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**CORDELLA JUNIOR PUBLIC SCHOOL AND  
DENNIS AVENUE PUPIL ACCOMMODATION  
REVIEW IMPLEMENTATION TEAM**

**PROJECT MANAGEMENT PLAN**

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December 15, 2024

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## **1 INTRODUCTION**

### **1.1 PROJECT BACKGROUND**

The Ward 6 South Pupil Accommodation Review occurred in 2017 with the goal of maximizing the utilization of schools, strengthening programs offered at the local schools, and addressing facility conditions. Schools involved in that review were: Cordella Jr PS:

- Dennis Avenue CS;
- George Syme CS;
- Harwood PS;
- Lambton Park CS;
- Rockcliffe MS, and
- Roselands Jr PS.

In June 2017, the Board of Trustees made decisions about the Pupil Accommodation Review, which included a rebuild of Dennis Avenue CS and the closure of Cordella Jr PS when the new Dennis Avenue CS replacement building is complete. Other recommendations approved by the Board of Trustees included the closure of Rockcliffe MS effective 30 June, 2022 and the conversion of all the schools in the review from Junior Kindergarten to Grade 5 schools to Junior Kindergarten to Grade 8 schools by 1 September, 2022.

To support the recommendations from the review, the Ministry of Education provided capital funding approval for a new 400 pupil-place replacement facility for Dennis Avenue CS and a 4-classroom and 5-room child care addition at George Syme CS (which was completed in 2024).

Dennis Avenue CS was relocated into the Rockcliffe MS building in September 2022 as the replacement building was being constructed. With the building now nearing completion, Cordella Jr PS will close at the end of June 2025. Cordella Jr PS will merge with Dennis Avenue CS in the new building at 17 Dennis Avenue effective 1 September, 2025.

### **1.2 PURPOSE OF PROJECT MANAGEMENT PLAN**

The purpose of this project management plan is to detail the tasks, effort, timing, and resources needed to ensure a smooth transition leading up to the merging of Cordella Junior Public School and Dennis Avenue Community School in September 2025.

## **2 SCHEDULE/TIME MANAGEMENT**

The replacement school at 17 Dennis Avenue will be ready for occupancy by September 1, 2025.

TDSB's Capital Projects department has been leading the design and construction of the new replacement school. A link to the Capital Projects webpage for this building can be found [here](#).

In addition to the capital project deliverable, there are also other aspects of the merger and transition that need to be facilitated. These include:

- **Management of the move from Dennis Ave CS (at 400 Rockcliffe Boulevard) and Cordella Jr PS to 17 Dennis Avenue:**
  - hiring movers for classroom material, equipment, and furniture (if required);
  - teacher release time;
  - library consolidation;
  - archiving of items of historical significance, and
  - setting up connectivity of technology.
- **Staffing:**
  - meeting with staff and union representatives to review the closure process and the implementation of the staffing process.
- **Enrolment and admissions:**
  - determining enrolment and Out-of-Area Admissions status for 2025/26;
- **Communications:**
  - providing regular updates to schools, community, Trustees, relevant Advisory Committees, and TDSB system contacts;
- **Transitioning of students and staff:**
  - holding joint school community events;
  - transferring of Cordella Jr PS students to Dennis Ave CS in PowerSchool;
  - records management;
  - closing ceremony for Cordella Jr PS,
  - and opening ceremony/ribbon-cutting at the new Dennis Ave CS building.
- **Special Education programs:**
  - Cordella Jr PS currently has two Special Education programs – Development Disability (DD) and Diagnostic. Communications to affected families regarding the transitions and placements.
- **Student Transportation for Special Education students:**
  - the identification of students requiring bussing;
  - identification of bus drop-off/pick-up locations;

- notifications to parents of bussing changes,
- and the provision of Student Transportation Forms to affected parents/guardians/caregivers.
  
- **Child Care:**
  - identification of a childcare operator at the new Dennis Ave CS school;
  - conducting child care surveys for the Before- and After-School Program, and
  - providing information on the Before- and After-School program to the Cordella Jr PS families.
  
- **EarlyON Centre:**
  - communicating project status with Macaulay Child Development Centre currently located in the Rockcliffe building.

The Implementation Team has met and reviewed the tasks that have been identified. The section below outlines the project schedule associated with tasks pertaining to each area.

## **2.1 PROJECT SCHEDULE**

**Appendix A** details the major tasks required for the moving of students and staff from Cordella Jr PS and Dennis Ave CS into the new building along with their estimated completion timeframe.

A successful transition into the new Dennis Avenue CS building will require co-ordination and regular communication between impacted central TDSB departments, school administration, school communities, and any external companies hired to assist with the move. Central staff have met in-between Implementation Team meetings to discuss details of various tasks and will communicate any changes to the scope of tasks with the Implementation Team as the process moves forward.

## **3 COST/BUDGET**

TDSB's Capital Services department manages the design and construction of new schools, major additions, and new childcare addition projects. Capital projects—such as the replacement building for Dennis Ave CS—receive funding from a variety of sources including the Ministry of Education School Renewal Grant and Capital Priorities Funding Grant, as well as TDSB's Proceeds of Disposition. These funds cover the cost of the school build, as well as new furniture and equipment.

To facilitate the transition from Cordella Jr PS and Dennis Ave CS into the new replacement building, the Implementation Team has identified items that require additional funding. These items include:

- The move of existing furniture and resources from Cordella Jr PS and Dennis Ave CS into the new building;

- A Move Coordinator will be hired to assist with the move.
- The identification and moving of historically significant items from Cordella Jr PS and Dennis Ave CS;
- Staff release time at both schools to ensure classroom items are organized and packed prior to move;
- Caretaking equipment for new replacement school;
- School transition events:
  - Fun Day
  - Aussie X Day (growth mindset, resilience, and teamwork)
  - Pen-Pal Activity
  - Closing ceremony at Cordella Jr PS, and
    - May be merged with school fun fair.
  - Ribbon-cutting ceremony at Dennis Ave CS.

**Appendix B** contains a high-level breakdown of costs associated with the transition (outside of the capital build). Funding sources for these items will come from a variety of sources, including Facilities budget, supply staff budget, school budget, and Superintendent budget.

## **4 STAFFING**

The closure of Cordella Jr PS and merge with Dennis Ave CS will impact teaching and non-teaching staff (i.e., lunchtime supervisors, custodial staff, etc.). Meetings will be held in early 2025 with staff and union representatives to review the staffing process at both schools. Implementation of the staffing process will take place in May 2025. Staffing will be informed by enrolment projections prepared by the Planning Department in consultation with the School Principals and Local Superintendent. Elementary projections are finalized by the end of February each year.

## **5 COMMUNICATIONS**

As per TDSB's Pupil Accommodation Review procedure, progress of the implementation will be regularly communicated out to affected stakeholders. This will include:

- At least two public meetings in 2025 prior to the new school opening;
- The posting of monthly Implementation Team meeting notes, reports, and any pertinent information on TDSB's Accommodation Review webpage;
- Updates in Trustees' Weekly to inform Trustees on the progress of the merger;
- Construction updates on the Dennis Avenue CS Capital Project webpage;
- Updating of TDSB's Street Guide to inform current and prospective families of the upcoming changes to Cordella Jr PS and Dennis Ave CS, and
- Updates to relevant TDSB Advisory Committees by the Superintendent or Executive Superintendent, as required.

Immediate issues will be reported by the Superintendent of Education chairing the Implementation Team and the Executive Superintendent of Education (LC 1) to the impacted Associate Director(s).

**Appendix A: Project Schedule**

<b>Task</b>	<b>Department</b>	<b>Target Completion Date</b>
<b>Enrolment and Admissions</b>		
Set the Out-of-Area Admission Status for Dennis Avenue CS for 2025-26.	Strategy & Planning	October 2024
Confirm admission of students to Dennis Avenue CS for September 2025.	Strategy & Planning	November 2024
Draft and send survey to current out-of-area students at Cordella Jr PS and Dennis Ave CS	Strategy & Planning	January 2025
Calculate the enrolment projection for Dennis Avenue CS for September 2025, October 2025 and March 2026.	Strategy & Planning	February 2025
<b>Communications</b>		
Draft/send letters to Dennis Ave CS and Cordella Jr PS staff and parents/guardians/caregivers informing them of merger in September 2025.	Communications	November 2024
Ongoing updates to Dennis Ave CS and Cordella Jr PS staff and parents/guardians/caregivers.	Communications	Ongoing
Regular updates to Trustees.	Communications	Ongoing
Regular updates to relevant Advisory Committees	Communications	Ongoing
Posting of documents on to the review website.	Strategy & Planning	Ongoing
Arranging tour of new Dennis Ave CS building or open house for Dennis Ave CS and Cordella Jr PS students, staff and parents/guardians/caregivers.	Communications	May 2025
<b>Staffing</b>		
Meet with Dennis Ave CS staff and union reps to review closure process.	People and Culture	February 2025
Meet with Cordella Jr PS staff and union reps to review closure process.	People and Culture	February 2025
Implement staffing processes.	People and Culture	May 2025
<b>Readiness of the New Building</b>		
Provide regular updates on construction status	Facilities	September 2025
System Update to All Data System Contacts (TDSB Internal)	Strategy & Planning	January 2025
Facility caretaking equipment (lawnmowers, snowblower, etc.)	Facilities	June 2025
Ensure Wi-Fi, student devices, and main office technology are ready.	Information Technology	June 2025
Ensure security infrastructure are ready.	Facilities	September 2025
Ensure phones are set-up.	Information Technology	June 2025
<b>Management of the Move (Existing Furniture and Resources)</b>		
Identification of Move Coordinator.	Facilities	February 2025
Hire a moving company.	Facilities	Summer 2025
Identify items of historical significance at Cordella Jr PS to be retained	Facilities	January 2025
Arrange for release time for teachers to organize classroom items.	Facilities	June 2025
Assist with connectivity of computers/printers at new Dennis Ave CS	Information Technology	June 2025
Pack up classrooms and other rooms.	Facilities	Summer 2025
Have Library Services review and purge books at Dennis Ave CS and Cordella Jr PS.	Facilities	June 2025
Have Library Services set up the new library at the new Dennis Ave CS building.	Facilities	June 2025
Coordinate movers on moving days.	Facilities	Summer 2025
Arrange for teachers to access the new Dennis Ave CS building in August to set-up classrooms.	Facilities	Summer 2025



Unpack boxes and set up other rooms in the school.	Facilities	Summer 2025
<b>Arrangement of School Ceremonies and Events</b>		
Plan closing ceremony at Cordella Jr PS	Principal, Cordella Jr PS	June 2025
Plan opening ceremony and ribbon-cutting at the new Dennis Ave CS building.	Principal, Dennis Ave CS	Fall 2025
<b>Transitioning Students and Staff</b>		
Hold joint staff meetings.	Principals, Cordella Jr PS and Dennis Ave CS	Spring 2025
Hold joint student activities.	Principals, Cordella Jr PS and Dennis Ave CS	Spring 2025
Hold joint school activities.	Principals, Cordella Jr PS and Dennis Ave CS	Spring 2025
Transferring of Cordella Jr PS students to Dennis Ave CS in PowerSchool	Principal, Cordella Jr PS	June 2025
Storing of index cards and other documents (records management)	Principal, Cordella Jr PS	June 2025
<b>Special Education Programs</b>		
Determine opening of any Special Education ISPs at the new Dennis building.	Special Education	March 2025
School principals to communicate with parents/guardians/caregivers of the students in Special Education ISPs regarding transitions and placements.	Special Education	March 2025
<b>Student Transportation for Special Education Students</b>		
Identify which students will require bussing.	Student Transportation	May 2025
Identify bus drop-off location at Dennis Ave CS site.	Student Transportation	Summer 2025
Notify parents/guardians/caregivers of bussing changes.	Student Transportation	June 2025
Provide parents/guardians/caregivers with Student Transportation Forms.	Student Transportation	Early June 2025
<b>Child Care Centre</b>		
Share process/progress for identifying an operator at the new Dennis Ave CS school.	Child Care	Winter 2025
Conduct child care surveys for Before- and After-School Program.	Child Care	N/A
Provide Before- and After-School Program info to Cordella Jr PS families.	Child Care	January 2025

## Appendix B: Project Tasks Requiring Funding

Category	Task	Estimated Cost
Moving Cordella Jr PS and Dennis Ave CS to 17 Dennis Avenue	Move consultant to be hired (retired FTL)	TBD
	Hire moving company	TBD
	Ordering of move materials and packers (if required)	TBD
	Moving items of historical significance to TDSB's Museum and Archives	~\$5,000
	Staff release time to organize/pack	~\$5,000
Building Readiness	Caretaking equipment for 17 Dennis Avenue (Rockcliffe MS will be occupied with other user groups, so caretaking equipment cannot be moved from that location.)	~\$54,000 (revised Jan 2025)
School Transition Events	<p><b>Fun Day</b> (Cordella student and staff would come over to Dennis; split the day into two session k-3 AM and 4-8 PM)</p> <ul style="list-style-type: none"> <li>•Icebreaker Games</li> <li>•Collaborative Projects</li> <li>•Outdoor Activities</li> <li>•Problem-Solving Challenges</li> <li>•Sports and Games</li> </ul>	\$600-800
	<p><b>Aussie X Day (Growth mindset, resilience, and teamwork)</b> Combine both schools and participate in a fun filled afternoon of getting to know each other.</p>	\$1,200-1,500
	<p><b>Pen-Pal activity</b> Junior/Intermediate classes can participate in a pen pal writing activity.</p> <ul style="list-style-type: none"> <li>•We can have classes come together at some point for a pizza lunch, to become familiar with each other.</li> </ul>	\$200-400
	<p><b>Closing ceremony at Cordella Jr PS</b> Could be merged with school fun fair</p>	TBD
	<p><b>Ribbon-cutting at Dennis Ave CS</b></p> <ul style="list-style-type: none"> <li>•Tour of new school</li> <li>•In-house photography</li> <li>•Refreshments</li> </ul>	TBD