



Office of the Director

Jim McCuaig Education Centre
2135 Sills Street Thunder Bay ON P7E 5T2
Telephone (807) 625-5131 Fax (807) 622-0961

REGULAR BOARD MEETING NO. 18

**Tuesday, November 22, 2016
Jim McCuaig Education Centre**

Ian MacRae
Director of Education

Deborah Massaro
Chair

AGENDA

PUBLIC SESSION
7:30 P.M. – in the Board Room

	<u>Resource Person</u>	<u>Pages</u>
1. Call to Order		
2. Disclosure of Conflict of Interest		
3. Approval of the Agenda		
4. Resolve into Committee of the Whole – Closed Session		
5. COMMITTEE OF THE WHOLE – Closed Session – 6:30 p.m. (SEE ATTACHED AGENDA)		
6. Report of Committee of the Whole – Closed Session		
7. Delegations/Presentations		
8. Confirmation of Minutes		
8.1 Regular Board Meeting No. 17 - October 25, 2016	D. Massaro	1-4
9. Business Arising from the Minutes		

Trustees (Chair and Vice-Chair) and presenters of reports will be available
for comment after the Board Meeting.

LAKEHEAD DISTRICT SCHOOL BOARD

<u>Resource Person</u>	<u>Pages</u>
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MATTERS NOT REQUIRING A DECISION:

10.	Information Reports		
10.1	Ontario Public School Boards' Association (OPSBA) Report	G. Saarinen	Verbal
10.2	Student Trustee Report	R. Sulkko	Handout
10.3	Audit Committee Meeting - November 14, 2016	D. Massaro	Verbal
10.4	Audit Committee Annual Report (099-16)	D. Massaro	5-8
10.5	Recommendations from the Audit Committee (103-16)	D. Massaro	9
10.6	Student Achievement (112 -16)	S. Pharand	10-12
10.7	Environment: Multi-Year Capital Plan (104-16)	D. Wright	13-25
10.8	2016-2017 Director's Action Plan (088-16)	I. MacRae	26 + Handout

11. First Reports

MATTERS FOR DECISION:

12.	Postponed Reports		
13.	Recommendations from the Standing Committee (113-16)	G. Saarinen	27
13.1	Policy Review – 3010 Fees (095-16)		
	<i>It is recommended that Lakehead District School Board revoke 3010 Policy and Procedures (Appendix A) as outlined in Report No. 095-16.</i>		
13.2	Policy Review – 8015 – Display of Flags Policy (106-16)		
	<i>It is recommended that Lakehead District School Board approve 8015 – Display of Flags Policy, Appendix A to Report No. 106-16.</i>		
14.	Ad Hoc and Special Committee Reports		

Trustees (Chair and Vice-Chair) and presenters of reports will be available for comment after the Board Meeting.
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		<u>Resource Person</u>	<u>Pages</u>
15.	New Reports		
15.1	Cancellation of Regular Board Meeting – December 20, 2016 (110-16)	I. MacRae	28
	<i>It is recommended that Lakehead District School Board cancel the December 20, 2016, Regular Board Meeting.</i>		
15.2	Appointment of an External Member to the Audit Committee (102-16)	D. Wright	29
	<i>It is recommended that Lakehead District School Board appoint Mr. Jeff Heney as External Member to the Audit Committee to serve the term commencing January 1, 2017 and ending December 31, 2019.</i>		
15.3	By- Law No. 113 – 2017 Tax Levy (105-16)	D. Wright	30-31
	<i>It is recommended that Lakehead District School Board approve By-law No. 113 – 2017 Tax Levy (Appendix A) authorizing the 2017 tax levy at the prescribed rates set by Ontario Regulation 400/98 as amended, as outlined in Report No. 105-16.</i>		
15.4	South Side Renewal Plan (108-16)	I. MacRae/ D. Wright	Handout
15.5	Transition Committees (109-16)	I. MacRae/ D. Wright	Handout
16.	New Business		
17.	Notices of Motion		
18.	Information and Inquiries		
19.	Adjournment		

Trustees (Chair and Vice-Chair) and presenters of reports will be available
for comment after the Board Meeting.



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REGULAR BOARD MEETING NO. 18

**Tuesday, November, 22, 2016
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Ian MacRae
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AGENDA

**COMMITTEE OF THE WHOLE – Closed Session
6:30 P.M. – in the Sibley Room**

	<u>Resource Person</u>	<u>Pages</u>
5.1 Confirmation of Committee of the Whole - Closed Session Minutes		
5.1.1 Board Meeting No. 16 (Special) - October 4, 2016	D. Massaro	1
5.2 Business Arising from the Minutes		
5.3 Consideration of Reports		
5.3.1 Property Matter (111-16)	D. Wright	Handout
5.3.2 Property Matter	I. MacRae/ D. Wright	Verbal
5.4 Information and Inquiries		
5.5 Rise and Report Progress		

Trustees (Chair and Vice-Chair) and presenters of reports will be available
for comment after the Board Meeting.

LAKEHEAD DISTRICT SCHOOL BOARD

LAKEHEAD DISTRICT SCHOOL BOARD

MINUTES OF REGULAR BOARD MEETING NO. 17

Board Room
Jim McCuaig Education Centre

2016 OCT 25
7:30 p.m.

TRUSTEES PRESENT:

Deborah Massaro (Chair)
George Saarinen (Vice Chair)
Marg Arnone
Ellen Chambers

Ron Oikonen
Jack Playford
Trudy Tuchenhagen
Karen Wilson
Robyn Sulkko (Student Trustee)

SENIOR ADMINISTRATION:

Ian MacRae, Director of Education
Colleen Kappel, Superintendent of Education
David Wright, Superintendent of Business

FEDERATION/UNION REPRESENTATIVES:

David Covello, Manager of Information Technology and Corporate Planning
Christy Radbourne, Lakehead Principals/Vice Principals
Lisa Nutley, Lakehead Principals/Vice Principal
Patricia Gibbs, OSSTF - SSP

PUBLIC SESSION:

1. **Approval of Agenda**

Moved by Trustee Wilson

Seconded by Trustee Chambers

"THAT the Agenda for Regular Board Meeting No. 17, October 25, 2016 be approved."

CARRIED

PUBLIC SESSION:

2. **Confirmation of Minutes**

Moved by Trustee Playford

Seconded by Trustee Arnone

"THAT Lakehead District School Board approve the Minutes of Board Meeting No. 12 (Special), June 23, 2016."

CARRIED

3. Confirmation of Minutes

Moved by Trustee Saarinen

Seconded by Trustee Tuchenhagen

“THAT Lakehead District School Board approve the Minutes of Board Meeting No. 14 (Special), September 14, 2016.”

CARRIED

4. Confirmation of Minutes

Moved by Trustee Oikonen

Seconded by Trustee Wilson

“THAT Lakehead District School Board approve the Minutes of Regular Board Meeting No. 15, September 27, 2016.”

CARRIED

5. Confirmation of Minutes

Moved by Trustee Saarinen

Seconded by Trustee Tuchenhagen

“THAT Lakehead District School Board approve the Minutes of Board Meeting No. 16 (Special), October 4, 2016.”

CARRIED

MATTERS NOT REQUIRING A DECISION:

6. Ontario Public School Boards' Association (OPSBA) Report

Trustee Saarinen, Ontario Public School Boards' Association Director and voting delegate, informed the Board that 40 trustees from northern boards attended the Ontario Public School Board Association's (OPSBA) 2016 Northern Regional Meeting in Thunder Bay on October 14–15, 2016.

7. Student Trustee Report

Robyn Sulkko, Student Trustee, provided a handout as her report. Items addressed included: the Facebook page she created for corresponding with student council members, held her first Secondary School Senate meeting, attended her first Equity and Inclusive Committee meeting, attended the International Baccalaureate Program graduation ceremony, and participated in a student trustee orientation webinar organized by the Ministry of Education.

8. Summer Learning Programs K-12 (092-16)

Colleen Kappel, Superintendent of Education, introduced Donica LeBlanc, Supervising Principal of Summer Programs, and Jane Lower, Student Success Lead, who presented the report. All trustees' questions were addressed.

9. Student Success – Technology Education (093-16)

David Wright, Superintendent of Business, introduced Jane Lower, Student Success Leader, Jeremy Noel, Ontario Youth Apprenticeship Programs Coordinator/Students Success Resource Teacher, and Gino Russo, e-Learning Contact/Information Technology Resource Teacher, who presented the report. All trustees' questions were addressed.

Trustee Wilson excused herself from the meeting at 8:30 p.m.

MATTERS FOR DECISION:

10. Recommendations from the Standing Committee (091-16)

Appointments to the 2016-2017 Parent Involvement Committee (087-16)

Moved by Trustee Saarinen

Seconded by Trustee Chambers

“THAT Lakehead District School Board:

1. *Approve the following appointments to the 2016-2017 Parent Involvement Committee effective November 15, 2016 to November 14, 2017:*
 - *Serena Essex, Aboriginal Education Advisory Committee alternate representative;*
 - *Julie Gayoski-Luke, teacher alternate member;*
 - *David Isherwood, principal representative;*
 - *Sharon Kanutski, Aboriginal Education Advisory Committee representative;*
 - *Donica LeBlanc, principal alternate representative;*
 - *Michael Otway, Special Education Advisory Committee alternate representative;*
 - *Laura Prodanyk, community representative;*
 - *Laura Sylvestre, Special Education Advisory Committee representative;*
 - *and*
 - *Nicole Walter-Rowan, teacher representative.*

2. *Approve the following appointments to the 2016-2017 and 2017-2018 Parent Involvement Committee effective November 15, 2016 to November 14, 2018:*
 - *Katie Hughdie, School Council representative; and*
 - *Laura Walker, parent member.”*

CARRIED

11. Short-Term Borrowing Resolution (090-16)

Moved by Trustee Tuchenhagen

Seconded by Trustee Oikonen

“THAT Lakehead District School Board approve the Short-Term Borrowing Resolution for the 2016-2017 school year as outlined in Report No. 090-16, Short-Term Borrowing Resolution.”

CARRIED

12. Information and Inquiries

12.1 Trustee Arnone reported that she attended Kingsway Park Public School's Waste Reduction Week Challenge Kick-Off on Monday, October 17, 2016. Trustee Arnone informed trustees that the students are very excited about the challenge that is being spearheaded by EcoSuperior Thunder Bay.

13. Adjournment

Moved by Trustee Saarinen

Seconded by Trustee Arnone

“THAT we do now adjourn at 8:52 p.m.”

CARRIED

LAKEHEAD PUBLIC SCHOOLS
OFFICE OF THE DIRECTOR OF EDUCATION

2016 NOV 22
Report No. 099-16

TO THE CHAIR AND MEMBERS OF
LAKEHEAD DISTRICT SCHOOL BOARD – Public Session

RE: AUDIT COMMITTEE ANNUAL REPORT – AUGUST 31, 2016

1. Background

On September 9, 2010, the Ministry of Education enacted Ontario Regulation 361/10 *Audit Committees*, in respect of Audit Committees established by District School Boards in Ontario.

2. Membership of the Audit Committee

Regulation 361/10 Section 3 (1) *Audit Committees* dictates the composition of an Audit Committee which is three Board members and two external members. Members satisfied the eligibility requirements in accordance with Ontario Regulation 361/10. Audit Committee members for 2015-2016 were:

- Deborah Massaro, Trustee Member, Chair;
- Ellen Chambers, Trustee Member, (Sep 2015-Nov 2015);
- Jack Playford, Trustee Member (Sep 2015-Nov 2015);
- Marg Arnone, Trustee Member (Jan 2016-Jun 2016);
- Ron Oikonen, Trustee Member (Jan 2016-Jun 2016);
- Sandra Leonetti, External Member; and
- Jeff Heney, External Member.

3. Meetings of the Audit Committee

3.1 During fiscal year 2015-2016 the Lakehead District School Board Audit Committee held a total of four meetings:

- September 28, 2015;
- November 16, 2015;
- January 18, 2016; and
- June 6, 2016.

3.2 Members attendance at all meetings held during 2015-2016 was as follows:

Audit Committee Member	Sep 28	Nov 16	Jan 18	Jun 06
D. Massaro	Regrets	✓	✓	✓
E. Chambers	✓	✓	n/a	n/a
J. Playford	✓	✓	n/a	n/a
M. Arnone	n/a	n/a	✓	✓
R. Oikonen	n/a	n/a	Regrets	Regrets
S. Leonetti	✓	Regrets	✓	✓
J. Heney	✓	✓	✓	Regrets

3.3 In addition to Audit Committee members, regular attendees at Audit Committee meetings were:

- Ian MacRae, Director of Education;
- David Wright, Superintendent of Business;
- Terry Bortolin, Regional Internal Audit Manager;
- Kirsti Alaksa, Manager of Financial Services;
- Angela Lee Wiwcharyk, Supervisor of Financial Services;
- Jory Caruso, Regional Internal Auditor;
- Doug Vanderwey, Partner, Grant Thornton;
- Frank Lopez, Partner, Grant Thornton;
- Dan Hrychuk, Manager, Grant Thornton;
- Walter Flaszka, Partner, BDO; and
- Ania Berezowski, Senior Manager, BDO.

3.4 The following matters were addressed at the Audit Committee Meetings:

3.4.1 September 28, 2015

- Election of Chair for fiscal year 2015-2016;
- Audit Committee Self-Assessment;
- Internal Auditor Update Report;
- Ministry Reporting Audit 2013-2014;
- Evaluation of Regional Internal Audit Team Performance; and
- External Auditor Appointment.

3.4.2 November 16, 2015

- Audit Committee Self-Assessment Results;
- 2014-2015 Budget Transfers and Contingency Funds;
- 2014-2015 Financial Statement Variance;
- Audit Committee Summarized Annual Report – August 31, 2015;
- Audit Committee Annual Report 2015;
- Internal Auditor Update Report; and

- 2014-2015 Audited Financial Statements and Communication of Audit Results – presented by Frank Lopez, Partner, and Dan Hrychuk, Manager, Grant Thornton.

3.4.3 January 18, 2016

- Interim Financial Information – December 31, 2015;
- Internal Auditor Update Report; and
- Internal Audit: Information Technology General Controls, September 2015.

3.4.4 June 6, 2016

- Interim Financial Information – April 30, 2016;
- Internal Auditor Update Report;
- Planning Report to the Audit Committee;
- Grant and Non-Grant Revenue Management Audit Results 2013-2014; and
- 2016-2017 Audit Committee Meeting Schedule and Work Plan.

4. External Auditors

- 4.1 At the September 28, 2015 meeting, the Audit Committee approved the appointment of BDO Canada LLP as external auditors for the five year period ending August 31, 2020. The recommendation was approved by Lakehead District School Board at the October 27, 2015 Regular Board Meeting.
- 4.2 The external auditors, Grant Thornton, presented the scope and extent of their work to the committee, which the committee reviewed at the November 16, 2015 Audit Committee Meeting. The external auditors confirmed their independence in the letter dated November 16, 2015. The audit committee reviewed and recommended the approval of the annual audited financial statements on November 16, 2015. As this was the last audit conducted by Grant Thornton, the Chair, on behalf of all Audit Committee members and Trustees of the Board, expressed thanks to Grant Thornton for their years of service to Lakehead District School Board.

5. Internal Auditors

- 5.1 The relationship with the internal auditors has been good. The committee reviewed the results of the risk assessment, as well as the risk-based multi-year internal audit plan for the six years commencing September 1, 2011 and the annual audit plan for the 2016-2017 fiscal year.
- 5.2 Year six of the Lakehead District School Board Internal Audit Plan for the 2016-2017 year was approved by the Audit Committee at the June 6, 2016 meeting and forwarded to the Board for approval. Lakehead District School Board approved year six of the Internal Audit Plan at the June 28, 2016 Regular Board Meeting.
- 5.3 The Internal Auditors reported on the Information Technology and Grant and Non-Grant Revenue Management Audit since the last annual report of the Audit Committee.

5.4 During 2015-2016 the Risk Management Audit was completed. The Monitoring and Reporting Outcomes Audit work was performed and final reports are scheduled to be submitted to the Audit Committee at a future meeting.

6. Conclusion

The Audit Committee of Lakehead District School Board will continue to follow legislated requirements that pertain to Audit Committees across the province.

Respectfully submitted,

DAVID WRIGHT
Superintendent of Business

DEBORAH MASSARO
Chair, Audit Committee

LAKEHEAD PUBLIC SCHOOLS
OFFICE OF THE DIRECTOR OF EDUCATION

2016 NOV 22
Report No. 103-16

TO THE CHAIR AND MEMBERS OF
LAKEHEAD DISTRICT SCHOOL BOARD – Public Session

RE: RECOMMENDATIONS FROM THE AUDIT COMMITTEE

Background

Reports were received and reviewed at the November 14, 2016 Audit Committee Meeting and have been referred to the Board for approval.

A copy of the Audit Committee Summarized Annual Report – August 31, 2016 is attached as Appendix A.

A copy of the 2015-2016 Audited Financial Statements Report (101-16) is attached as Appendix B.

The recommendations are as follows:

AUDIT COMMITTEE SUMMARIZED ANNUAL REPORT – AUGUST 31, 2016 (100-16)

It is recommended that Lakehead District School Board:

1. Approve the Audit Committee Summarized Annual Report as outlined in Appendix A to Report No. 100-16; and
2. Forward the report to the Ministry of Education.

2015-2016 AUDITED FINANCIAL STATEMENTS (101-16)

It is recommended that Lakehead District School Board approve the August 31, 2016 audited financial statements as outlined in Report No.101-16, 2015-2016 Audited Financial Statements.

Respectfully submitted,

DEBORAH MASSARO
Chair
Audit Committee

LAKEHEAD PUBLIC SCHOOLS
OFFICE OF THE DIRECTOR OF EDUCATION

2011 NOV 22
Report No. 112-16

TO THE CHAIR AND MEMBERS OF
LAKEHEAD DISTRICT SCHOOL BOARD – Public Session

RE: STUDENT ACHIEVEMENT

1. Background

- 1.1 Lakehead District School Board's Strategic Plan places student achievement and well-being at the center of our ongoing pursuit of excellence and our commitment to every student.
- 1.2 The Education Quality and Accountability Office (EQAO) assesses students' skills in reading, writing and mathematics at key points in their education.
- 1.3 EQAO is one measure of student achievement and these results are considered in conjunction with school-based information in order to plan for continuous improvement.

2. Situation

This report summarizes student achievement on the Primary Assessment, Junior Assessment, Grade 9 Mathematics Assessment, and the Ontario Secondary School Literacy Test (OSSLT).

3. Primary & Junior Results – Summary and Analysis

- 3.1 This assessment is based on the overall and specific expectations in the Ontario Language and Mathematics curricula up to the end of Grades 3 and 6. The assessment is scored at four levels of achievement. The provincial standard is a target which establishes performance at level three or higher as a goal for all students.
- 3.2 The assessments are scored by groups of trained teachers at a central site over the summer. Results are published in the fall of the following school year.
- 3.3 A long term focus to committing resources and supports to ensure improved learning and teaching in primary and junior literacy, resulted in Grades 3 and 6 students approaching and meeting the target of 75% of students to achieve or exceed the provincial standard in reading and writing:
 - 69% in Grade 3 reading and writing; and
 - 75% in Grade 6 reading and 74% in Grade 6 writing.

- 3.4 Board and provincial results in both Grades 3 and 6 mathematics. It is expected that a long term, provincially supported focus and commitment to mathematics, will yield similar improvements to those realized in literacy.
- 3.5 At the primary and junior levels, Board performance for students with special needs exceeds provincial results in both reading and writing but were below the province in mathematics.

4. Grade 9 Mathematics Results – Summary & Analysis

- 4.1 The Grade 9 Assessment of Mathematics is based on overall and specific expectations in the Grades 1-9 mathematics curricula and is administered to Grade 9 applied and academic classes across the province twice each year, in January for semester one Grade 9 mathematics classes and in June for semester two.
- 4.2 The Grade 9 Assessment of Mathematics is not the same assessment for students in applied and academic classes, although some components are similar. Students in locally developed compulsory courses in mathematics are not required to participate in the assessment.
- 4.3 Board academic mathematics performance is slightly above the provincial results. Eighty-four per cent of students achieved at Level 3 and Level 4 which is a 7% increase from 2014-2015.
- 4.4 Board applied mathematics indicates that 36% of students achieved Level 3 or Level 4 which is 1% higher than the previous year. Eighty per cent of Lakehead Public School students in applied mathematics achieved Level 2 or higher.
- 4.5 Board applied mathematics performance indicates that 32% of students with special needs achieve Level 3 or Level 4 with 80% achieving Level 2 or higher.

5. Ontario Secondary School Literacy Test – Summary & Analysis

- 5.1 All students who entered secondary school after September 1, 1999 have had to successfully complete the Ontario Secondary School Literacy Test (OSSLT) or complete the Ontario Secondary School Literacy Course (OSSLC) in order to earn an Ontario Secondary School Diploma (OSSD).
- 5.2 The purpose of the OSSLT is to determine whether a student has the literacy (reading and writing) skills required to meet the standard for understanding reading selections and communicating in a variety of writing forms expected by the Ontario Curriculum across all subjects up to the end of Grade 9. Students are first eligible to write the test in their Grade 10 year (or second year of secondary school enrollment).
- 5.3 Board performance for first-time eligible OSSLT writers increased to 82% which is 4% higher than the previous year and 1% above the provincial results.
- 5.4 Board success rates for fully participating first-time eligible students with Special Education Needs who received accommodations (IEP only) has shown an increase of 12% from 2014-2015 results of 76% to 88%.

6. K-12 Next Steps

- 6.1 All schools, system wide, have a focus on improving mathematics learning and teaching for all students and on closing the gap for students not currently achieving at grade level.
- 6.2 Professional development will be focused on improving student achievement through a variety of structures:
- targeting the specific needs in each division and transition;
 - capitalizing on expertise within our system; and
 - accessing support from EQAO and external experts.
- 6.3 Access to assistive technology and devices will continue to support the needs of all learners at all grade levels. Literacy and numeracy interventions and differentiated instruction will continue in all schools to support individual student learning needs and inform next steps.

7. Conclusion

Improving student learning and closing gaps in achievement will continue to be the focus at Lakehead District School Board. Through targeted professional learning, data analysis, at-the-elbow coaching, ministry support and research-based instructional strategies, Lakehead District School Board will continue to support the learning of all students.

Respectfully submitted,

DONICA LEBLANC
Supervising Principal

NICOLE WALTER ROWAN
Program Coordinator

JANE LOWER
Student Success Lead

LORI CARSON
Special Education Officer

SHERRI-LYNNE PHARAND
Superintendent of Education

COLLEEN KAPPEL
Superintendent of Education

IAN MACRAE
Director of Education

LAKEHEAD PUBLIC SCHOOLS
OFFICE OF THE DIRECTOR OF EDUCATION

2016 NOV 22
Report No. 104-16

TO THE CHAIR AND MEMBERS OF
LAKEHEAD DISTRICT SCHOOL BOARD – Public Session

RE: ENVIRONMENT: MULTI-YEAR CAPITAL PLAN

1. Background

- 1.1 On an annual basis, the Operational Plan is presented to the Board. The Operational Plan directly supports the Strategic Plan. One of the general objectives of the Operational Plan is to “Provide a safe environment for students that facilitates their 21st century learning needs”.
- 1.2 The Capital Committee was established to coordinate the effective delivery of this priority as it relates to facilities. The 2016-2017 committee is comprised of the following members:
 - Mark Hakala, Capital Project Coordinator;
 - Dave Dunn, Maintenance Supervisor;
 - Don Porter, Plant Supervisor;
 - Duncan Ruxton, Supervisor of Computer Services; and
 - Rod Bessel, Manager of Property Services and Transportation.
- 1.3 The committee’s mandate is to focus on the following items, which correspond with goals laid out in the Operational Plan:
 - to continue to reduce greenhouse gas emissions measured year over year;
 - ensure that 80% of the buildings achieve a three (3) or better, on the Spring 2017 Quality Maintenance Inspection;
 - no facility scoring less than two on the Spring Quality Maintenance Inspection and;
 - develop a capital development plan for schools with a focus on academic achievement.
- 1.4 The committee reports to and receives guidance from Director’s Council and the Success Advisory Committee. Input is sought and received from all schools.
- 1.5 A major component of system success is the development of the Multi-Year Capital Plan. The capital plan is to include the development of a plan for safety and security, beautification for schools, their sites and a development plan for schools with a focus on academic achievement.

1.6 Director's Council has established the 2016-2017 capital project priorities. This list was developed with input from:

- Information Technology Committee;
- Accessibility Committee;
- Building and energy consultants;
- Property Services Department; and
- Annual school visits.

It also incorporates projects required to satisfy legislated requirements of the Occupational Health and Safety Act, Ministry of Labour, Ministry of Environment, Ontario Fire Marshall, and the Ontarians with Disabilities Act.

1.7 In order to effectively manage the implementation of the Multi-Year Capital Plan, the work has been broken down into the following five categories:

- program renewal;
- renovations/additions;
- inviting schools;
- accessibility;
- energy management; and
- school renewal.

1.8 It is the intent of this report to provide an update on completed 2015-2016 capital projects and to submit the 2016-2020 Multi-Year Capital Plan.

2. Summary of 2015-2016 Capital Plan

The following summary highlights the major capital plan accomplishments of the 2015-2016 fiscal year.

2.1 Program Renewal

2.1.1 Upgrade two science labs at Westgate CVI.

2.1.2 Upgrade small gymnasium at Westgate CVI including new lighting, painted walls and refinished wood floor.

2.1.3 Upgrade male shower room at Westgate CVI.

2.1.4 Relocation of Bernier-Stokes School and new remote monitoring water treatment system.

2.2 Renovations/Additions

2.2.1 Roof repairs at Westgate CVI, snow guards at Armstrong Public School, re-shingled roof at Crestview Public School.

2.2.2 New washroom building at Kingfisher Outdoor Education Centre.

2.2.3 Additional soffit ventilation installed at Five Mile Public School and upgraded eave troughs and down spouts at St. James Public School.

- 2.2.4 Washroom upgrades at Ecole Gron Morgan, Westmount, and Claude Garton Public Schools, and Westgate CVI.
- 2.2.5 New bus drop off lane and Kiss and Go improvements at Claude Garton and Woodcrest Public Schools.
- 2.3 Inviting Schools
 - 2.3.1 Exterior front entrance sidewalk improvements at Valley Central Public School.
 - 2.3.2 Exterior veneer study completed for Ecole Gron Morgan Public School.
- 2.4 Accessibility
 - 2.4.1 Accessibility enhancements included in washrooms renovations at Ecole Gron Morgan, Claude Garton, Westmount Public Schools, Westgate CVI and Kingfisher Outdoor Education Centre.
 - 2.4.2 Accessible secondary access to Court Yard at Westgate CVI.
- 2.5 Energy Management
 - 2.5.1 Heating and ventilation recommissioning at Woodcrest Public and Superior CVI Schools.
 - 2.5.2 Increased roof insulation as part of roof upgrade at Westgate CVI.
 - 2.5.3 New roof top heating and ventilations system at Algonquin Avenue Public School.
 - 2.5.4 New gymnasium lights at Sherbrooke Public School and part of small gymnasium upgrade at Westgate CVI.
 - 2.5.5 New heating control system air compressor at Ecole Gron Morgan Public School.
 - 2.5.6 New propane basement fire places in the Armstrong teacherages.
- 2.6 School Renewal
 - 2.6.1 New key card exterior door security system at Westgate CVI, Ecole Gron Morgan Public School and the Jim McCuaig Education Centre.
 - 2.6.2 New flooring at Nor'wester View and Sherbrooke Public Schools.
 - 2.6.3 Upgrade fire alarm monitoring at all Lakehead District School Board sites.
 - 2.6.4 Asbestos abatement and new suspended ceilings as part of the science lab upgrades at Westgate CVI.

2.6.5 New interior separation doors between Day Care and school areas at Ogden Community Public School.

2.7 Jim McCuaig Education Centre

Phase II renovations within the Jim McCuaig Education Centre included new elevator cab, replace parking lot, minor landscaping and minor interior renovations to reception area.

3. Lakehead District School Board Long-Term Capital Plan, 2016-2020

The following represents the capital enhancements in the 2016-2017 school year of the Long-Term Capital Plan. These projects will ensure Lakehead District School Board students continue to have access to facilities that will meet the changing requirements of the curriculum.

3.1 Program Renewal

3.1.1 New metal lockers at McKellar Park Central Public School.

3.1.2 Upgrade air compressor for technology shop at Superior CVI.

3.1.3 New waste fuel storage system for technology shop at Westgate CVI.

3.1.4 Upgrade basketball standard at Westgate CVI.

3.1.5 New gymnasium wall pads at various sites.

3.2 Inviting Schools

3.2.1 New exterior façade at Ecole Gron Morgan Public School.

3.2.2 Paint exterior facades at Ogden Community Public School and Jim McCuaig Education Centre.

3.2.3 Sport field and/or exterior play and assembly improvements at Algonquin Avenue, Ecole Gron Morgan, McKellar Park Central and Ogden Community Public Schools.

3.2.4 Upgrade site fencing at Five Mile Public School.

3.2.5 New play structures at Bernier-Stokes, Kingsway Park and Ogden Community Public Schools.

3.2.6 Learning environment improvements at McKenzie and Armstrong Public Schools.

3.3 Accessibility

3.3.1 New accessible washroom at Sherbrooke Public School.

3.3.2 Two new chair lift cabs at Hammarskjold High School.

3.4 Energy Management

- 3.4.1 Heating steam trap survey and repairs at Algonquin Avenue and Ecole Gron Morgan Public Schools, Hammarskjold High School and Westgate CVI.
- 3.4.2 New windows at Nor'wester View and Claude E. Garton Public Schools.
- 3.4.3 New controls for heating and ventilation system at Claude E. Garton, Crestview, and Kakabeka Falls Public Schools.
- 3.4.4 Upgrade heating units and ventilation ductwork at Five Mile, Gorham Ware and Woodcrest Public Schools, Hammarskjold High School and Westgate CVI.
- 3.4.5 New domestic hot water heaters at Ecole Gron Morgan and Westmount Public Schools.
- 3.4.6 New heating control system air compressor at St. James Public School.
- 3.4.7 New crawl space ventilation system at Sherbrooke Public School.
- 3.4.8 New gym lighting at Crestview, Gorham Ware, Kakabeka Falls, Valley Central and Whitefish Public Schools.

3.5 School Renewal

- 3.5.1 Phase II new key card exterior door security system at numerous urban sites, new interior classroom key card door security at Westgate CVI.
- 3.5.2 New trucked potable water system at Crestview Public School.
- 3.5.3 Washroom upgrades at Algonquin Avenue and Ecole Gron Morgan Public Schools.
- 3.5.4 New roofing at Crestview and McKellar Park Central Public Schools.
- 3.5.5 New humidity control system in music wing at Westgate CVI.
- 3.5.6 New exterior lighting at Algonquin Avenue and McKellar Park Central Public Schools, and electrical upgrade in technology wing at Hammarskjold High School.
- 3.5.7 Fire alarm upgrades at various sites.
- 3.5.8 Floor upgrade at Sherbrooke Public School.
- 3.5.9 Renovate two teacherages in Armstrong.
- 3.5.10 New flagpole for Armstrong Public School.
- 3.5.11 Security camera upgrades at Superior CVI and Westgate CVI.

3.5.12 New overhead doors in technology wing at Westgate CVI.

3.5.13 Upgrade to backflow water protection system at Westgate CVI.

3.5.14 Upgrade classroom IT fibre system at Superior CVI and Westgate CVI.

3.6 Renovations/Additions

New gym, kindergarten classrooms and Day Care addition and interior renewal upgrades, including site improvements at Kingsway Park Public School.

4. 2016-2017 Funding

The 2016-2017 capital projects will be funded by the following capital grants:

- Ministry of Education School Renewal Funding: \$2,179,000;
- Ministry of Education School Condition Improvement Grant: \$6,729,000;
- 2015-2016 Ministry of Education School Renewal Carry – Forward funding: \$4,355,000;
- Ministry of Education Capital Priorities Funding for Kingsway Park renewal and Full Day Kindergarten: \$4,087,000; and
- Ministry of Education Child Care Capital funding for Kingsway Park: \$1,927,000.

6. 2016-2020 Long-Term Capital Plan

6.1 Appendix A details the capital projects required over the next five years to support the Board's Long Term Capital Plan.

6.2 The capital projects listed in Appendix A reflect input received from school communities and stakeholders.

7. Conclusion

7.1 Quality of program delivery to all students remains first and foremost in all decisions when completing the Capital Plan.

7.2 Lakehead District School Board will continue to focus on the strategies as outlined in the 2016-2017 Operational Plan.

Respectfully submitted,

ROD BESSEL
Manager of Property Services and Transportation

MARK HAKALA
Capital Project Co-ordinator

DAVID WRIGHT
Superintendent of Business

IAN MACRAE
Director of Education

Lakehead District School Board 2016/2017 Capital Budget

#	Location	Project	Brief Description	Cost
Elementary Sites				
1	Algonquin	Building	Washroom Upgrade	\$200,000
2		Building	Keyless Entry Security	\$30,000
3		Electrical	Exterior Lighting	\$15,000
4		Site	Field Maintenance	\$100,000
5		Energy	Steam Trap Repairs	\$30,000
6	Claude	Building	Keyless Entry Security	\$30,000
7		Energy	New Windows - Phase II	\$120,000
8		Energy	New Heat Control System	\$150,000
9	Crestview	Building	New Trucked Water System	\$250,000
10		Energy	New Heat Control System	\$100,000
11		Energy	New Gym Lights	\$20,000
12	Five Mile	Site	New Perimeter Fencing	\$9,000
13		Energy	HVAC Primary Duct Repairs	\$100,000
14	Gorham Ware	Building	Shingle Roof Upgrade	\$120,000
15		Energy	HVAC Repairs	\$10,000
16		Energy	New Gym Lights	\$20,000
17	Gron Morgan	Building	New Façade	\$2,036,000
18		Building	Washroom Upgrade	\$150,000
19		Site	Site Design	\$25,000
20		Energy	Steam Pipe/Trap Repairs	\$50,000
21		Energy	Domestic Hot Water Upgrade	\$25,000
22	Kakabeka Falls	Energy	New Heat Control System	\$50,000
23		Energy	New Gym Lights	\$20,000
24		Building	Keyless Entry Security	\$30,000
25	Kingsway	Building	Addition	\$6,000,000
26		Other	New Play Structure	\$40,000
27	McKellar	Program	2nd Floor Lockers	\$10,000
28		Building	Roof Upgrade	\$250,000
29		Electrical	Exterior Lighting	\$15,000
30		Site	Pave Parking & Play Assembly Area	\$225,000
31	McKenzie	Other	Classroom Environment Improvements	\$200,000
32	Nor'wester	Building	Keyless Entry Security	\$30,000
33		Energy	New Windows	\$100,000
34	Ogden	Building	Keyless Entry Security	\$30,000
35		Building	Paint Exterior Metal	\$100,000
36		Site	Pave Play Assembly Area	\$300,000
37		Other	New Play Structure	\$80,000
38	St. James	Building	Keyless Entry Security	\$50,000
39		Energy	New HVAC Air Compressor	\$15,000
40	Sherbrooke	Building	Keyless Entry Security	\$30,000
41		Building	Floor Upgrade	\$50,000
42		Energy	Crawl Space Ventilation	\$10,000
43		Accessibility	New Accessible Washroom	\$50,000
44	Valley	Energy	New Gym Lights	\$20,000
45	Vance	Building	Keyless Entry Security	\$30,000
46	Westmount	Building	Keyless Entry Security	\$30,000
47		Energy	Domestic Hot Water Upgrade	\$10,000
48	Whitefish	Energy	New Gym Lights	\$20,000
49	Woodcrest	Building	Keyless Entry Security	\$30,000
50		Energy	HVAC Study & Repair	\$50,000
51	Armstrong	Site	New Flag Pole	\$7,000
52		Building	Teacherage Upgrades	\$30,000
53		Other	Classroom Environment Improvements	\$400,000
54	Bernier-Stokes	Other	New Play Structure	\$50,000

Lakehead District School Board 2016/2017 Capital Budget

#	Location	Project	Brief Description	Cost
Secondary Sites				
55	Hammar skjold	Building	Keyless Entry Security	\$50,000
56		Electrical	Technology Wing Electrical Upgrades	\$100,000
57		Energy	Steam Pipe & Trap Repairs	\$250,000
58		Energy	Heat Coil Repair	\$50,000
59		Accessibility	New Chair Cab Lifts	\$150,000
60	Superior	Building	Keyless Entry Security	\$50,000
61		Building	Security Camera Upgrade	\$65,000
62		IT	Upgrade Classroom IT Fibre	\$300,000
63		Program	Technology Wing Air Compressor Upgrade	\$35,000
64	Westgate	Building	Technolgy Wing Over Head Doors	\$50,000
65		Building	Keyless Classroom Entry Security	\$160,000
66		Building	Security Camera Upgrade	\$75,000
67		Building	Backflow Water Upgrade	\$30,000
68		IT	Upgrade Classroom IT Fibre	\$300,000
69		Energy	Steam Pipe & Trap Repairs	\$250,000
70		Energy	Gym Ventilation Damper Upgrade	\$15,000
71		Building	Music Wing Humidity Control	\$20,000
72		Program	Tech Wing Waste Fuel Storage	\$25,000
73		Program	Basket Ball Standard Lift System	\$30,000
74	Education Centre	Building	Exterior Façade Painting	\$15,000
75	Various	Program	Gym Wall Padding	\$50,000
76	Various	IT	VOIP Server Upgrade	\$125,000
77	Various	Electrical	Fire Alarm System Upgrades	\$120,000
78	Various	Program	Misc. Program Needs	\$65,000
Total				\$14,332,000

Lakehead District School Board 2016/2020 5 Year Capital Projects

	Location	Project	Brief Description	Year	Cost	Total	
Program Needs Projects to support and enhance the learning environment	McKellar	Lockers	2nd Floor	2016	10,000.00		
	Superior	Tech Shop	New Air Compressor	2016	35,000.00		
	Westgate	Main Gym	Basket Ball Standard Upgrades	2016	30,000.00		
	Westgate	Technology Shop	Waste Fuel Storage	2016	25,000.00		
	Various Locations	Gym Wall Pads	New Wall Protection Mats	2016	50,000.00		
	Various Locations	Misc Program Needs		2016	65,000.00		
							\$215,000.00
	Various	Misc program needs	Various	2017	350,000.00	Projects identified	
	Various Locations	Misc. accommodations	Program requirements TBD	2017	50,000.00		
							\$400,000.00
	Various	Misc program needs	Various	2018	840,000.00	To be defined	
	Various Locations	Misc. accommodations	Program requirements TBD	2018	50,000.00		
							\$890,000.00
	Various	Misc program needs	Various	2019	150,000.00	To be defined	
	Various Locations	Misc. accommodations	Program requirements TBD	2019	50,000.00		
							\$200,000.00
	Category Total						
						\$1,100,000.00	
\$2,805,000							
	Location	Project	Brief Description	Year	Cost	Total	
Beautification/Other Strategic initiative to enhance physical appearance of: - Building exteriors - Street frontage/landscapes	Ecole Gron Morgan	Exterior Veneer	Replace	2016	2,036,000.00		
	Various	Paint Exterior	Ogden, Education Centre	2016	115,000.00		
	Various	Exterior Play Area Upgrades	Algonquin, Ogden, Gron, McKellar	2016	650,000.00		
	Various Locations	Play Structures	Bernier-Stokes, Odgen, Kingsway	2016	170,000.00		
	Armstrong	Classroom Environment	Phase II	2016	400,000.00		
	McKenzie	Classroom Environment	Phase I	2016	200,000.00		
							3,571,000.00
	Various	Site & Other Projects	Beautification & site improvements	2017	640,000.00	Projects identified	
							\$640,000.00
	Various	Site & Other Projects	Beautification & site improvements	2018	1,050,000.00		
							\$1,050,000.00
	Various	Site & Other Projects	Beautification & site improvements	2019	760,000.00		
							\$760,000.00
Category Total							
						\$915,000.00	
6,936,000.00							
Mtce Projects Not included in Capital Plan	TBD	Interior painting	Three schools per year (\$250,000/year)	2016	250,000.00		
	TBD	Interior painting	Three schools per year (\$250,000/year)	2017	250,000.00		

Lakehead District School Board 2016/2020 5 Year Capital Projects

	Location	Project	Brief Description	Year	Cost	Total
Site Work - Site drainage improvements - Parking lot paving & curbing - Play area paving & walkways - Fencing, signage	Five Mile	Site Fencing	Perimeter fencing replacement	2016	9,000.00	
	Armstrong	Site	New Flag Pole	2016	7,000.00	
						16,000.00
	Various	Site work	Misc projects	2017	640,000.00	Projects identified
						\$640,000.00
	Various	Site work	Misc projects	2018	800,000.00	
						\$800,000.00
	Various	Site work	Misc projects	2019	510,000.00	
						\$510,000.00
	Category Total \$2,881,000	Various	Site work	Misc projects	2020	915,000.00
	Location	Project	Brief Description	Year	Cost	Total
Accessibility - Ramps, lifts, signage - Door hardware - Washroom conversion	Sherbrooke	Accessible washrooms	New washroom	2016	50,000.00	
	Hammarskjold	New Cab Lifts		2016	150,000.00	
						\$200,000.00
	Various	Power Door Openers	Convert existing as required to accessible	2017	50,000.00	Projects identified
						\$50,000.00
	Various	Various	Convert existing as required to accessible	2018	50,000.00	
						\$50,000.00
	Various	Various	Convert existing as required to accessible	2019	125,000.00	
						\$125,000.00
	Category Total \$2,065,000	Various	Various	Convert existing & new elevators	2020	1,640,000.00

**Lakehead District School Board
2016/2020 Year Capital Projects**

Category	Category Costs per Year				
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Program Needs					
Projects to support and enhance the learning environment					
Total	\$215,000	\$400,000	\$890,000	\$200,000	\$1,100,000
Beautification & Other					
Initiative to enhance School appearance: - Building Exteriors, Street Frontage, landscapes, etc					
Total	\$3,571,000	\$0	\$1,050,000	\$760,000	\$915,000
Energy Management					
Conservation of non-renewable energy: - Lighting, Controls, Heating/Boilers, Water, Ventilation & Balancing, Building Envelope, etc					
Total	\$1,485,000	\$210,000	\$210,000	\$210,000	\$650,000
Electrical					
- Life safety/Emergency systems, communication systems, audiometric systems, switch gear, etc					
Total	\$1,695,000	\$330,000	\$110,000	\$260,000	\$210,000
Site Work					
- Site drainage, Parking lot paving & curbing, Play area paving & walkways, Fencing, signage, etc					
Total	\$16,000	\$640,000	\$800,000	\$510,000	\$915,000
Building					
- Roof systems, penetrations, HVAC, - Structural repairs & Building envelope - Window replacements & Interior finishes					
Total	\$1,150,000	\$1,500,000	\$2,970,000	\$1,875,000	\$905,000
Accessibility					
- Ramps, lifts, signage, door hardware - Washroom conversion					
Total	\$200,000	\$50,000	\$50,000	\$125,000	\$1,640,000
TOTAL	\$8,332,000	\$3,130,000	\$6,080,000	\$3,940,000	\$6,335,000

LAKEHEAD PUBLIC SCHOOLS
OFFICE OF THE DIRECTOR OF EDUCATION

2016 NOV 22
Report No. 088-16

TO THE CHAIR AND MEMBERS OF
LAKEHEAD DISTRICT SCHOOL BOARD – Public Session

RE: 2016-2017 DIRECTOR'S ACTION PLAN

1. Background

- 1.1 Following the presentation of the 2016-2017 Operational Plan at the Standing Committee Board Meeting held June 14, 2016, the Director's annual Action Plan was developed.
- 1.3 This document articulates the commitment of the Director of Education to system leadership actions.

2. Situation

The 2016-2017 Director's Action Plan will be provided as a handout.

Respectfully submitted,

IAN MACRAE
Director of Education

LAKEHEAD PUBLIC SCHOOLS
OFFICE OF THE DIRECTOR OF EDUCATION

2016 NOV 22
Report No. 113-16

TO THE CHAIR AND MEMBERS OF
LAKEHEAD DISTRICT SCHOOL BOARD – Public Session

RE: RECOMMENDATIONS FROM THE STANDING COMMITTEE

Background

The following reports were received at the Standing Committee Meeting on November 8, 2016 and have been referred to the Board for approval. The recommendations are as follows:

POLICY REVIEW – 3010 FEES (095-16)

It is recommended that Lakehead District School Board revoke 3010 Policy and Procedures (Appendix A) as outlined in Report No. 095-16.

POLICY REVIEW – 8015 – DISPLAY OF FLAGS POLICY (106-16)

It is recommended that Lakehead District School Board approve 8015 – Display of Flags Policy, Appendix A to Report No. 106-16.

Respectfully submitted,

GEORGE SAARINEN
Chair
Standing Committee

LAKEHEAD PUBLIC SCHOOLS
OFFICE OF THE DIRECTOR OF EDUCATION

2016 NOV 22
Report No. 110-16

TO THE CHAIR AND MEMBERS OF
LAKEHEAD DISTRICT SCHOOL BOARD – Public Session

RE: CANCELLATION OF REGULAR BOARD MEETING – DECEMBER 20, 2016

1. Background

- 1.1 Section 4.1.1 of the 2014 Procedural By-Law requires that Regular meetings of the Board shall be held on the fourth Tuesday of every month except July and August. On February 23, 2016, the Board approved the revised Standing Committee and Regular Board Meeting Schedule 2016-2017 which stated that the December Regular Board Meeting will be held on December 20, 2016 due to the Christmas Break.
- 1.2 As identified in section 4.5.1 Cancellation of Meetings, Regular Board meetings in any month may be cancelled by the Board, by resolution, at its discretion at a preceding regular meeting.

RECOMMENDATION

It is recommended that Lakehead District School Board cancel the December 20, 2016, Regular Board Meeting.

Respectfully submitted,

IAN MACRAE
Director of Education

LAKEHEAD PUBLIC SCHOOLS
OFFICE OF THE DIRECTOR OF EDUCATION

2016 NOV 22
Report No. 102-16

TO THE CHAIR AND MEMBERS OF THE
LAKEHEAD DISTRICT SCHOOL BOARD – Public Session

RE: APPOINTMENT OF AN EXTERNAL MEMBER TO THE AUDIT COMMITTEE

1. Background

According to Ontario Regulation 361/10 *Audit Committees*, the Lakehead District School Board Audit Committee is comprised of three Trustees and two External Members.

2. Situation

2.1 Mr. Jeff Heney was appointed as an external member to the Audit Committee at the December 17, 2013 Regular Board Meeting. The term for Mr. Jeff Heney will expire on December 31, 2016.

2.2 Mr. Jeff Heney has expressed interest in remaining as an external member of the Audit Committee for an additional three year term ending on December 31, 2019. According to section 7(4) of the Audit Committee Regulation, a member of the audit committee may be reappointed.

RECOMMENDATION

It is recommended that Lakehead District School Board appoint Mr. Jeff Heney as External Member to the Audit Committee to serve the term commencing January 1, 2017 and ending December 31, 2019.

Respectfully submitted,

DAVID WRIGHT
Superintendent of Business

IAN MACRAE
Director of Education

LAKEHEAD PUBLIC SCHOOLS
OFFICE OF THE DIRECTOR OF EDUCATION

2016 NOV 22
Report No. 105-16

TO THE CHAIR AND MEMBERS OF THE
LAKEHEAD DISTRICT SCHOOL BOARD - Public Session

RE: BY- LAW NO. 113 – 2017 TAX LEVY

1. Background

- 1.1 Section 257.7(1) of the Education Act requires that the English language public district school boards levy education taxes for all Boards in those areas without municipal organization, within our present jurisdiction.
- 1.2 Section 257.7 (1.1) of the Education Act states that the Ministry of Finance shall collect the amount levied under the Provincial Land Tax as if they were taxes imposed under that Act.

2. Situation

Ontario Regulation 400/98 and subsequent amendments to this regulation prescribes the tax rates for education purposes under subsection 257.12(1) of the Education Act.

RECOMMENDATION

It is recommended that Lakehead District School Board approve By-law No. 113 – 2017 Tax Levy (Appendix A) authorizing the 2017 tax levy at the prescribed rates set by Ontario Regulation 400/98 as amended, as outlined in Report No. 105-16.

Respectfully submitted,

BRUCE SAUDER
Administrative Services Supervisor

DAVID WRIGHT
Superintendent of Business

IAN MACRAE
Director of Education

LAKEHEAD DISTRICT SCHOOL BOARD

BY-LAW NO. 113

A by-law to provide for a 2017 tax levy.

WHEREAS subsection 257.7(1) of the Education Act (the “Act”) requires the Board to levy the tax rates prescribed under section 257.12 of the Act;

AND WHEREAS Ontario Regulation 400/98 prescribes the tax rates under subsection 257.12(1) of the Act;

NOW THEREFORE Lakehead District School Board of Thunder Bay, Ontario enacts the following:

The rates set out in Ontario Regulation 400/98 for 2017 are hereby levied in localities within the area of jurisdiction of the Board on the property indicated in section 257.7 of the Act.

This by-law shall come into force and take effect upon the final passing hereof.

READ, ENACTED, AND MADE AS OF THE 22nd day of November, 2016.

Deborah Massaro
Chair

Ian MacRae
Secretary