIS ID and name of each school selected. This is one of two fields that can be sorted in ascending or descending order when clicked (indicated by the blue highlighting). Boards have the ability to sort by either SFIS ID, or by school name.

Year 1/Year 2 –　This field is populated by a Yes (Y)/No (N) flag that reflects whether or not a school has been approved by the Ministry as an FDK site in either Year 1 or Year 2 (or in a small number of cases, both years).

FDK Top-Up –　This field is pre-populated by Ministry records that indicate whether or not this school has received additional funding to recognize the impact of the FDK program. This top-up funding was allocated primarily to on-going or future capital projects, such as new schools and additions, to allow boards to construct additional spaces to accommodate the program where capital funding had not been provided for this purpose.

Priority –　This field is for the board to indicate the priority of the schools identified in the FDK template, similar to Year 1 and Year 2. Schools do not have to be selected in order of their priority; they can be sorted in either ascending or descending order once the template is populated and the priority indicated.

ARC –

Boards are to use the drop down menu (Yes/No) to identify whether or not the school is <u>currently</u> involved in an Accommodation Review (ARC) process, regardless of the stage of the review. As indicated in Memorandum 2010: EL11, the Ministry strongly encourages boards not to identify schools that are currently involved in Accommodation Reviews. Only in extenuating circumstances will the Ministry consider schools that are currently involved in an ARC process.

Child Care -

This field is pre-populated by the SFIS Room Inventory, which must reflect that a child care centre is operating within a school. A 'Yes' flag will be generated if either the Space Type or Space Use fields indicate 'Child Care' for any room within a school. If this data is incorrect, boards must update the room inventory in SFIS to reflect the correct use of these spaces. Once corrected, the FDK dashboard will reflect this information.

Child Care Type -

This field is intended to aid in determining the impact of FDK on a school that is currently housing a child care centre. This drop down menu is available only if a child care centre has been identified within a school (see above for explanation). In this field boards are to identify the type of child care centre operating at a particular school. The drop down menu provides the following child care types:

1. *Infant/toddler (0 - 2.5 yrs)*
2. *Preschool (2.5 – 5 yrs)*
3. *School-Age (6 – 12 yrs)*
4. *Best Start Centre*
5. *Other (Please describe in board comments section)*

ADE/OTG -

These fields are pre-populated by the data contained within SFIS. If the OTG field is incorrect, boards are to update the core data in SFIS to accurately reflect the most recent 'on the ground' accommodation and facility information. A school's ADE enrolment is populated via the board's Estimates and Revised Estimates. Any issues with your board's ADE enrolments must be corrected during the next reporting cycle.

2010-11 JK/SK -

This data has been pre-populated from the board's 2010/11 PCS plan, submitted to the Ministry via the PCS 'sandbox'. These fields will be updated with the actual PCS results once submitted by school boards, which is due to the ministry by October 31st, 2010. The actual FDK enrolment at each school is intended to provide a reference point for both the board and the Ministry during the review process. The sum of the JK/SK enrolment is provided in the 2010-11 FDK column.

Projected FDK -

This column will be used by boards to provide their projected FDK enrolment at each of the identified schools for Year 3 (2012-13). This field is essential to the review process, and vital to determine the number of eligible Year 3 sites for each school board. School boards are encouraged to provide their most accurate projected enrolment figures.

FDK Classes -   This column is open for boards to identify the anticipated number of FDK classes they plan to run at each school based on the projected FDK enrolment and/or unique program/site specific needs.

JK/SK Rooms -   This column is a calculated field that provides the number of FDK classes that would be required based on the projected number of students. This field divides the number of students by an average classroom loading of 26. Please note that this field provides the maximum number of rooms required, where 26 students would require 1 room and where 27 students would require 2.

This field is intended to be a reference point to aid the board in determining the number of FDK classes to offer at each school.

PB KG -   This field identifies the number of 'purpose built (PB)' kindergarten rooms at each school and is pre-populated by the room inventory data contained within the SFIS system. For each room where the space type has been identified as 'KG', it is assumed to be 'purpose built'. If this data is not correct, boards are to update the school's room inventory in SFIS to reflect the actual 'on the ground' space type. The FDK dashboard will be updated to reflect any changes made to the room inventory.

'Other' Offering JK/SK -   This field is provided for boards to enter in the number of non purpose-built classrooms that are currently housing any variation of the kindergarten program.

Surplus Classrooms - This field is provided for boards to identify the number of classrooms within a school that could be considered 'surplus', based on the current enrolment and class distribution. This column, along with the preceding column, can be used to identify any opportunities for retrofitting existing classrooms into FDK-appropriate spaces.

Retrofits Required - This field is where boards identify the number of classrooms to be retrofitted into FDK-appropriate spaces. This column is to be considered part of the board's request for capital funding. Boards are encouraged to identify opportunities for classroom retrofits prior to constructing new classrooms.

New Classrooms - This field is open for boards to identify the number of new classrooms required at a particular school. This field, and the preceding field, are to be considered the board's request for capital funding. Please ensure that all opportunities to retrofit existing space have been exhausted and the consideration to future enrolment at the school has been given.

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Records per page: 20 [GO]

Surplus Classrooms	Retrofits required	New Classrooms required	Board Comments	Floor/Sketch Plan	SFIS ID - Facility Name
6	0	0			369 - School Name 7
1	1	1			375 - School Name 8
3	0	0			394 - School Name 9
4	0	0			508 - School Name 11
0	2	2			549 - School Name 12
0	1	1			562 - School Name 13
0	0	0			604 - School Name 14
3	0	0			875 - School Name 18
0	5	7			927 - School Name 19
4	3	0			934 - School Name 20
2	1	0			936 - School Name 21
0	0	1			1117 - School Name 23
0	0	1			1161 - School Name 24
23	14	14			

[Save] [Reset]

Board Comments -   By clicking on this icon boards are able to enter in a brief description of the capital request at a particular school, to provide any additional comments regarding the school, the FDK program or unique site circumstances/impending municipal approval issues. Boards are encouraged to provide this qualitative information for each school identified within the Year 3 template.

Floor/Sketch Plan -   By clicking on this icon boards are able to upload .PDF copies of floor/sketch plans for each respective school. The provision of floor plans was identified as a best practice during the Year 2 capital reviews and will be an asset to the Year 3 review process. File sizes have been limited to 5.0 megabytes each, so please ensure that any document to be uploaded has been sized accordingly.

Other Functionalities

- Exporting Data - Boards will have the ability to export the FDK dashboard to Microsoft Excel at any time during the site selection process. There is an Excel icon at the top right hand side of the FDK dashboard screen that will enable this functionality. This is intended to allow boards to generate reports for presentations, Trustee meetings or internal consultation. Please note that excel files cannot be uploaded into SFIS to populate the FDK site selection template.

- Sorting - Boards have the ability to sort the FDK template by the SFIS ID/Facility Name column or the Priority column. These column headings have been highlighted to indicate they can be used to initiate sorting.

- Pagination - Boards can adjust the number of records that are displayed on the template by entering a value into the 'Records per Page' box. This will reduce the need for scrolling among records.

Appendix 'B' – Index of Potential Questions

How can I identify a school as a Year 3 FDK site?

A. A school can be setup as a Year 3 site by selecting the school using the checkbox provided in the site identification window. Once this checkbox is selected the school, and all relevant information contained within the SFIS system, will populate the FDK 'dashboard', and the board now has the ability to populate the required data fields.

How do I search for schools in the site selection window?

A. Boards can search for a subset of schools, or for an individual school, using the site selection window. Boards can search by school name, location or SFIS ID. The default search criteria will generate a list of all the board's open and operating elementary schools. If a board wants to list only those schools starting with the letter 'N', then enter 'N' into the school name field.

How do I delete a school from the FDK Dashboard?

A. To delete a school from the dashboard, simply click the check box (or boxes) to the left of the school name(s), and then click the 'Remove' button at the bottom of the screen.

What if I don't have time to identify all of my preferred sites after I log into SFIS?

A. Boards are able to access and update the FDK site selection module at any time during the site selection process, as many times as are required. As many or as few schools can be identified during a session, and the dashboard can be saved to store this data.

Why can't I select the type of child care centre at one of my schools?

A. The drop-down menu to identify the type of child care centre within a school will only be made available if a child care centre has been identified at the school using the room inventory section of SFIS. If the board finds that the child care flag is incorrect, the room inventory must be updated to identify that a child care centre is operating within the school.

What if the pre-populated data in my FDK template is incorrect?

A. The site selection template operates in 'real time', meaning that any of the pre-populated data fields will update based on changes school boards make to their facility data in SFIS. Boards are encouraged to ensure that all the data in the FDK template is up to date, and that it accurately reflects the 'on the ground' accommodation arrangements and facility detail.

Why can't I make changes to the data in the FDK Site Selection Template?

A. If you cannot make any further changes within the template, this means that the template has likely already been submitted to the Ministry using "Submit Template" button. In this case, if any changes need to be made to your sites, please contact your Capital Analyst and further assistance will be provided.

How can I print the FDK Site Selection Template?

A. Use the browser printing functionality, (File – Print). We hope to be incorporating custom reporting and printing functionality into the system at a later date.

Why do I need to update my child care information in the template?

A. Child care centres that are currently operating within schools need to be captured in the SFIS system to ensure that the most accurate facility data is captured. Since the FDK template is populated in large part by pre-existing data in SFIS, the child care information needs to be updated in the system so that the template is reflective of the 'on the ground' facility elements of a particular school.

What if I have a combination of child care offerings within a school?

A. Since the FDK site selection template childcare drop-down menu only allows the user to select a single type, other childcare arrangements or offerings should be identified as 'other' and explained in further detail in the comments section for that particular school.

Appendix 'C' – Contact Information for Capital Analysts

DSB Name / Noms des CSD	Analyst / Analystes	Telephone # / No. de téléphone	Email / Courriel
Algoma DSB	Daniel Castaldo	416-325-2022	Daniel.Castaldo@ontario.ca
Algonquin and Lakeshore CDSB	Hemwanti Dobbs	416-326-9445	Hemwanti.Dobbs@ontario.ca
Avon Maitland DSB	Michael Wasylyk	416-326-9924	Michael.Wasylyk@ontario.ca
Bluewater DSB	Mersad Fard	416-325-2018	Mersad.Fard@ontario.ca
Brant Haldimand Norfolk CDSB	Michael Wasylyk	416-326-9924	Michael.Wasylyk@ontario.ca
Bruce-Grey CDSB	Mersad Fard	416-325-2018	Mersad.Fard@ontario.ca
CDSB of Eastern Ontario	Cameron Whitehead	416-325-4297	Cameron.Whitehead@ontario.ca
CÉCLF du Centre-Est	Alexandre Beaudin	416-212-4818	Alexandre.Beaudin@ontario.ca
CÉP de l'Est de l'Ontario	Alexandre Beaudin	416-212-4818	Alexandre.Beaudin@ontario.ca
CSC du Nouvel-Ontario	Alexandre Beaudin	416-212-4818	Alexandre.Beaudin@ontario.ca
CSC Franco-Nord	Alexandre Beaudin	416-212-4818	Alexandre.Beaudin@ontario.ca
CSCD des Grandes-Rivières	Alexandre Beaudin	416-212-4818	Alexandre.Beaudin@ontario.ca
CSD du Centre-Sud-Ouest	Alexandre Beaudin	416-212-4818	Alexandre.Beaudin@ontario.ca
CSDC Centre-Sud	Alexandre Beaudin	416-212-4818	Alexandre.Beaudin@ontario.ca
CSDC de l'Est Ontarien	Alexandre Beaudin	416-212-4818	Alexandre.Beaudin@ontario.ca
CSDC des Aurores boréales	Alexandre Beaudin	416-212-4818	Alexandre.Beaudin@ontario.ca
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