



**Director's Annual Report  
to the Community** **2014**

Focused Investment  
**Accountability**

Scholastic Success **Achievement** Student Engagement Public Confidence  
Faith Formation French Immersion **Life Skills** Technology Skills Development Innovation  
Spiritual Growth **Excellence**



**If you are not busting paradigms, you are managing the past rather than creating the future.**

~ Pauline Maxims for Modern Leaders

The fundamental systemic change engendered in 2012-2013 has yielded a rich bounty in 2013-2014. The power of both a shared vision and a collective commitment to excellence has moved us from good to the threshold of great. This vision is rooted in faith and in the belief that all we value must proceed from our most vulnerable outward.

There are many highlights from 2013-14 of which we can be especially proud, but perhaps none more significant than our student achievement results, which have improved in most categories, a testament to those who have worked so hard to identify our challenges and develop targeted interventions designed to help our students overcome them. Ultimately, this approach is one that reflects pedagogical methods that can help all our students make significant scholastic strides. What is necessary for some is undoubtedly good for all.

None of these achievements would have occurred without the dedication of so many people throughout our system who have found ways to improve our financial outlook and our relationships with our employees while modernizing facilities and creating the right atmosphere for our students to thrive. Improved student success is the sum total of their collective efforts.

While we are pleased with our outcomes to date, we still believe there is room for improvement and will continue to seek out ways to help our students be the best they can be. We have every reason to believe that the Windsor-Essex Catholic District School Board can be the best performing Board in Ontario.

In conclusion, we sincerely thank you for your unwavering faith in Catholic education.

Paul A. Picard  
Director of Education

# Envisioning Excellence: 2014 - A Year in Review

The strategic plan of the Windsor-Essex Catholic District School board is built upon the two fundamental pillars of student achievement and faith formation. The highlights below reflect a focused and collaborative commitment to excellence.

## Student Achievement and Faith Formation

- EQAO results showed that we were the top achieving board in southwestern Ontario, with students meeting or exceeding provincial averages in most categories.
- Expanded focus on numeracy and mathematics.
- Responded positively to appeals for faith-based education by improving access to elementary schools for non-Catholics.
- Documented best faith practices in our schools, incorporating them into improvement plans and generating meaningful data for further Faith Formation programming.
- Built capacity in our schools to address students with mental health needs, while helping families navigate community agencies to access support.
- Documented best practices regarding equity and inclusion, to support the implementation of inclusionary programming in our schools.
- A new Structured Learning Program in literacy and numeracy for secondary students in Life Skills programs.
- The Summer Learning Program provided students from core schools with technology-driven literacy-based learning experiences.
- The English Language Learners (ELL) Pilot Program at Immaculate Conception Catholic School helped students who recently arrived in Canada meet curriculum expectations.
- Approved in principle the expansion of French Immersion programming.



## Facilities & Technology

- Completed capital construction necessary to consolidate schools, resulting in more efficient use of classroom space throughout the system.
- Completed final phase of Full Day Kindergarten capital construction program by providing additions at several schools.
- Launched the F. J. Brennan Hockey Canada Sports Academy at the new Central Park Athletics facility.
- Major facility improvements at the F. J. Brennan Secondary School site to accommodate the introduction of the new Corpus Christi Middle School for Grades 7 and 8.
- Integration of technology for ALL students
- Wireless internet for all elementary and secondary schools completed a full year ahead of schedule.
- Rapid expansion of cloud computing and increased student engagement thanks to more technology professional development for staff.



## Corporate Services

- Realized an unprecedented \$9.9M in-year budget surplus.
- Increased the accumulated budget surplus to \$15.3M, the highest amount in Board history.
- Reduced the Board's capital deficit to \$14.9M, which is almost fully offset by eligible amounts in the accumulated budget surplus.
- Continued to establish and refine processes to enhance the accountability framework for Board financial processes.
- Expanded the use of environmentally friendly and energy efficient products through directed procurement.



## Human Resources

- Implemented Attendance Support and Disability Support Programs to help our employees and promote continuity in our workplaces.
- A revised focus on the Short-Term Leave Disability Program and the implementation of best practices as they relate to decreasing absenteeism in the workplace.
- The fostering of a positive relationship of mutual respect with all of our labour partners.



## Communications

- The hiring of a Communications Coordinator and development of a Communications Strategy
- Improved media relations and increased positive news coverage for Board stories
- Increased Board presence on various social media platforms, improving engagement with broader audiences
- Compliance with Canada's Anti-Spam Legislation



## School Board Profile

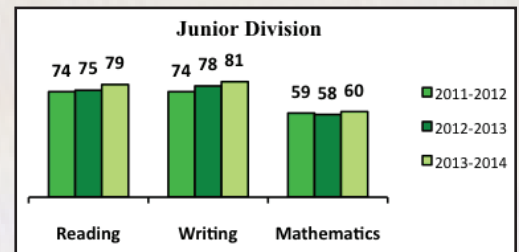
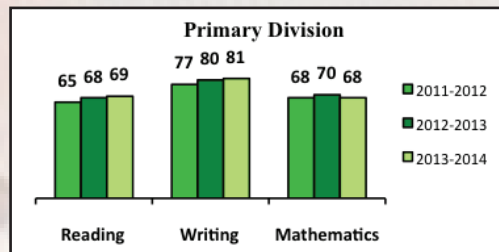
The Windsor-Essex Catholic District School Board operates 36 elementary schools and 8 secondary schools, as well as an alternative education program that provide quality Catholic education to 21,000 students. The board employs 1,234 full-time equivalent elementary and secondary teachers, as well as 868 support staff, which includes principals, vice-principals, educational assistants, child and youth workers, early childhood educators, IT technicians, school office support, custodial and maintenance staff, as well as board office administration and other professional staff.

# Student Achievement Success in Windsor-Essex Catholic DSB

The results from the administration of the 2014 Assessments of Reading, Writing and Mathematics: Primary and Junior Divisions, the Grade 9 Assessment of Mathematics and the Ontario Secondary School Literacy Test indicate that the students of WECDSB are becoming more proficient in their literacy and numeracy skills and are amongst the most successful students in our region.

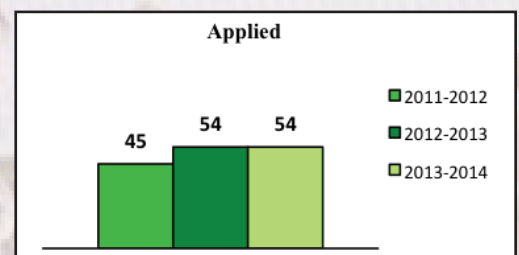
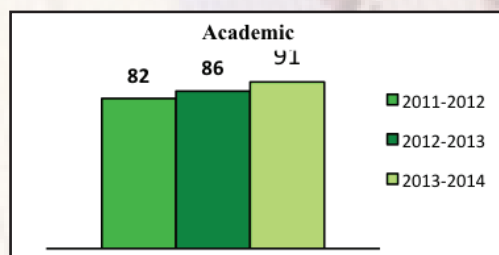
## Assessment of Reading, Writing and Mathematics: Primary and Junior Divisions

In the Primary division, the percentage of students achieving the provincial standard increased by 1% in Reading, 1% in Writing and decreased by 2% in Mathematics. In the Junior division, there was an increase of 4% in Reading, 3% in Writing and 2% in Mathematics. Students in the WECDSB met or exceeded the provincial average in five of the six areas.



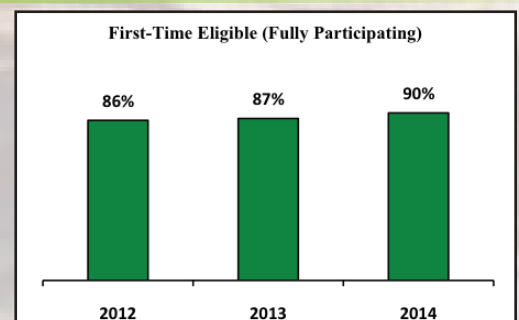
## Grade 9 Assessment of Mathematics: Academic and Applied

Students enrolled in the Grade 9 academic course who achieved a provincial standard increased by 5%. For students enrolled in the Grade 9 applied course, 54% achieved the provincial standard, which is the same as last year. Students in the WECDSB exceeded the provincial average by 6% in the academic course and by 7% in the applied course.



## Ontario Secondary School Literacy Test (OSSLT)

The success rate for first-time eligible (fully participating) students who wrote the OSSLT was 90%, which is a 3% increase from the previous year. This is the highest success rate for WECDSB first-time eligible (fully participating) students over the past five years. WECDSB exceeded the OSSLT provincial success rate by 7%.



Please visit the EQAO Web site for a full report: [eqao.com](http://eqao.com)

## Hockey Canada Skills Academy Launched at Central Park Athletics

In September of 2014, the F.J. Brennan Centre of Excellence & Innovation launched the brand new Hockey Canada Skills Academy at the recently renovated state-of-the-art Central Park Athletics facility. More than 90 Grade 7-12 students from the open boundary Corpus Christi Middle School and F.J. Brennan Catholic High School are enrolled in the program, which allows students, regardless of their ability, to pursue their passion in an atmosphere that places a premium on academic achievement. The centre will expand to include soccer and baseball in 2015.



## Student Senate

The 2013-2014 school year was led by Student Trustees Francis Dellosa from Assumption College School and Madeline Ellepola from F. J. Brennan Catholic High School. They did an excellent job coordinating the activities of the Student Senate, which is comprised of student parliament leaders from each of the Catholic Secondary Schools. A focal point of their provincial work included the province-wide mass that took place on May 7, 2014.



In 2014-2015 the Catholic Student Trustees elected are Kyla Dumlao of St. Joseph's Catholic Secondary School and Valere Gaspard from Cardinal Carter Catholic Secondary School. They are leading the Student Senate in organizing social justice and community outreach initiatives, which were inspired by and planned during the Student Senate Retreat day that they successfully ran. Future projects will see a province-wide mass entitled "Catholic Youth Day" on May 7, 2015.

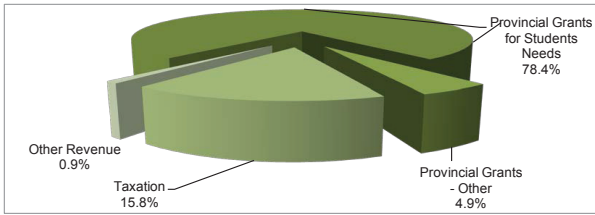
The Board's Multi-year Plan can be found at the following link:

[www.wecdsb.on.ca/board-mission.html](http://www.wecdsb.on.ca/board-mission.html)

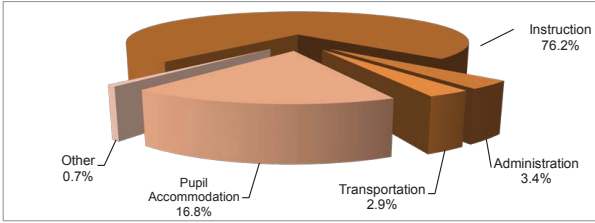
In support of the Board's Multi-Year Plan, the 2014-2015 Strategic Directions and System Priorities for the Director of Education and Senior Administration can be found at the following link:

[www.wecdsb.on.ca/pdf/director/2014-2015StrategicDirectionsandSystemPriorities.pdf](http://www.wecdsb.on.ca/pdf/director/2014-2015StrategicDirectionsandSystemPriorities.pdf)

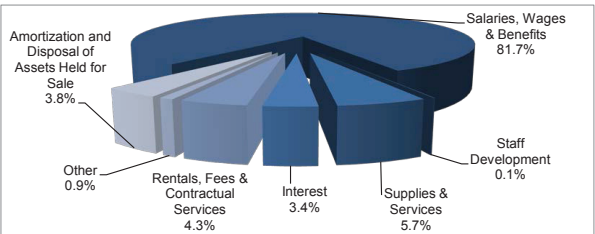
# Our Financial Story



Category	Amount	Percentage
Provincial Grants for Students Needs	\$ 197,908,574	78.4%
Provincial Grants - Other	12,298,758	4.9%
Taxation	39,892,804	15.8%
Other Revenue	2,367,513	0.9%
<b>TOTAL</b>	<b>\$ 252,467,649</b>	<b>100.0%</b>



Category	Amount	Percentage
Instruction	\$ 184,836,874	76.2%
Administration	8,164,673	3.4%
Transportation	6,983,975	2.9%
Pupil Accommodation	40,825,485	16.8%
Other	1,726,397	0.7%
<b>TOTAL</b>	<b>\$ 242,537,404</b>	<b>100.0%</b>
<b>ANNUAL SURPLUS</b>	<b>\$ 9,930,245</b>	



Category	Amount	Percentage
Salaries, Wages & Benefits	\$ 198,173,259	81.7%
Staff Development	193,363	0.1%
Supplies & Services	13,901,193	5.7%
Interest	8,295,490	3.4%
Rentals, Fees & Contractual Services	10,431,736	4.3%
Other	2,223,154	0.9%
Amortization and Disposal of Assets Held for Sale	9,319,209	3.8%
<b>TOTAL</b>	<b>\$ 242,537,404</b>	<b>100.0%</b>

## 2013-2014 Highlights

With a focus on student achievement, faith formation, and stewardship of resources, the Board successfully ended the 2013-2014 fiscal year with an in-year surplus of \$9.9M, which was \$4.7M better than originally projected. This was achieved through a number of factors, including improved revenues thanks to an increase in secondary enrolment that led to higher provincial grants, increased tuition revenue,

increased labour-related enhancement funding for attendance recognition and maternity leave top-up, and improved interest revenue due to better cash management. In addition, expenses decreased due to such factors as reduced benefit costs, a decrease in instruction expenses and salary expenditures, and reduced administration costs. The 2013-2014 financial results increased the accumulated surplus to \$15.3M, the highest

amount in Board history.

The expenditure charts above highlight how the Board allocated its resources in 2013-2014 to have the greatest impact on the classroom. Also shown is a chart depicting sources of revenue that were used to finance these expenditures.

## A 2014-2015 Budget to Support Student Success

The budget is the Board's fiscal plan that supports the delivery of educational programs and services and is key to its long-term sustainability. Building on the previous year of solid fiscal management, the Board passed a balanced budget of \$245.0M for the 2014-2015 school year. This budget features a modest in-year surplus of \$1.1M.

The approved budget was the product of extensive community consultation with a focus

on providing the system with the financial, human and capital resources necessary to ensure continued student success and faith formation.

Arriving at this balanced position has not been without its challenges. The effects of declining student enrolment present ongoing funding pressures for the Board, as grants from the Ministry of Education are largely tied to enrolment. These pressures, combined with the Board's commitment to eliminate its capital

deficit, put a strain on the operating budget and facility utilization.

Despite these challenges, the Board's most recent financial forecast prepared in December 2014 presents an even more positive financial outlook for the Board. Additional savings are forecast, demonstrating the Board's commitment to fiscal responsibility while maintaining system-wide stability that does not compromise student achievement.

## Trustees

Barbara Holland, Chair (City of Windsor - Wards 6 & 7)  
 Mary DiMenna, Vice-Chair (Essex County - Area 2)  
 Fred Alexander (City of Windsor - Wards 5 & 8)  
 Fabio Costante (City of Windsor - Wards 2 & 9)  
 Frank DiTomasso (Essex County - Area 1)  
 Bernie Mastromattei (City of Windsor - Wards 3 & 4)

Lisa Soulliere (Essex County - Area 3)  
 Susan Tope (Essex County - Area 4)  
 Fulvio Valentinis (City of Windsor - Wards 1 & 10)  
 Kyla Dumlao (Catholic Student Trustee 2014-2015)  
 Valere Gaspard (Catholic Student Trustee 2014-2015)



## Senior Administration

Paul A. Picard, Director of Education  
 Cathy Geml, Associate Director of Education, Student Achievement K-12  
 Mario Iatonna, Executive Superintendent of Corporate Services  
 Jamie Bumbacco, Executive Superintendent of Human Resources  
 Emelda Byrne, Superintendent of Education  
 Penny King, Superintendent of Business

Sharon O'Hagan-Wong, Superintendent of Education  
 Rosemary Lo Faso, Superintendent of Education  
 Patrick Murray, Superintendent of Human Resources  
 Mike Seguin, Superintendent of Education  
 John Ulicny, Superintendent of Education

## Chair's Message

Catholic education is much more than the scholastic fundamentals we teach our children every day. It's about the spiritual formation of the whole person, a formation that begins at home and is supported in our community and in our classrooms.

Each day in our schools, our staff members strive to emulate the characteristics made evident in the life of Jesus, and as a result, our children are receiving a rich, vibrant Catholic educational experience in a dynamic environment that is supportive for every child - particularly the most vulnerable among us. Student achievement is our number one priority, and we will continue to build on the success we've experienced this year, so that we will not only "Move one in His name," but many.

There is much to celebrate in this year's Director's Report, but much work left to do. Our goal is simple. We want our young people to be the highest achieving students in the Province of Ontario. There is no doubt they have the talents and skills. It is up to us to encourage those gifts so that each child reaches their potential.

To ensure we meet that target, we will continue to spend our funds strategically, maintain our balanced budget and use our surplus wisely, directing funds and resources in ways that target student success through enhanced and well-established programs while launching new, innovative ways of learning.

Catholic education is a shared responsibility, and the Board of Trustees is grateful to all

those who have gifted us with their time and talent to ensure that this sacred trust continues to provide for the children in our care.

Working together, with a focused and committed staff, engaged parents, dedicated parish teams and supportive community partners, we believe the vision we embrace can become the reality experienced for each child enrolled in the Windsor-Essex Catholic District School Board.

Yours in faith,

*Barbara Holland*

Barbara Holland  
 Chair, Board of Trustees