



**WINDSOR-ESSEX CATHOLIC
DISTRICT SCHOOL BOARD**

Director's Annual Report to the Community

2016

If our success is measured by our ability to adapt to change, then 2016 was a year of tremendous progress.

It would be misleading, however, to suggest that we did not make gains without a commensurate amount of struggle.

In 2016 we went through an accommodation review process, resulting in the consolidation of some schools. Difficult decisions were made, but we now have fewer than 1,000 empty spaces in our system, meaning we can devote more of our finite resources to our most important priority: providing quality faith-based education for our students.

As a result of that process, we successfully launched two new middle schools – the Assumption College Catholic Middle School, and Cardinal Carter Catholic Middle School, both of which are now candidates for Middle Years International Baccalaureate Programs.

That launch came on top of the spring announcement of an additional \$9M in funding to upgrade and renovate our schools as a result of the consolidation process. Many of those renovations are complete, to the considerable delight of students and parents alike.

Certainly one of the year's highlights came in October when we learned we would receive \$26M for a new home for the students of Catholic Central High School. Plans are already in the works to design and build the new downtown campus.

We live in a time of constant change. This new reality offers both challenges and opportunities. Providing pathways to excellence for our students is both our mission and our passion.

A focus upon student achievement, delivered with an ever evolving culture of innovation, drives our programming. Faith formation and the emotional well-being of those entrusted to our care is our commitment to our ratepayers.

We continue to build our system from our most vulnerable outward, ever mindful that inclusion makes all of us stronger.

In conclusion, I thank you for your commitment to Catholic education in Windsor-Essex.

Paul A. Picard
Director of Education



Envisioning Excellence: 2016 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

- Students exceeded provincial averages in all EQAO categories, achieving results that were among the highest in Ontario for similar-sized boards.
- Focused on improving mathematical content knowledge in the areas of spatial and proportional reasoning in our primary and junior classrooms.
- Expanded French Immersion to include a dual track program at St. John the Baptist Catholic Elementary School.
- Added gymnastics to the sports academies at Corpus Christi Middle School as well as hockey and soccer at Cardinal Carter Middle and Secondary Schools.
- Continued the English Language Learners program at Immaculate Conception and H.J. Lassaline Catholic Elementary Schools to further assist students who have recently arrived in Canada.
- Over 400 students were in attendance at the second annual system-wide Catholic Social Justice Conference at St. Clair Centre for the Arts.
- Held an Aboriginal Education Cultural Competency Training Session for staff members to improve their understanding of First Nations, Métis and Inuit issues for new curriculum.
- Expanded the Summer Learning Program at the Catholic Education Centre and H.J. Lassaline Catholic Elementary School to include four combined Literacy and Numeracy classrooms for grades 2 and 3 students from our core city and east end schools. Technology was expanded to include Robotics and Coding activities for all students.
- Continued to build capacity in our schools to address students with mental health needs, while assisting families to contact community agencies to access support.
- St. Anne Catholic High School and St. Thomas of Villanova Catholic Secondary School were recognized for their outstanding programs in Inclusion and received the Premier's Award for Safe and Accepting Schools.

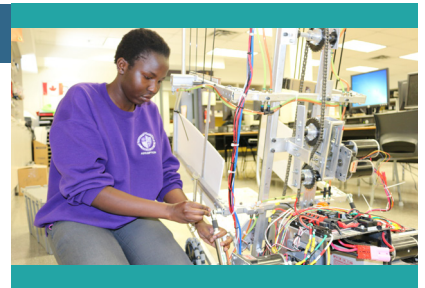
- Initiated the candidacy phase leading to the authorization for the Middle Years Program (MYP –IB) at Assumption College and Cardinal Carter Middle Schools.
- Began implementation and teacher in-service of the new elementary religious education program "Growing In Faith, Growing In Christ" at the grade 1 level.
- Provided in-service training from a Catholic perspective on the new Health and Physical Education document for Secondary Physical Education Teachers.
- Fully Alive Program - training of Elementary Principals and Vice-principals on the new sections of the program.
- Partnered with the Friends of Simon Wiesenthal Centre in Toronto and brought their mobile theatre "Tour for Humanity" for two weeks to several elementary and secondary schools to learn lessons about acceptance, diversity and tolerance from a historical perspective.
- Partnered with Assumption University to provide "Scripture In the Summer" for Catholic Studies Department Heads, Elementary and Secondary Teachers.
- Faith Formation sessions embedded into each of the meetings of the candidates of the New Teacher Induction Program (NTIP).
- Participated in the Diocesan (Bishop's) Task Force on the Future of Pastoral Care in the Faith Communities in the Diocese of London.



FACILITIES & TECHNOLOGY

- Funding in the amount of \$26M announced for the construction of a new school in the downtown core to replace Catholic Central High School.
- Ground broken for the construction of a new school for the St. Bernard, St. Jules, and Our Lady of Lourdes Catholic Elementary School communities.
- Upgrades and renovations completed at Stella Maris Catholic Elementary School in Amherstburg, St. Louis Catholic Elementary School in Leamington, and Assumption College Catholic Middle School in Windsor. Upgrades and renovations started at St. James Catholic Elementary School in Windsor.
- Further classroom expansion for our sports academy at Central Park Athletics; soccer and baseball academies are now using the new indoor field.
- Supported the All About Me initiative using MyTools2Go Gsuite Drive to allow teachers and students to keep a digital record of student works in video, digital, and audio formats.
- Provided secure access for E-learning students to link between MyTools2Go and the E-learning Management System so they have unlimited cloud storage for research, files, and digital learning materials.
- Continued to grow the E-learning program to provide students with greater access to unique courses, fast tracking, and upgrade opportunities.
- Developed an application for Student Success Teachers to track students at risk.
- Developed an application for Elementary English as a Second Language Teachers to track and access English Language Learner Students.

- Developed a Management Tool for Experiential Learning Application for all co-op teachers to track co-op students.
- Held a student-led Tech Summit: Over 600 students participated in sessions on coding, video production, presentation tools, and cloud computing.
- Teachers in the Grades 7 and 8 Leading Student Achievement Project improved their mathematical content knowledge and assessment practices by documenting students' work using iPads.
- Continued to focus on pedagogical documentation of the progression of each learner's academic journey through the use of technology in our Early Learning classrooms.
- Increased external Wide Area Network (WAN) bandwidth and bandwidth at all secondary sites.
- Implemented a next generation firewall, web filter and intrusion detection system.
- Implemented a Board-wide recycling program for toners, batteries and electronic waste.
- Completed a rewrite of all Information Technology policies and procedures.
- Facilitated a project using iPads to help deliver curriculum in Specialist High Skills Major programs such as Robotics, Hospitality, and Masonry.
- Expanded the 1:1 Chromebook project to Assumption College Middle School and Cardinal Carter Middle School.



HUMAN RESOURCES

- Continued consultation review and implementation of enhancements with respect to the Board's Attendance Support Program.
- Fully implemented the Easy Connect absence reporting program for all employee groups.
- Successfully negotiated employment contracts with all unionized employees while addressing key issues integral to maintaining fiscal responsibility.
- Worked collaboratively with Union Association Leadership on implementing collective agreements.

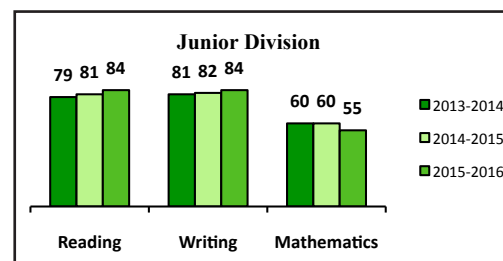
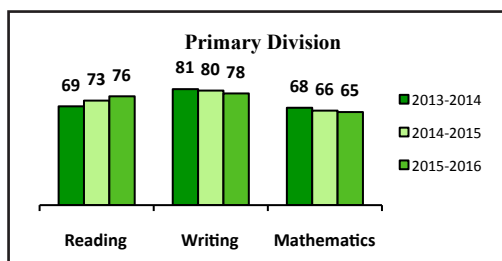


Student Achievement Success in Windsor-Essex Catholic DSB

The results from the administration of the 2016 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.

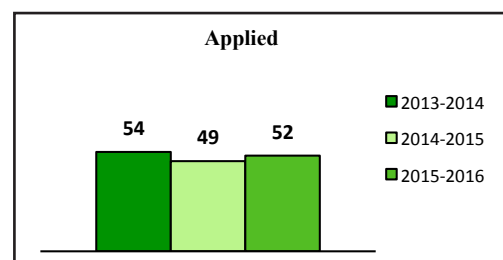
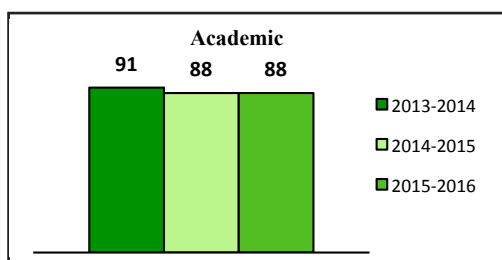
ASSESSMENT OF READING, WRITING AND MATHEMATICS: PRIMARY AND JUNIOR DIVISIONS

In the Primary division, the percentage of students achieving the provincial standard (Levels 3 and 4) increased by 3% in Reading and slightly decreased in Writing and Mathematics. In the Junior division, there was an increase of 3% in Reading, 2% in Writing and a decrease of 5% in Mathematics. The WECDSB exceeded provincial achievement levels in all three categories in both the Primary and Junior divisions.



GRADE 9 ASSESSMENT OF MATHEMATICS: ACADEMIC AND APPLIED

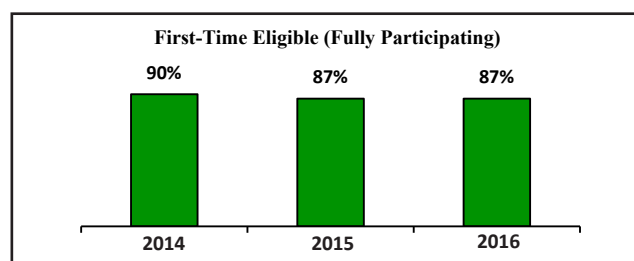
For students enrolled in the Grade 9 academic course, 88% achieved the provincial standard (Levels 3 and 4). For students enrolled in the Grade 9 applied course, 52% achieved the provincial standard (Levels 3 and 4), which is a 3% increase from last year. When tracking the cohort (same group of students) in the Grade 9 applied course, 37% of the students who did not meet the provincial standard (Levels 3 and 4) in Grade 6 rose to the provincial standard (Levels 3 and 4) in Grade 9. The WECDSB exceeded provincial achievement levels in both the academic and applied courses.



ONTARIO SECONDARY SCHOOL LITERACY TEST (OSSLT)

The success rate for first-time eligible (fully participating) students who wrote the OSSLT was 87%, which is the same as last year. OSSLT success rates for first-time eligible (fully participating) have been well over 80% for the past several years. WECDSB exceeded the OSSLT provincial success rate by 6%.

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



FUNDING APPROVED FOR NEW DOWNTOWN HIGH SCHOOL

At the end of October, the Board received the news it had been waiting years to hear: \$26M in capital funding to build a new 850-student school to replace Catholic Central High School was announced by Ontario Education Minister Mitzi Hunter. Director of Education Paul Picard expressed his gratitude to the Government of Ontario and the Ministry of Education. "They have recognized that we need a modern learning facility, able to incorporate all the latest advanced technology we rely upon to provide students with a top quality education," he said. "We believe this new school will be another excellent addition to our downtown core." The school, which will be located at the site of the old Windsor Arena at McDougall and Wyandotte, is expected to be built within the next three to five years.



STUDENT SENATE

The 2015-2016 school year was led by Student Trustees Maddie Diab from St. Thomas of Villanova Catholic Secondary School and Jeremiah Bowers from Holy Names Catholic High School. They both did a fantastic job coordinating the activities of the Student Senate, which is comprised of student parliament leaders from each Catholic Secondary School. A focal point of their work included participation in youth conferences where they shared best practices with their provincial colleagues. Maddie and Jeremiah were instrumental in coordinating the Board-wide Student Senate effort to produce the video "Imagine the Possibilities" that was created to support the need for a newly constructed Catholic Central High School.



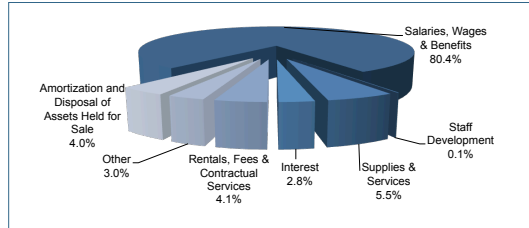
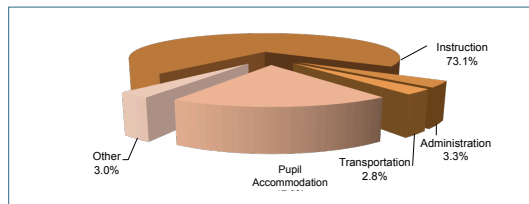
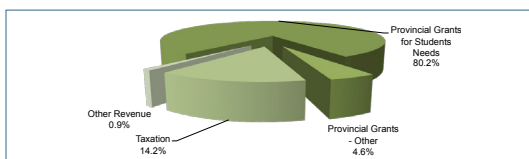
In 2016-2017 the Catholic Student Trustees elected are Lola Zovko of St. Joseph's Catholic High School and Sabrina Binjamin from F. J. Brennan Catholic High School. The student trustees are hard at work leading the Student Senate in organizing social justice and community outreach initiatives, which are planned during the annual Student Senate Faith Day. Future projects include working with United Way and helping to coordinate the Province Wide Mass entitled "Catholic Youth Day" that is taking place on May 2, 2017.

SCHOOL BOARD PROFILE

The Windsor-Essex Catholic District School Board operates 33 elementary schools, 3 middle schools and 8 secondary schools, as well as an adult education program that provide quality Catholic education to 20,200 students. The board employs 1,170 full time equivalent elementary and secondary teachers as well as 895 support staff, which includes principals, vice-principals, educational assistants, child and youth workers, early childhood educators, IT technicians, campus ministers, school office support, custodial and maintenance staff, as well as board office administration and other professional staff.

The Board's Multi-Year Strategic Plan can be found at the following link: www.wecdsb.on.ca/board-mission.html
In support of the Board's Multi-Year Strategic Plan, the Strategic Directions and System Priorities for the Director of Education and Senior Administration can be found at the following link: www.wecdsb.on.ca/board-director.html

OUR FINANCIAL STORY



Category	Amount	Percentage
Provincial Grants for Students Needs	\$205,433,237	80.2%
Provincial Grants - Other	\$11,872,956	4.6%
Taxation	\$36,372,922	14.2%
Other Revenue	\$2,334,044	0.9%
TOTAL	\$256,013,159	100.0%

Category	Amount	Percentage
Instruction	\$190,493,424	73.1%
Administration	\$8,623,447	3.3%
Transportation	\$7,312,180	2.8%
Pupil Accommodation	\$46,327,949	17.8%
Other	\$7,698,580	3.0%
TOTAL	\$260,455,580	100.0%

Category	Amount	Percentage
Salaries, Wages & Benefits	\$209,379,101	80.4%
Staff Development	\$354,733	0.1%
Supplies & Services	\$14,388,869	5.5%
Interest	\$7,346,884	2.8%
Rentals, Fees & Contractual Services	\$10,710,030	4.1%
Other	\$7,810,249	3.0%
Amortization & Disposal of Assets Held for Sales	\$10,465,714	4.0%
TOTAL	\$260,455,580	100.0%



2015-2016 HIGHLIGHTS

With a focus on student achievement, faith formation, and stewardship of resources, the Board successfully concluded the 2015-2016 fiscal year with an in-year surplus of approximately \$1M, which was \$2.7M better than planned. When certain one-time, non-recurring impacts of negotiated settlements and labour contract resolutions were applied to the results, the outcome was a \$4.4M in-year deficit, as reported above.

The Board's success in the past year was achieved through a number of factors, including improved revenues due to increased enrolment, combined with reduced expenditures in the areas of Board

Administration, Transportation, Special Education and Staff Development. The impacts of the negotiated settlements were, for the most part, funded from the Board's accumulated surplus, leaving the accumulated surplus balance at a healthy \$14.3M at the end of 2015-2016. At this level the Board maintains the flexibility it needs moving forward to face the opportunities and challenges of future years.

The challenge we continue to face is to ensure the proper allocation of resources is made to continue to allow for gains in student achievement, the delivery of excellence in our schools, and improvements to our programs and

services, all in an environment of declining enrolment and the reduced grant revenues that result.

Despite these challenges, the Board's position remains positive, as we maintain our ability to provide the top quality, innovative academic and faith formation programs that our stakeholders have come to expect from the Board.

The expenditure charts above highlight how the Board allocated its resources in 2015-2016 to have the greatest impact on the classroom. Also shown is a chart depicting sources of revenue that were used to finance these expenditures.

LOOKING AHEAD: A 2017-2018 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. The budget is the product of extensive community consultation undertaken by the Board, with a focus on providing the system with the financial, human and capital resources necessary to ensure continued student success and faith formation. The budget supports enhanced and/or expanded programming in various areas including French Immersion, Centres of Excellence and Academies, Special Education and International Education.

The fiscal year for all school boards in Ontario is in alignment with the school year and runs from September

1 to August 31. The Ministry of Education requires school boards to approve a balanced budget for the upcoming fiscal year before the end of June of the current year. In order to meet this timeline and to provide an orderly process for the preparation of the 2017-18 budget, a proposed schedule has been developed that provides opportunity to establish spending priorities, communicate budget information to the community, and solicit input from all stakeholders.

As in the past, an online survey for budget consultation has been established. Submissions will be considered during the development of the draft budget. The survey is available on the Board's website and community

stakeholders are encouraged to provide comments on budget priorities using the survey. Survey responses received by Friday, March 10 will be summarized and presented to the Board at its meeting of March 28.

In addition, interested stakeholders may choose to make a presentation at a regular board meeting during the budget consultation period, which includes the following public meeting dates: February 28, March 28, April 25, May 23, June 13 and June 26.

The final 2017-18 Draft Budget will be considered for approval by the Board of Trustees at the June 26, 2017 public board meeting.

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)
- Sabrina Binjamin (Catholic Student Trustee 2016-2017)
- Lola Zovko (Catholic Student Trustee 2016-2017)



SENIOR ADMINISTRATION

- Paul A. Picard, Director of Education
- Terry Lyons, Executive Superintendent of Corporate Services / Associate Director
- Emelda Byrne, Executive Superintendent of Education - Student Achievement K-12
- Dan Fister, Executive Superintendent of Education - Innovation & Experiential Learning
- Penny King, Executive Superintendent of Business
- Joseph Ibrahim, Superintendent of Education - Student Achievement K-12
- Rosemary Lo Faso, Superintendent of Education - Student Achievement K-12
- Mike Seguin, Superintendent of Education - Student Achievement K-12
- John Ulicny, Superintendent of Education - Human Resources

CHAIR'S MESSAGE

Good governance, respect, cooperation and understanding have fuelled the upward trend we continue to experience in our Catholic schools. Our Director and his accomplished administrative team implement the directives that give life to the priorities that your Board of Trustees have set based on the input received from our Parish, Parent and Community partners. The goal is clear: that we know each child and ensure that the funds provided by the Ministry of Education are used strategically to provide an outstanding Catholic education experience that leads to a successful future.

This past year, we focused on the extension of contracts to provide long-term labour stability, journeyed through a difficult work stoppage, consolidated school communities to reduce empty student spaces and amidst those difficulties, never lost sight of the budget goals and realities that provide the impetus for student programming.

To that end, great strides have been made. Our students continue to exceed the provincial average and achieve EQAO results among the highest in Ontario for similar sized boards. Our efforts in this area will continue with greater focus on improving math in the primary

and junior divisions. Our Faith Formation efforts have supported implementation of our new elementary religious education program "Growing in Faith, Growing in Christ", provided ongoing training in the Fully Alive program with our school leadership teams, established partnerships with Assumption University to provide Scripture in the Summer courses for our teachers, as well as participation on the Bishop's task force to help shape the future of our faith communities. The conversation around our understanding of First Nations, Métis and Inuit Issues and the new curriculum continues, as do the efforts to initiate the International Baccalaureate Program in our middle schools at Assumption College and Cardinal Carter. We have built capacity to address students with mental health needs and model inclusion, acceptance, diversity and respect for each child in our care. We have expanded French Immersion, our sports academies are flourishing, while growth in STEM programming - Science, Technology, Engineering and Math continues on several fronts, including a student-led Technology Summit which provided sessions for 600 pupils on coding. We facilitated an iPad project to help deliver curriculum in Robotics, Hospitality and Masonry, and supported the All About Me initiative for MyTools2Go

to allow teachers and students to keep a digital record of student work in video, digital and audio format. A complete rewrite of our Information Technology policies will support our growth in technology and the expansion of such projects as our 1:1 Middle School Chromebook initiative as greater interest in this area is cultivated. On behalf of my colleagues on the Board of Trustees, I invite you to celebrate the efforts of many in the coming year as new program expansions are announced, as upgrades and renovations at Stella Maris, St. Louis and Assumption College Middle School are completed, as a new St. Bernard Elementary School building appears to take its rightful place in the community, and as we all prepare to engage in conversations that will see a \$26M secondary school emerge in the downtown core of Windsor to replace Catholic Central. The future is exciting, and our commitment to our students is steadfast, as is our gratitude to our staff, parent advisory council members, parish personnel and student senate leaders for the work they all do to promote, support, and enhance Catholic Education.

Barbara Holland Barbara Holland
Chair, Board of Trustees