



**WINDSOR-ESSEX CATHOLIC  
DISTRICT SCHOOL BOARD**

*"Learning together in faith and service"*

1325 California Avenue  
Windsor, ON N9B 3Y6  
CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

**REGULAR BOARD MEETING  
Tuesday, February 28, 2017 at 7:00 p.m.  
Windsor Essex Catholic Education Centre  
John Paul II Board Room**

**A G E N D A**

1. Call To Order
2. Opening Prayer
3. Recording of Attendance
4. Approval of Agenda
5. Disclosure of Interest - Pursuant to the Municipal Conflict of Interest Act.
6. Presentations:
  - a. Renewed Math Strategies (E. Byrne) --
7. Delegations:

*By-Law 3:09: Any person(s) wishing to appear before the BOARD and speak to an item appearing on the agenda of the BOARD meeting has until noon the day before the BOARD meeting to make a request to the SECRETARY. They shall explain briefly the matter on which the presentation is to be made, the organization or interested parties to be represented, the identity, and if applicable, the authority of the spokesperson. A Delegation Form, located on the BOARD's website, must be completed and forward to the SECRETARY.*
8. Action Items:
  - a. Previous Meeting Minutes
    - i) Minutes of the Committee of the Whole Board In-Camera Meeting of January 17, 2017 --
    - ii) Minutes of the Special Committee of the Whole Board In-Camera Meeting of January 31, 2017 --
    - iii) Minutes of the Regular Board Meeting of January 31, 2017 1-9

- b. Items from the Committee of the Whole Board In-Camera meeting of February 14, 2017. --
9. Communications: *None*
- a. External (Associations, OCSTA, Ministry): *None*
- b. Internal (Reports from Administration):
- i) Report: 2016-2017 First Interim Financial Variance Report (P. King) 10-26
  - ii) Report: Windsor-Essex - Student Transportation Services (WESTS) Annual Report to the Board for the Year Ended August 31, 2016 (P. King) 27-40
  - iii) Report: Director of Education's Annual Report to the Community (P. Picard) 41-45
10. Committee Reports:
- a. Report: Special Education Advisory Committee (SEAC) Minutes of January 19, 2017 (E. Byrne) 46-50
  - b. Report: French Immersion Advisory Committee (FIAC) Minutes of December 8, 2016 (E. Byrne) 51-55
11. Unfinished Business: *None*
12. New Business:
- a. Report: Tender Approval – School Consolidation Project – Assumption Middle School - New Gymnasium (T. Lyons) 56-58
13. Notice of Motion:
14. Remarks and Announcements:
- a. Chairperson of the Board
  - b. Director of Education
  - c. Board Chaplain
15. Remarks/Questions by Trustees
16. Pending Items: *None*
17. Future Regular Board Meetings: *Unless stated otherwise, all meetings will be held on the fourth Tuesday of the month at the Windsor Essex Catholic Education Centre - 1325 California Avenue, Windsor beginning at 7:00 p.m.*
- Tuesday, March 28, 2017
  - Tuesday, April 25, 2017
  - Tuesday, May 23, 2017
  - Tuesday, June 13, 2017
  - **Monday**, June 26, 2017

*Committee of the Whole Board In-Camera Meetings will be held on the second Tuesday of the month at 6:00 pm (closed sessions).*

18. Adjourn to In-Camera meeting, if required:
19. Closing Prayer
20. Adjournment

***Barbara Holland***  
*Chairperson of the Board*

***Paul A. Picard***  
*Director of Education & Secretary of the Board*



1325 California Avenue  
Windsor, ON N9B 3Y6  
CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

**REGULAR BOARD MEETING**  
**Tuesday, January 31, 2017 at 7:00 p.m.**  
**Windsor Essex Catholic Education Centre**  
**John Paul II Board Room**

**MINUTES**

**PRESENT**

**Trustees:**

F. Alexander	B. Mastromattei
F. Costante	L. Soulliere
M. DiMenna, <i>Vice-Chair</i>	S. Tope
F. DiTomasso	F. Valentinis
B. Holland, <i>Chair</i>	
S. Binjamin, Student Trustee	
L. Zovko, Student Trustee	
Rev. L. Brunet, Board Chaplain	

**Regrets:**

<b>Administration:</b>	P. Picard (Resource)	S. Fields	C. Norris
	T. Lyons	J. Ibrahim	M. Seguin
	E. Byrne	G. McKenzie	J. Ulicny
	D. Fister		
	P. King		

**Recorder:** B. Marshall

1. Call To Order - Chair Holland called the meeting to order at 7:01 p.m.
2. Opening Prayer – Fr. Brunet opened the meeting with a prayer.
3. Recording of Attendance – All Trustees present.
4. Approval of Agenda – The revised agenda and the handout reports for agenda items 9b(vii) 2015-16 Year-End Budget Variance Report and 12b) 2015-16 Fiscal Year-End Financial Statements is at Trustee places and was previously provided to Trustees electronically.

**Moved by Trustee DiMenna and seconded by Trustee Valentinis that the Revised January 31, 2017 Regular Board meeting agenda be approved as distributed. Carried**

5. Disclosure of Interest - Pursuant to the Municipal Conflict of Interest Act.: None

6. Award Presentations:

Brian Marenchin from the board's sports council and Principal at Holy Name Catholic Elementary School assisted in presenting the Donny Allen and Fr. Armstrong Awards.

a. Donny Allen Award presented to Cathy Nelson and Carol Montello

The Donny Allen Award is presented annually to an outstanding elementary teacher and coach in the Windsor-Essex Catholic District School Board. As a former physical education consultant, Donny Allen believed that every child chosen to be a member of a school team should have an opportunity to play and instituted a participation rule for all elementary sports.

This year there are two co-recipients of the Donny Allen Award.

The first recipient, Mrs. Cathy Nelson is a recently retired principal whose leadership and coaching abilities are built on respect, integrity, fellowship, compassion, and patience. She is humble in her demeanor, and is known to be open to communication and discussion with staff and team players. Mrs. Nelson always instilled in her staff, her students and her teams, a desire to contribute their talents towards achieving their personal goals as well as achieving their school and team goals. One of her colleagues and a nominator said "I truly believe that God doesn't give you the leaders or coaches you want in your life, He gives you the leaders and coaches you need; She has not only been a wonderful leader, coach and mentor but has been a blessing to so many students and staff and especially to me."

The second co-recipient, Mrs. Carol Montello has continuously demonstrated the importance of nurturing the mind, heart, body and soul of both the students and adults within our educational community. Mrs. Montello coached volleyball, cross country, track, soccer, and junior basketball. Her personal passions are baseball, roller skating, downhill and cross country skiing, bowling, cycling, horseback riding and short distance runs. She also started Trekkers, a walking program at lunch where students received certificates and stickers for each month they trekked. Coincidentally, Donny Allen actually taught Carol phys ed for a short time when she attended Christ the King Elementary School, and she remembers how he always had a smile, was prepared for their classes, and empowered his students to create and practice without criticism.

b. Fr. Armstrong Award presented to Peter Cusumano

The Fr Armstrong Award is named after Father Charles Armstrong Award and is awarded annually in recognition of an outstanding secondary teacher/coach in the Windsor-Essex Catholic District School Board.

Father Armstrong's name became synonymous with Assumption College Catholic High School. He was first a student, then a teacher at Assumption for 50 years between 1935 and 1985. He was the school's first athletic director and coached basketball and football winning many city, district and Ontario championships. Throughout his long and fruitful

career, Fr. ‘Armie’ always showed keen interest and enthusiasm in all aspects of school life and inspired many young ‘Sparkies’ to become the best they could be.

This year’s recipient, Mr. Peter Cusumano, or fondly known as Coach Cus, was a teacher, coach, mentor and part time father to countless students at Catholic Central High School. Mr. Cusumano spent untold thousands of hours coaching multiple sports, and is the only Windsor coach to win three OFSAA gold medals in boys AAA basketball. As a community advocate, Mr. Cusumano started and ran Core City Hoops, an organization that provides inner city students an opportunity to play basketball. Hundreds of students have played basketball because Mr. Cusumano gave of his time unselfishly. He was just as passionate about his students’ success in the classroom. He mentored many students, and created a drive within them to be successful long after they graduated.

- c. Recipient of the University of Chicago’s Outstanding Educator Award, Adam Mills, Assumption International Baccalaureate Teacher

The final award is not one presented from within our own system, but one administration believed was worthy of recognition.

Every year the University of Chicago presents its Outstanding Educator Award to a high school teacher based on the nomination of one of the university’s first-year students. The award honours teachers who have had a significant influence in the development of students entering the University of Chicago, which is annually rated one of the finest schools in the United States.

This year’s recipient, Mr. Adam Mills, was nominated by Adrian DiMeo, a former Assumption International Baccalaureate student who now studies math and economics at the University of Chicago.

In a recent Windsor Star article about our recipient, Adrian spoke about both Mr. Mills accessibility and his passion. “When he teaches, there’s just a sparkle in his eyes,” he said. “You can tell he loves what he’s doing.”

By tying lessons into real-world experiences, he said, this exemplary teacher encourages his students to challenge what they know and have observed about the natural world — that answers without understanding represent incomplete knowledge.

Presentation:

- d. Supervised Alternative Learning (SAL) Overview

Executive Superintendent Fister, Attendance Counsellor Maria DeRubeis and Secondary Consultant Felice Gualdieri provided an overview of the SAL program. SAL is intended to re-engage young people 14-17 years old of compulsory school age with serious attendance issues. Students in SAL are excused from compulsory attendance by the board SAL Committee and participate in one or more approved activities such as credit or non-credit courses, training, employment, volunteering, and counselling. Students follow a learning plan (SALP), are regularly monitored and ideally, eventually return to school.

## 7. Delegations:

- a. Mr. Derek Thachuk, Co-Chair of Cardinal Carter High School Catholic School Advisory Council to speak to New Draft Policy A:34 Flag Protocol

Mr. Thachuk recommended A:34 Administrative Procedure, Section 1.7 *Request for special purpose flags*, be deleted and only the National, Provincial, Municipal and Papal flags be flown at schools and Board facilities.

Mr. Thachuk also recommended to add March 25<sup>th</sup> The International Day of the Unborn Child to the Administrative Procedure A:34, Section 1.8, *Flags shall be flown at half-mast*.

- b. Mrs. Louise Thachuk, Co-Chair of Holy Name Elementary School Catholic School Advisory Council to speak to New Draft Policy A:34 Flag Protocol

Mrs. Thachuk also suggested Section 1.7 of A:34 Administrative Procedure be deleted and add March 25<sup>th</sup> The International Day of the Unborn Child to Section 1.8 of the procedure.

## 8. Action Items:

- a. Previous Meeting Minutes

- i) Minutes of the Special Committee of the Whole Board In-Camera Meeting of December 13, 2016

**Moved by Trustee Tope and seconded by Trustee Soulliere that the Special Minutes of the Committee of the Whole Board In-Camera meeting of December 13, 2016 be adopted as distributed. Carried**

- ii) Minutes of the Regular Board Meeting of December 13, 2016

**Moved by Trustee Tope and seconded by Trustee Mastromattei that the Minutes of the Regular Board meeting of December 13, 2016 be adopted as distributed. Carried**

- b. Items from the re-convened Special Committee of the Whole Board In-camera meeting of December 13, 2016, Committee of the Whole Board In-Camera meeting of January 17, 2017 and Special Committee of the Whole Board In-Camera meeting of January 31, 2017.

Vice Chair DiMenna reported that the Windsor-Essex Catholic District School Board re-convened a Special Committee of the Whole Board in-camera meeting on December 13, 2016, a Committee of the Whole Board in-camera meeting on January 17, 2017 and a Special Committee of the Whole Board in-camera meeting on January 31, 2017 pursuant to the Education Act - Section 207, to consider real property matters, labour relations matters, and other matters permitted or required to be kept private and confidential under the Freedom of Information and Protection of Privacy Act.

As a matter of record, Trustee DiTomasso declared a conflict of interest during the In-Camera Session of the December 13, 2016 meeting and excused himself from the relevant discussion item.

**Moved by Trustee DiMenna and seconded by Trustee Costante that the recommendations and directions of the re-convened Special Committee of the Whole Board meeting of December 13, 2016 and Committee of the Whole Board meeting of January 17, 2017 and Special Committee of the Whole Board meeting of January 31, 2017 be approved. Carried**

Vice Chair DiMenna made the following announcements:

There are no items to report from the re-convened in-camera meeting of December 13, 2016.

Items from the January 17, 2017 Committee of the Whole Board in-camera meeting:

- That the Greater Essex County District School Board be advised the Board has no interest in acquiring the available portion of surplus properties at:
  - 1556 Wyandotte Street West, Windsor;
  - 45 Wellington Street, Essex; and
  - 1646 Alexis Road, Windsor.
- Approved the Essex Civic Centre 2017 Building Operating Fund Budget.

Items from the January 31, 2017 Special in-camera meeting:

- The Windsor-Essex Catholic District School Board ratified a two year Extension Agreement with CUPE including central and local terms as follows:
  - That the local terms of the 2014-2017 collective agreement in effect between Windsor-Essex Catholic District School Board and CUPE Locals 1358.1 and 1358.2 remain status quo for the period September 1, 2017 to August 31, 2019; and
  - The Board received the central collective agreement terms as outlined and contained in the Extension Agreement and Appendices, dated December 20, 2016, made between the Council of Trustees' Association and the Canadian Union of Public Employees and Agreed to by the Crown.

9. Communications:

a. External (Associations, OCSTA, Ministry): *None*

b. Internal (Reports from Administration):

i) Report: 2015-16 Annual Report on Trustee Expenses

**Moved by Trustee Soulliere and seconded by Trustee DiTomasso that the Board receive the 2015-16 Annual Report on Trustee Expenses as information.**

*Carried*

ii) Report: Employee Purchasing Card Use 2015-16

Trustee Costante suggested future reports include a detailed list of employee purchases.

**Moved by Trustee DiMenna and seconded by Trustee DiTomasso that the Board receive the Employee Purchasing Card Use 2015-16 report as information. Carried**

iii) Report: Trustees Attendance September to December 2016

**Moved by Trustee DiMenna and seconded by Trustee Mastromattei that the Board receive the report Trustee Attendance – September to December 2016 as information. Carried**

iv) Report: 2017-2018 Budget Schedule

**Moved by Trustee Tope and seconded by Trustee DiMenna that the 2017-2018 Budget Schedule be received as information. Carried**

v) Report: Child Care Capital Funding Submission

**Moved by Trustee Costante and seconded by Trustee Tope that the Board receive as information potential Windsor-Essex Catholic District School Board elementary school sites for new child care programming for the 2018-2019 school year. Carried**

vi) Verbal Report: Community Planning and Partnership Annual Announcement

The Ministry of Education released Memorandum 2015: B9 Community Planning Partnerships Guideline on March 26, 2015. The main purpose of the memorandum and guideline is to encourage boards to work with community partners in order to share facilities to the benefit of the boards, students and the community and to optimize the use of public assets owned by school boards.

The information being conveyed today is that the Board currently does not have surplus space which has been specifically declared for facility partnerships. However, the Board is willing to explore potential facility partnerships with any interested parties.

In accordance with Board Policy B: 08 Community Planning and Partnerships, an information letter will be sent out to all applicable levels of municipal government, applicable District Social Services Administration Boards, applicable Public Health Boards, Local Health Integration Networks and Children's Mental Health Centres explaining the Policy and inviting an exchange of planning data for informational purposes.

Any potential community partner wishing to discuss future partnership opportunities with the Board can contact the Board's Facilities Services Department.

vii) Handout Report: 2015-16 Year-End Budget Variance Report

**Moved by Trustee Alexander and seconded by Trustee Valentinis that the 2015-16 Year End Budget Variance Report be received as information. Carried**

10. Committee Reports:

a. Report: French Immersion Advisory Committee (FIAC) Minutes of May 19, 2016

**Moved by Trustee Mastromattei and seconded by Trustee Costante that the Board receive the Minutes of the May 19, 2016 French Immersion Advisory Committee meeting as information. Carried**

b. Report: Special Education Advisory Committee (SEAC) Minutes of October 20, 2016

**Moved by Trustee DiMenna and seconded by Trustee DiTomasso that the Board receive the Minutes of the Thursday, October 20, 2016 Special Education Advisory Committee meeting as information. Carried**

c. Report: Appointment of Lucie Lombardo, Alternate Representative, Learning Disabilities Association of Windsor-Essex County to the Special Education Advisory Committee (SEAC)

**Moved by Trustee Soulliere and seconded by Trustee Tope that the Board approve the appointment of Lucie Lombardo, alternate representative, Learning Disabilities Association of Windsor-Essex County (Idawe) to the Special Education Advisory Committee (SEAC) for the remainder of the four-year term, ending November 30, 2018. Carried**

11. Unfinished Business: *None*

12. New Business:

a. Report: New Policy: A:34 Flag Protocol, *final approval*

**Moved by Trustee Alexander and seconded by Trustee Costante that the Board provide final approval of Draft Board Policy A: 34 Flag Protocol; and**

**That the Board receive as information Administrative Procedure PR A: 34 Flag Protocol. Carried**

b. Handout Report: 2015-16 Fiscal Year-End Financial Statements

**Moved by Trustee Tope and seconded by Trustee Soulliere that the Board approve the audited 2015-16 Fiscal Year-End Financial Statements. Carried**

13. Notice of Motion: *None*

14. Remarks and Announcements:

a. Chairperson of the Board

- Attended City and School Board Liaison Committee this month. The Board will be hosting the next City and School Board Liaison Committee meeting to discuss and bring forward the Committee's Terms of Reference.
  - Catholic School Council Commissioning Ceremony is scheduled for February 2<sup>nd</sup>. Guest speaker Vicar General Fr. Dwayne Adam will speak to our School Council Chairs about the future of the Diocese of London and family of churches as well as the importance of parish, school and family.
  - Trustees will be attending a Bishop's Retreat February 3<sup>rd</sup> and 4<sup>th</sup> at the Holy Family Retreat in Oxley.
  - Chair Holland wished everyone a restful Family Day on February 20<sup>th</sup>.
- b. Director of Education Picard provided comments on recent activities supporting the Board's strategic priorities namely;
- Catholic Faith Formation:** Prayers for high school students who are in process of completing their exams. Due to the weather, today's exams at our county high schools and Assumption were postponed until tomorrow. Semester two begins Thursday, February 2<sup>nd</sup>.
- Employee Development and Student Achievement Initiatives:** The following seminars or workshops are scheduled during the month of February: International Orientation Day; Young Workers Awareness Program Training for Holy Names and St. Joseph's High School students; Numerous Renewed Math Strategy sessions; Harmony Movement Workshops; Principal Mentoring; BMS Training for LSSTs and EAs; and Ontario Youth Apprenticeship Program (OYAP) Training – Working at Heights.
- Community Engagement and Partnerships:** Council for Exceptional Children is hosting an after school workshop February 8<sup>th</sup> at the Caboto Club.
- Miscellaneous:** Cardinal Carter Middle School is hosting an Open House February 13<sup>th</sup>, 6:30 to 8:00 pm at Cardinal Carter High School. Parents and students will learn about the new Dance, Agri-business and Sports academies as well as the candidacy IB middle years program. JK/SK Registration Dates: February 21<sup>st</sup> to March 1<sup>st</sup>, Open Houses at all of the board's elementary schools on February 22<sup>nd</sup> from 5:00 pm to 7:00 pm. Please refer to our web site for more information.
- Director Picard again congratulated tonight's award winners.
- c. Board Chaplain Brunet attended a service at Hotel Dieu Grace site to express support and prayers to the local Muslim community after the slaying of six people at a Quebec City mosque. Approximately 100 staff members joined Fr. Brunet, Imam Mohamed Mahmoud Al-Gammali and Rabi Sholom Galperin.
15. Remarks/Questions by Trustees
- Trustee Costante congratulated Principal Bridget Russo on her retirement and thanked her for her dedication to the west end students.

Trustee Soulliere recently attended a St. William Elementary school Catholic School Advisory Committee (CSAC) meeting where students from the younger grades presented their knowledge in coding and the grades 7 and 8 students displayed projects designed with a 3D printer. Trustee Soulliere thanked Principal Carl Bull and the CSAC for funding these initiatives.

Student Trustee Benjamin mentioned she and Student Trustee Zovko attended the Ontario Catholic School Trustees' Association (OCSTA) conference in Mississauga and are thankful for the opportunity to communicate and network with other student trustees as they look forward to attending the Ontario Student Trustees' Association conference in Ottawa. Also, Student Senate Faith Day details have been finalized. The activities scheduled will engage students to discuss meaningful topics concerning our communities and how students can put ideas into action.

Student Trustee Zovko mentioned Student Senate discussed a board wide initiative to collect AA batteries that will be recycled to extract zinc to help children in Kenya with zinc deficiency health concerns. Also, Student Senate proposed to synchronize WE to ME activities in secondary schools to demonstrate unity across our board as this year's theme "Walking Forward Together", help decrease spiritual poverty globally and locally.

16. Pending Items: *None*
17. Future Regular Board Meetings: *Unless stated otherwise, all meetings will be held on the fourth Tuesday of the month at the Windsor Essex Catholic Education Centre - 1325 California Avenue, Windsor beginning at 7:00 p.m.*
- Tuesday, February 28, 2017
  - Tuesday, March 28, 2017
  - Tuesday, April 25, 2017
  - Tuesday, May 23, 2017
  - Tuesday, June 13, 2017
  - **Monday**, June 26, 2017
- Committee of the Whole Board In-Camera Meetings will be held on the second Tuesday of the month at 6:00 pm (closed sessions).*
18. Adjourn to In-Camera meeting, if required: *Not Required*
19. Closing Prayer – Fr. Brunet closed the meeting with a prayer.
20. Adjournment – There being no further business, the Regular Board meeting of January 31, 2017 adjourned at 9:02 p.m.

*Not Approved*

**Barbara Holland**  
*Chairperson of the Board*

**Paul A. Picard**  
*Director of Education & Secretary of the Board*



1325 California Avenue  
Windsor, ON N9B 3Y6  
CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

**Meeting Date:**  
February 28, 2017

## BOARD REPORT

**Public**  **In-Camera**

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul A. Picard, Director of Education  
Penny King, Executive Superintendent of Business

**SUBJECT:** **2016-17 FIRST INTERIM FINANCIAL VARIANCE REPORT**

### RECOMMENDATION:

**That the 2016-17 First Interim Financial Variance Report be received as information.**

### SYNOPSIS:

This report is being presented to provide a status of the current year's budget versus actual expenses and revenues to date and an outlook for the remainder of the year.

### BACKGROUND COMMENTS:

All variances calculated and analyzed are in comparison to the 2016-17 Budget Estimates which were approved by the Board and submitted to the Ministry of Education in June 2016. The 2016-17 Revised Estimates, submitted in January 2017, represent the latest financial submission to the Ministry of Education and are provided for information purposes only. These Revised Estimates were based on actual October 31, 2016 and projected March 31, 2017 enrolment levels, and other material changes that arose since preparation of the original Board approved Estimates in June.

Since Revised Estimates are simply an updated forecast of the original budget Estimates that the Board must submit to the Ministry, the forecast of year-end reflected in this 1<sup>st</sup> Interim Financial Variance Report exactly equals the 2016-17 Revised Budget Estimates submitted to the Ministry.

### Interim Financial Variance Reporting Cycle

This first Interim Financial Variance Report covers the three-month period from September 1, 2016 to November 30, 2016. It also shows comparatives for the same time period in the 2015-16 fiscal year. As at November 30, 2016, 25% of the fiscal year and 30% of the school year have elapsed. Therefore, it would be expected that the percent of expenditure forecast spent and revenue forecast received to be between 25% and 30%. Revenues

received (25%) approximate this range, and therefore the 2016-17 fiscal year-to-date revenue figures appear reasonable. Expenses incurred (22%) are slightly lower than expected due to a 5 week labour disruption during which certain wage expenses were not incurred.

### Interim Financial Variance Report Format

The Interim Financial Variance Report attached in the appendices is comprised of four sections: (1) A financial results summary presented in Appendix A which provides a high level summary of the Board's 2016-17 Estimates and Revised Estimates and forecast of financial results; (2) a summary of enrolment presented in Appendix B; (3) a summary of staffing presented in Appendix C, and (4) detailed schedules of revenues and expenses presented in Appendices D and E which provide information on changes from budget to forecast and year-to-date comparisons.

### **Summary Schedules (see Appendices A, B and C)**

The summary schedules present three key indicators for the Board, namely financial results, enrolment and staffing. New projections of expenses were forecast to year-end, along with forecasted changes to pupil-based grant revenues, enrolment and staffing.

### **Detailed Schedules of Revenues and Expenses (see Appendices D and E)**

These schedules contain detailed information on the forecast of revenues and expenses included in the Financial Results Summary. Each detailed report presents both a Budget Assessment and a Risk Assessment. The Budget Assessment compares the year-end forecast to the original Board approved budget, identifying both dollar and percentage variances that have occurred since the budget was prepared. The Risk Assessment compares the prior year results to the current year actual. Specifically, it compares the prior year's year-to-date spending and revenue received as a percentage of actual to the current year-to-date spending and revenue received as a percentage of the forecast.

### **I. Financial Highlights – Appendix A:**

The 2016-17 Revised Estimates and forecast financial results reflect the impact of negotiated post-retirement benefit (PRB) settlements for Unifor members and non-union individuals. The settlements had a positive impact on the Board's forecast financial results compared to Budget Estimates, as summarized in the table below:

	Estimates	Revised Estimates & Forecast	Change	
PRB Liability Phase-In	\$4,143,085	\$1,653,280	(\$2,489,805)	} Decrease in expense
PRB PSAB Expense	\$1,097,220	\$ 800,045	(\$ 297,175)	
TOTAL	\$5,240,305	\$2,453,325	(\$ 2,786,980)	

The decrease in PRB expenses above are reflected in several expenditure category variances described later in the report.

In addition to the above, the forecast financial results for 2016-17 include an increase in revenue of \$345K mainly due to an increase in enrolment and increased tuition revenue relating to the International Education program. There is an anticipated decrease of \$1.5M in total expenses forecast due mainly to reduced post-retirement benefit phase-in expenses. Overall, at November 30, 2016, the forecast reflects a projected in-year deficit of \$3.4M, which, when added to the prior year (2015-16) accumulated surplus of \$14.3M, results in a \$10.9M forecast accumulated surplus at 2016-17 year-end.

The Board experienced a five week labour disruption in the first quarter of 2016-17. For the purposes of this report, the impact of the reduced expenses and equal offsetting reduced grant revenue were not considered.

## **II. Enrolment Highlights – Appendix B:**

The Budget Estimates were based on projected October 31, 2016 and March 31, 2017 full-time equivalent (FTE) enrolment. At this time, there are 106 additional FTE pupils projected at year-end compared to what was presented in the 2016-17 Budget Estimates. This projection reflects the actual October 31, 2016 enrolment count, as well as a refreshed projection of March 31, 2017 enrolment levels.

## **III. Staffing Highlights – Appendix C:**

The staff establishment forecast currently reflects, in total, 32 more FTE than budget primarily due to additional teachers required as a result of higher than estimated enrolment and an optimistic estimate of required staffing levels at 2016-17 Estimates. Additionally, there was a need within the system for additional Educational Assistants, Child and Youth Workers and Vice Principal administration time. These increased staffing levels were offset slightly by decreases in custodial staff.

## **IV. Revenue Highlights – Appendix D:**

The 2016-17 Estimates contain \$246.3M of revenues. For the period ending November 30, 2016, total revenues of \$61.8M (or 25.1% of forecast revenues) have been received consisting of \$57.1M from legislative grants, \$2.9M from municipal taxes, \$0.8M from other provincial grants (Education Program – Other, or EPOs), and \$1.0M from other revenue sources such as tuition revenue, rental revenue, fees, recovery of expenses, etc.

As noted in the Enrolment Highlights section above, at 2016-17 year-end, the Average Daily Enrolment (ADE) of total pupils of the board is expected to be higher than Estimates by 106 FTE pupils. This factor is contributing to a projected increase of \$349K in pupil-based general legislative operating grant revenue at year-end.

Additionally, there is an anticipated increase in other revenue of \$268K which is primarily a result of increased revenue from the International Education Program.

Offsetting these revenue increases is a forecast decrease in Deferred Capital Contributions of \$272K for which there is an equal and offsetting forecast decrease in Amortization Expense.

Overall, total revenues are forecast to be higher than budget by \$345K.

## **V. Expense Highlights – Appendix E:**

Total forecast expenses are expected to be lower than Estimates by \$1.5M primarily due to lower than expected post-retirement benefit phase-in expenses.

In any given year the Board receives grant revenues in the form of the Grants for Student Needs (GSN) and EPO transfer payments. EPO's represent funding for key programs provided by the Ministry of Education to support its priority initiatives. For the purposes of this report, EPO expenses were not considered to generate a net variance at year-end as the expense is offset by an equal amount of revenue provided by the Ministry of Education.

Appendix E provides a schedule of detailed expenses by various categories. A further explanation of each of these categories, and the forecast expense and variance at year-end, is provided below.

### **CLASSROOM TEACHERS**

#### **What does this category include?**

- This category includes all current salary, benefits, and service/supplies expenses related to direct instruction of day school pupils such as classroom and school based teachers, home instruction teachers and preparation time. Also included in this category is automobile reimbursement, travel/expense allowances, classroom teacher retirement gratuities and teacher grievance settlements.

#### **How are expenses incurred?**

- All elementary teachers are paid over 12 months or 26 pays. All secondary teachers are paid over 10 months or 22 pays, with 100% of their salary charged to the salary expense account during these 10 months. Most retirement gratuities are paid in the summer.

#### **What is the projected variance at year-end?**

- This category is forecasting a \$1.34M deficit at year-end compared to Estimates due to increased teacher staffing required as a result of higher enrolment and optimistic estimates of staffing levels included in the 2016-17 Estimates.

### **SUPPLY STAFF**

#### **What does this category include?**

- This category includes all current salary and statutory benefit costs related to direct instruction of day school pupils provided by occasional teachers including those covering short-term and long-term illness, and those hired to provide release time for teachers assisting with school programs. Also included in this category are all supply staffing expenses for Educational Assistants (EAs) and Early Childhood Educators (ECEs). The inclusion of supply costs for EAs and ECEs in this category is a new reporting requirement by the Ministry of Education in 2016-17. In previous years, supply costs for EAs and ECEs were included in the EA and ECE categories below. This reclassification of expenses limits the applicability of prior year comparisons.

#### **How are expenses incurred?**

- These costs are incurred over the school year or 10 months (September to June).

#### **What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

**EDUCATIONAL ASSISTANTS****What does this category include?**

- This category includes all current salary and benefit costs related to Educational Assistants. Vacation payouts for these employees are also included.

**How are expenses incurred?**

- Teacher (Educational) Assistant salary and benefit costs are incurred over 10 months from September to June, with 100% of their salary charged to the salary expense account during these 10 months.

**What is the projected variance at year-end?**

- Notwithstanding there are 4.0 FTE more Educational Assistants than budget, this category is forecasting a \$106K surplus at year-end compared to Estimates due to lower than anticipated post-retirement benefit phase-in expenses.

**EARLY CHILDHOOD EDUCATORS****What does this category include?**

- This category includes all current salary and benefit costs related to Early Childhood Educators. Vacation payouts for these employees are also included.

**How are expenses incurred?**

- Early Childhood Educators salary and benefit costs are incurred over 12 months.

**What is the projected variance at year-end?**

- This category is forecasting a \$103K surplus at year-end compared to Estimates due to staffing efficiencies.

**COMPUTERS****What does this category include?**

- This category includes instructional computer hardware and related software expenses, as well as the associated network costs. Also included are the costs related to telephone data lines.

**How are expenses incurred?**

- The costs in this category are typically incurred over 12 months.

**What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

**TEXTBOOKS / CLASSROOM SUPPLIES****What does this category include?**

- The Textbook/Supplies category is for items used within the classroom directly by students. It includes textbook supplies and fees and services directly related to the curriculum of a grade or course.
- The textbook supplies category contains most of the accounts that are used to populate the school budgets. It includes textbooks and learning materials, instructional supplies, application software (except software that is included with the purchase of a piece of computer hardware), printing and photocopying, field trips/excursions (including associated transportation, entrance fees and parking) and furniture and equipment expenses.
- This category also includes certain fees and services related to Sports Academies, and the International Baccalaureate Programme.

**How are expenses incurred?**

- The costs in this category are typically incurred over either 10 or 12 months depending on the object of expenditure.

**What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

**PROFESSIONALS, PARAPROFESSIONALS & TECHNICIANS****What does this category include?**

- This category includes all expenses such as salaries, benefits and supplies (travel/expense allowance and automobile reimbursement) relating to the provision of psychological, speech, sign language, social and community services. Also included are salaries, benefits and related expenses for computer technicians and other personnel providing technical support for the operation of instructional/school based computers and other technical services for students. Expenses relating to the support and training for student administration systems are also captured here.

**How are expenses incurred?**

- The costs in this category are typically incurred over 12 months.

**What is the projected variance at year-end?**

- This category is forecasting a \$250K surplus at year-end compared to Estimates due to lower than anticipated post-retirement benefit phase-in expenses.

**LIBRARY / GUIDANCE****What does this category include?**

- This category includes expenses relating to library and guidance services within schools, including salaries and benefits of library technicians and guidance teachers.

**How are expenses incurred?**

- The costs in this category are typically incurred over 10 months.

**What is the projected variance at year-end?**

- This category is forecasting a \$193K surplus at year-end compared to Estimates due to a reallocation of certain ADE which should have been included as Classroom, not Guidance, at 2016-17 Estimates.

**STAFF DEVELOPMENT****What does this category include?**

- This category includes the cost of all professional development (P.D.) for teaching personnel and other categories of employees providing instructional support services. Costs include registration, tuition fees, transportation, accommodation and meal expenses related to professional development. This category also includes charges for supply teachers hired in order to provide release time for a teacher to participate in professional development or in-service activities. This release time is often funded by the Ministry of Education through small EPO transfer payments received throughout the year. Any unbudgeted increase in expense due to P.D. resulting from an EPO has equal and offsetting revenue and therefore has no net effect to the Board.

**How are expenses incurred?**

- The costs in this category are typically incurred over 10 months. While costs are ongoing throughout the year, they are generally unpredictable in their timing.

**What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

**DEPARTMENT HEADS****What does this category include?**

- This category includes secondary department head allowances and associated benefits.

**How are expenses incurred?**

- The costs in this category are typically incurred over 10 months.

**What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

**PRINCIPALS & VICE-PRINCIPALS****What does this category include?**

- This category includes principal and vice-principal salaries, benefits, professional development and supplies (travel/expense allowance and automobile reimbursement) relating to the management and administration of schools. Only the administrative portion of salaries are included here. The cost of teaching time provided by principals and vice-principals is included in the classroom teacher category.

**How are expenses incurred?**

- The costs in this category are typically incurred over 10 months.

**What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

**SCHOOL OFFICE****What does this category include?**

- This category includes all school based secretarial and clerical salaries, benefits and related supplies and services. Secondary school Administrative Assistants are included here as well.

**How are expenses incurred?**

- The costs in this category are typically incurred over either 10 or 12 months depending on the object of expenditure.

**What is the projected variance at year-end?**

- This category is forecasting a \$744K surplus at year-end compared to Estimates mainly due to lower than anticipated post-retirement benefit phase-in expenses and benefit rates.

**CO-ORDINATORS AND CONSULTANTS****What does this category include?**

- This category includes all expenses relating to coordinators and consultants, curriculum development and program support. Costs associated with EPOs granted to provide program support are included in this category.

**How are expenses incurred?**

- The costs in this category are typically incurred over 12 months.

**What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

## **CONTINUING EDUCATION / SUMMER SCHOOL / INTERNATIONAL LANGUAGES**

### **What does this category include?**

- This category includes all current salary, benefits, and service/supplies expenses related to the delivery of continuing education, summer school and international language programs (non-day school programs).

### **How are expenses incurred?**

- The costs in this category are the result of different programs offered at varying points throughout the year. For the most part, the costs in this category are incurred over 10 months or in the case of summer programs, over the summer months.

### **What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

## **TRUSTEES**

### **What does this category include?**

- This category includes expenses related to the governance function of the Board. It includes honoraria, travel and professional development for trustees. Secretarial and office expenses relating to this function as well as trustee association fees are included in the Board Administration category.

### **How are expenses incurred?**

- The costs in this category are typically incurred over 12 months.

### **What is the projected variance at year-end?**

- No variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

## **DIRECTORS AND SUPERVISORY OFFICERS**

### **What does this category include?**

- This category includes direct expenses (salaries and benefits) for staff assigned duties outlined in Section 286 of the Education Act (*Duties of Supervisory Officers*). Costs to support these functions such as secretarial support are included in the Board Administration category.

### **How are expenses incurred?**

- The costs in this category are typically incurred over 12 months.

### **What is the projected variance at year-end?**

- This category is forecasting a \$227K surplus at year-end compared to Estimates mainly due to lower than anticipated post-retirement benefit phase-in expenses.

## **BOARD ADMINISTRATION**

### **What does this category include?**

- This category includes all expenses related to the following:
  - General and Business Administration includes public relations, corporate planning, and all business functions including finance (treasury), budget, accounting, payroll, benefits, purchasing, non-plant related warehousing and administrative services.
  - Human Resources Administration includes expenses related to the human resource management function of the board including staffing, contract negotiations or dealings with various unions. Also included is the central administrative support for coordination of professional development throughout the Board.

- Information Technology Administration includes expenses relating to the provision and management of administrative information technology throughout the Board, including general support to school secretaries and principals. Also includes the initial purchase and implementation of administrative systems, including student administrative systems.
- Non-Instructional Operations & Maintenance includes expenses related to the operation, maintenance, repair and renovation of property and non-school buildings such as the Catholic Education Centre.
- Costs to support the Trustee, Director and Supervisory Officer categories such as secretarial and office expenses are included here as well.
- Board Administration includes the cost of short-term operating interest expense, legal and audit fees. Board Administration also includes costs related to travel, conferences, professional development and association fees for Board Administration staff.

#### **How are expenses incurred?**

- Salary and benefit costs contained in this category are typically incurred over 12 months. The costs of other items (particularly fees and contractual services) are somewhat intermittent and can be unpredictable.

#### **What is the projected variance at year-end?**

- The funding allocation for Board Administration as provided by the Ministry of Education in the 2016-17 Estimates is \$7.05M. The Board budgeted net expenses of \$6.90M in this category, resulting in funding of \$158K to be used for other programs of the Board.
- A projected surplus of \$662K at year-end is anticipated in this category, mainly due to lower than anticipated post-retirement benefit phase-in expenses.

### **TRANSPORTATION**

#### **What does this category include?**

- This category includes the Board's share of contractual costs associated with the operation of the Windsor-Essex Student Transportation Services (WESTS) legal entity.
- WESTS incurs costs to transport pupils from home to school and from school to school, and expenses related to transportation that are not included under instruction.

#### **How are expenses incurred?**

- The majority of costs in this category are typically incurred over 10 months.

#### **What is the projected variance at year-end?**

- This category is forecasting a \$210K surplus at year-end compared to Estimates due to a conservative estimate of the bus operator negotiated increase included in 2016-17 Estimates.

### **SCHOOL OPERATIONS & MAINTENANCE (FACILITY SERVICES)**

#### **What does this category include?**

- School Operations includes all expenses related to the daily operation of instructional buildings and sites, such as custodial services, food services, security services, building systems, building and grounds maintenance, utilities, computer hardware and related software, and property and related liability and vehicle insurance. Also included are certain department managers and supervisory personnel, secretarial and clerical staff salaries, benefits and related supplies and services.

- School Maintenance includes all expenses related to the periodic work performed to maintain instructional buildings and sites in a good state of repair. These functions would normally be performed by building professionals such as maintenance electricians, mechanics, plumbers, etc.

#### **How are expenses incurred?**

- The costs in this category are typically incurred over 12 months but are also affected by certain seasonal anomalies such as weather.

#### **What is the projected variance at year-end?**

- This category is projecting a surplus at year-end of approximately \$407K due to lower than anticipated post-retirement benefit phase-in expenses offset by increased facilities and maintenance costs relating to utilities, grounds keeping and HVAC costs.

### **SCHOOL RENEWAL - OPERATING**

#### **What does this category include?**

- The School Renewal allocation can fund both capital expenses as well as operating expenses. This category considers all expenses related to School Renewal projects that are not capitalized expenses, plus improvements to school sites. School renewal project expenses normally cost more than \$10,000, and unspent funds at year-end are deferred to the following year for future school renewal expenses.
- To protect school renewal funding for use on capital expenses, regulations now limit any increase in boards' spending on school operations using the School Renewal Allocation. The maximum increase will be limited to an additional 5 percent of each board's average spending of the School Renewal Allocation on activity that is operating in nature for the three years preceding 2014–15.
- This category also includes the financing costs associated with the Board's unsupported pupil-place debt until such time that the debt is repaid.

#### **How are expenses incurred?**

- The costs in this category follow no particular pattern as they are dependent on the nature of the planned projects and work to be completed. The timing of these expenses is unpredictable but controllable.

#### **What is the projected variance at year-end?**

- This category is forecasting a \$147K deficit at year-end compared to Estimates which will be directly offset by funding which was deferred at 2015-16 year end for use in 2016-17.

### **OTHER PUPIL ACCOMMODATION**

#### **What does this category include?**

- This category includes operating type expenses relating to pupil accommodation, specifically the cost of all interest payments on outstanding debentures to finance various capital projects.

#### **How are expenses incurred?**

- The interest expenses are predictable but occur at varying points throughout the year depending on when the debenture was issued. Usually two payments of principal and interest are made annually for a debenture. These debenture payments are, for the most part, fully funded by the Ministry of Education.

#### **What is the projected variance at year-end?**

- No variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

## **AMORTIZATION AND WRITE-DOWNS**

### **What does this category include?**

- Amortization expense is a non-cash expense that reduces the value of an asset as a result of wear and tear, age or obsolescence. It is also known as depreciation, and represents an expense which is incurred over the period of the asset's useful life. Prior to 2009, the entire cost of a tangible capital asset was expensed in the year it was purchased, but now these assets are expensed, through an annual amortization charge, over the asset's expected lifetime which can range from 5 to 40 years depending on the type of asset.
- Write-downs result when the value of an asset is impaired which means that the asset can no longer contribute to the Board's ability to provide service at the previously anticipated level and that the impairment is permanent in nature.
- Included in this category is the amortization expense related to instructional, administrative and pupil accommodation assets.

### **How are expenses incurred?**

- Amortization expense is calculated twice annually by the Board – once at March 31<sup>st</sup> for consolidated reporting to the Ministry of Education and also at year-end.

### **What is the projected variance at year-end?**

- Total amortization expense is forecasted to be \$272K less than budget, resulting in an anticipated surplus in this category. The reduced amortization expense is equally offset by reduced Deferred Capital Contributions, resulting in no net effect to the Board.

## **OTHER NON-OPERATING EXPENSE**

### **What does this category include?**

- This category includes the 55 School Board Trust, costs associated with the Board's wellness program, and miscellaneous claims or settlements, should they occur.
- The 55 School Board Trust includes the cost of principal and interest on debenture payments for capital debt outstanding at the time of amalgamation which had not yet been permanently financed (debentured).

### **How are expenses incurred?**

- The 55 School Board Trust is the same amount each year (\$1,612,745), and grant revenue is received to fully offset the cost. Costs associated with the wellness program are incurred at varying points throughout the year as activities are offered to staff.

### **What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

## **PROVISION FOR CONTINGENCY**

### **What does this category include?**

- This category includes an annual contingency that the Board must include in its operating budget per Board By-law s.13:05 "*Plan for Balanced Budget*".
- The annual contingency amount is set at no less than 0.5% of the Board's operating allocation for the budget year being approved.

### **How are expenses incurred?**

- Use of the contingency can occur at varying points throughout the year depending on the object of expenditure.

**What is the projected variance at year-end?**

- No material variances are projected in this category at year-end as actual expenses for the year are expected to approximate the budget.

Overall, total expenses are forecast to be lower than budget by \$1.55M.

**FINANCIAL IMPACT:**

Discussed throughout the report.

Trustees should be cautioned that the actual budget variance may vary significantly from the projected amount identified in this report. Other factors to be considered include the timing of transactions, and year-end accruals and adjustments resulting from annual reconciliations and valuation of liabilities.

Administration continues to monitor the budget on an ongoing basis to assess whether revenues and expenses are in line with budget. This financial report only considers actual results for the period ending November 30, 2016 – the first three months of the fiscal year. Continued use of estimates, historical knowledge and judgment were used in projecting budget versus actual variances to year-end, and material fluctuations in the projected variances can occur if any unforeseen activity is experienced.

**TIMELINES:**

Interim Financial Reports are provided quarterly to the Board. Administration plans to produce further Interim Financial Variance Reports as follows:

- Report as of February 28th (6 months actual activity) – to the Board in April
- Report as of June 30th (10 months actual activity) – to the Board in August
- Report as of August 31st (12 months actual activity) – to the Board in November

**APPENDICES:**

- Appendix A - Financial Results Summary
- Appendix B - Enrolment Summary
- Appendix C - Staffing Summary
- Appendix D - Detailed Revenues
- Appendix E - Detailed Expenses

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	February 21, 2017
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	February 21, 2017
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	February 21, 2017

**APPENDIX A - FINANCIAL RESULTS SUMMARY****Windsor-Essex Catholic District School Board  
2016-17 Interim Financial Report  
For the Period Ending November 30, 2016****Summary of Financial Results**

(\$Thousands)	Estimates (Jun.2016)	Revised Estimates (Jan.2017)	Forecast	In-Year Change (Estimates to Forecast)	
				\$	%
<b>REVENUE</b>					
Operating	222,170	222,519	222,519	349	0.2%
Capital	19,709	19,437	19,437	(272)	(1.4%)
Other	4,428	4,696	4,696	268	6.0%
<b>Total Revenue</b>	<b>246,307</b>	<b>246,651</b>	<b>246,651</b>	<b>345</b>	<b>0.1%</b>
<b>EXPENSES</b>					
Instruction	189,454	189,543	189,543	89	0.0%
Administration	8,583	7,689	7,689	(893)	(10.4%)
Transportation	7,737	7,527	7,527	(210)	(2.7%)
Pupil Accommodation & Other	44,723	44,186	44,186	(537)	(1.2%)
Provision for Contingency	1,108	1,108	1,108	-	0.0%
<b>Total Expenses</b>	<b>251,606</b>	<b>250,054</b>	<b>250,054</b>	<b>(1,552)</b>	<b>(0.6%)</b>
<b>In-Year Surplus/(Deficit)</b>	<b>(5,299)</b>	<b>(3,402)</b>	<b>(3,402)</b>	<b>1,897</b>	<b>35.8%</b>
Prior Year Accumulated Surplus/(Deficit)	16,905	14,277	14,277	(2,628)	(15.5%)
<b>Accumulated Surplus/(Deficit)</b>	<b>11,606</b>	<b>10,875</b>	<b>10,875</b>	<b>(732)</b>	<b>(6.3%)</b>

Note: Forecast based on year-to-date actuals to November 30, 2016

**Changes in Revenue**

- The increase in forecast operating revenue of \$349K is due to an increase in enrolment. The decrease in capital revenue relates to a decrease in Deferred Capital Contributions for which there is an offsetting decrease in Amortization Expense. The net increase in other revenue of \$268K is mainly a result of increased tuition revenue relating to the International Education program.

**Change in Expenses**

- The increase in forecast Instruction expenses is attributable to increases in teaching staff of \$1.3M offset by decreases in the post-retirement benefit liability phase-in.
- The forecast decrease in Administration expenses of \$893K is mainly due to lower than anticipated expenses associated with the post-retirement benefit liability phase-in.
- The forecast decrease in Transportation expenses of \$210K is mainly due to a conservative projection at 2016-17 Estimates of costs associated with bus operator negotiations. Actual increases resulting from the operator negotiations were lower than anticipated and are reflected in the Revised Estimates and Forecast amounts.
- The forecast decrease in the "Pupil Accommodation & Other" category of \$537K is mainly due to decreased post-retirement benefit liability phase-in costs applicable to School Operations staff, offset by increased utility, HVAC and plumbing expenses.

**Change in Surplus/Deficit**

- The Board by-laws require the budget be developed with an in-year contingency equal to 0.5% of the in-year operating allocation, which amounts to \$1.1M for 2016-17. The 2016-17 Estimates were developed with a contingency reserve of \$1.1M and a planned deficit of \$5.3M. The current forecast projects an in-year deficit of \$3.4M, which is \$1.9M better than planned due to a material decrease in the post-retirement benefit liability phase-in expense as a result of negotiated settlements and payouts.

**Risks & Recommendations**

- Administration will continue to closely monitor all variances for the remainder of the fiscal year.

## APPENDIX B - ENROLMENT SUMMARY

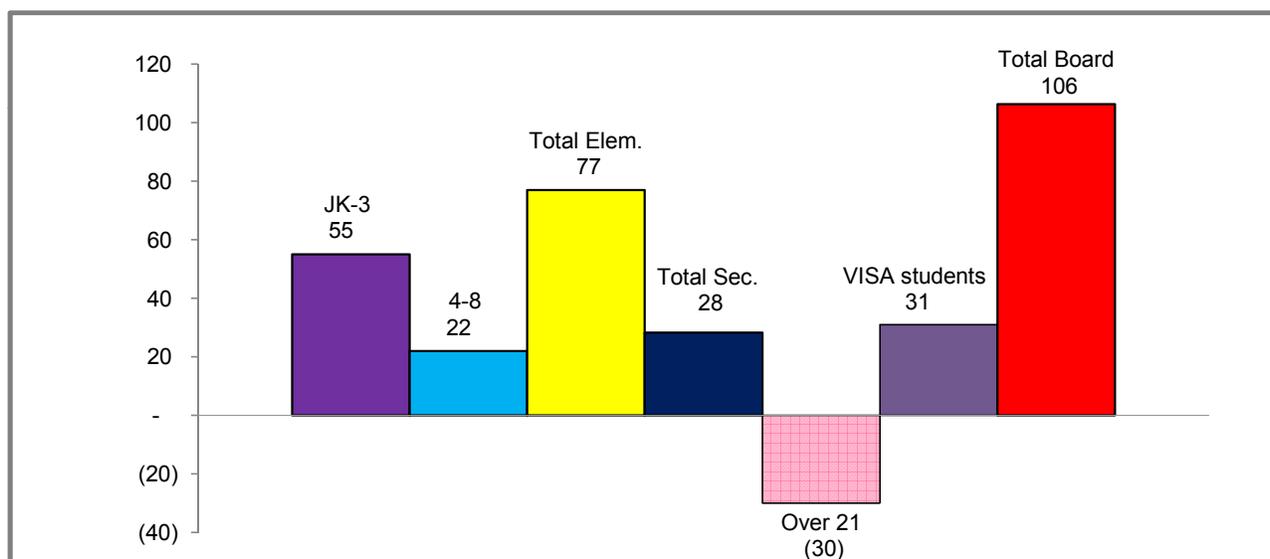
### Windsor-Essex Catholic District School Board 2016-17 Interim Financial Report For the Period Ending November 30, 2016

#### Summary of Enrolment

ADE	Estimates (Jun.2016)	Revised Estimates (Jan. 2017)	Forecast	In-Year Change (Estimates to Forecast)	
				#	%
<b>Elementary</b>					
JK-3	5,942	5,997	5,997	55	0.9%
4-8	7,058	7,080	7,080	22	0.3%
<b>Total Elementary</b>	<b>13,000</b>	<b>13,077</b>	<b>13,077</b>	<b>77</b>	<b>0.6%</b>
<b>Secondary &lt; 21</b>					
Grade 9 to 12	7,015	7,043	7,043	28	0.4%
<b>Total Secondary &lt; 21</b>	<b>7,015</b>	<b>7,043</b>	<b>7,043</b>	<b>28</b>	<b>0.4%</b>
<b>Secondary &gt; 21</b>	<b>170</b>	<b>140</b>	<b>140</b>	<b>(30)</b>	<b>(17.6%)</b>
<b>VISA students</b>	<b>65</b>	<b>96</b>	<b>96</b>	<b>31</b>	<b>47.7%</b>
<b>Total Board</b>	<b>20,250</b>	<b>20,356</b>	<b>20,356</b>	<b>106</b>	<b>0.5%</b>

Note: Forecast based on actual October 31, 2016 and projected March 31, 2017 count date. FTE's include High Credit students.

#### Changes in Enrolment: Budget (Estimates) v. Forecast



#### Highlights of Changes in Enrolment:

- Increase in Elementary enrolment is due to a slightly conservative estimate of enrolment at budget development
- Increase in Secondary enrolment for pupils under 21 years of age is due to a slightly conservative estimate of enrolment at budget development
- The decrease in Secondary enrolment for pupils over 21 years of age is due to lower than planned retention rates after certain program changes.
- Increase in VISA enrolment is due to an intensive campaign to expand the International Education Program.

## APPENDIX C - STAFFING SUMMARY

### Windsor-Essex Catholic District School Board 2016-17 Interim Financial Report For the Period Ending November 30, 2016

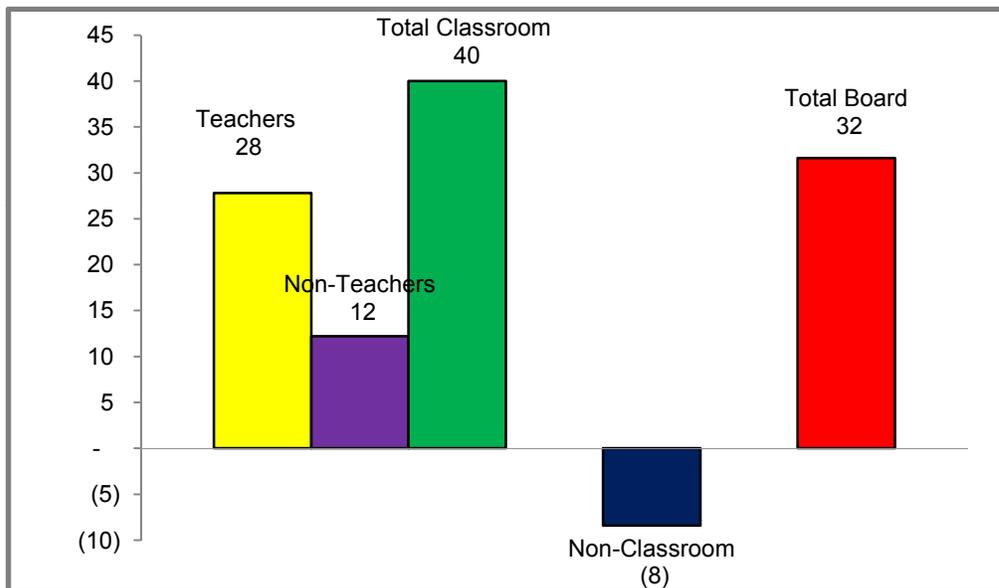
#### Summary of Staffing

Full-Time Equivalent (FTE)	Estimates (Jun.2016)	Revised Estimates (Jan. 2017)	Forecast	In-Year Change (Estimates to Forecast)	
				#	%
<b>Classroom</b>					
Teachers	1,170	1,198	1,198	28	2.4%
Non-Teachers	644	656	656	12	1.9%
<b>Total Classroom</b>	<b>1,813</b>	<b>1,853</b>	<b>1,853</b>	<b>40</b>	<b>2.2%</b>
<b>Non-Classroom</b>	<b>252</b>	<b>243</b>	<b>243</b>	<b>(8)</b>	<b>(3.3%)</b>
<b>Total Board</b>	<b>2,065</b>	<b>2,097</b>	<b>2,097</b>	<b>32</b>	<b>1.5%</b>

*Revised Estimate staffing based on October 31 count date.*

*Forecast staffing is the projected staff establishment to be reported at year-end.*

#### Changes in Staffing: Budget (Estimates) v. Forecast



#### Highlights of Changes in Staffing:

- The 28.0 FTE increase in teachers relates to additional enrolment of 106 students as well as a progressive estimate of required staffing levels included in the budget.
- The 12.0 FTE increase in non-teachers relates, in part, to 4.0 FTE additional Educational Assistants and 2.0 Child Youth Workers required for Special Education students. There was also additional Vice Principal Administration time required above the level included in the original budget Estimates.
- The decrease in non-classroom staff relates to a reduced number of custodial staff due to reorganizations.

**APPENDIX D - DETAILED REVENUES**

**Windsor-Essex Catholic District School Board  
2016-17 Interim Financial Report  
For the Period Ending November 30, 2016  
(\$Thousands)**

	Budget Assessment					Risk Assessment			
	Current Year: 2016-17					YTD Nov 30/16	YTD Nov 30/15	Year-to year Increase (Decrease)	Forecast vs. Prior year YTD
	Estimates (June 2016)	Revised Estimates (January 2017)	Forecast (to August 2017)	Change (between Estimates & Forecast)		% of Forecast Received	% of Actual Received		
				\$ Increase (Decrease)	% Increase (Decrease)				
<b>REVENUES</b>									
<b>Operating Grants</b>									
Pupil Foundation	107,684	108,298	108,298	614	0.6%				
School Foundation	14,213	14,329	14,329	116	0.8%				
Special Education	25,947	26,007	26,007	60	0.2%				
French as a Second Language	2,553	2,910	2,910	357	14.0%				
English as a Second Language	2,055	2,055	2,055	-	0.0%				
Learning Opportunities	4,404	4,413	4,413	9	0.2%				
Continuing Education	361	330	330	(31)	(8.7%)				
Adult Education	582	582	582	-	0.0%				
Teacher Q&E	25,790	25,001	25,001	(789)	(3.1%)				
ECE Q&E	1,196	1,176	1,176	(20)	(1.7%)				
Transportation	7,775	7,759	7,759	(16)	(0.2%)				
Admin and Governance	6,032	6,053	6,053	22	0.4%				
School Operations	19,370	19,418	19,418	48	0.2%				
Restraint Savings	(89)	(89)	(89)	-	0.0%				
First Nation, Métis and Inuit	354	374	374	20	5.7%				
Safe Schools Supplement	618	620	620	2	0.3%				
Community Use of Schools Grant	272	272	272	-	0.0%				
New Teacher Induction Program	56	62	62	5	9.6%				
Declining Enrolment	798	732	732	(66)	(8.2%)				
Temporary Accommodation	611	630	630	19	3.2%				
School Renewal - Operating Portion	1,772	1,770	1,770	(2)	(0.1%)				
Trustee Fees	43	43	43	-	0.0%				
Adjustment for mTCA	(227)	(227)	(227)	-	0.0%				
<b>Total Operating Grants</b>	<b>222,170</b>	<b>222,519</b>	<b>222,519</b>	<b>349</b>	<b>0.2%</b>				
<b>Debt Servicing Grants</b>									
Permanent Financing of NPF	1,613	1,613	1,613	-	0.0%				
Amortization of DCC	11,246	10,974	10,974	(272)	(2.4%)				
Capital Debt Support Payment - Interest	6,850	6,850	6,850	-	0.0%				
Short Term Interest	-	-	-	-	0.0%				
<b>Total Debt Servicing Grants</b>	<b>19,709</b>	<b>19,437</b>	<b>19,437</b>	<b>(272)</b>	<b>(1.4%)</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>On Forecast</b>
<b>Total Legislative Grants</b>	<b>241,879</b>	<b>241,956</b>	<b>241,956</b>	<b>77</b>	<b>0.0%</b>	<b>24.8%</b>	<b>24.1%</b>	<b>0.7%</b>	<b>Ahead of Forecast</b>
<b>Other (EPOs &amp; Non-Grant Revenue)</b>									
Education Program - Other (EPO's)	1,958	1,948	1,948	(10)	(0.5%)				
Investment Income	210	225	225	15	7.1%				
Tuition Revenue	655	914	914	259	39.5%				
Rental Revenue	210	205	205	(5)	(2.4%)				
Recovery of staff on loan	836	856	856	20	2.4%				
Other	559	548	548	(11)	(2.0%)				
<b>Total Other Revenue</b>	<b>4,428</b>	<b>4,696</b>	<b>4,696</b>	<b>268</b>	<b>6.0%</b>	<b>39.3%</b>	<b>52.6%</b>	<b>(13.3%)</b>	<b>Behind Forecast</b>
<b>TOTAL REVENUE</b>	<b>246,307</b>	<b>246,651</b>	<b>246,651</b>	<b>345</b>	<b>0.1%</b>	<b>25.1%</b>	<b>24.7%</b>	<b>0.4%</b>	<b>On Forecast</b>

**APPENDIX E - DETAILED EXPENDITURES**

**Windsor-Essex Catholic District School Board  
2016-17 Interim Financial Report  
For the Period Ending November 30, 2016  
(\$ thousands)**

	Budget Assessment				
	Current Year: 2016-17				
	Estimates (June 2016)	Revised Estimates (January 2017)	Forecast (to August 2017)	Change (between Estimates & Forecast)	
				\$ Increase (Decrease)	% Increase (Decrease)
<b>EXPENSES</b>					
<b>Instruction</b>					
Teachers	126,939	128,280	128,280	1,340	1.1%
Supply Staff	5,923	5,928	5,928	5	0.1%
Educational Assistants	16,598	16,492	16,492	(106)	(0.6%)
Early Childhood Educators	3,736	3,632	3,632	(103)	(2.8%)
Classroom Computers	1,378	1,378	1,378	-	0.0%
Textbooks and Supplies	4,164	4,258	4,258	94	2.3%
Professionals and Paraprofessionals	6,307	6,056	6,056	(250)	(4.0%)
Library and Guidance	2,437	2,244	2,244	(193)	(7.9%)
Staff Development	903	905	905	2	0.2%
Department Heads	651	650	650	(2)	(0.2%)
Principal and Vice-Principals	9,864	9,853	9,853	(11)	(0.1%)
School Office	7,125	6,381	6,381	(744)	(10.4%)
Co-ordinators and Consultants	2,954	2,970	2,970	16	0.5%
Continuing Education	309	309	309	(0)	(0.0%)
Amortization and Write-downs	166	208	208	42	25.1%
<b>Total Instruction</b>	<b>189,454</b>	<b>189,543</b>	<b>189,543</b>	<b>89</b>	<b>0.0%</b>
<b>Administration</b>					
Trustees	131	131	131	-	0.0%
Director/Supervisory Officers	1,311	1,083	1,083	(227)	(17.3%)
Board Administration	7,079	6,416	6,417	(662)	(9.3%)
Amortization and Write-downs	63	58	58	(4)	(6.6%)
<b>Total Administration</b>	<b>8,583</b>	<b>7,689</b>	<b>7,690</b>	<b>(893)</b>	<b>(10.4%)</b>
<b>Transportation</b>	<b>7,737</b>	<b>7,527</b>	<b>7,527</b>	<b>(210)</b>	<b>(2.7%)</b>
<b>Pupil Accommodation</b>					
School Operations & Maintenance	22,975	22,569	22,569	(407)	(1.8%)
School Renewal	1,199	1,346	1,346	147	12.2%
Other Pupil Accommodation	6,856	6,856	6,856	-	0.0%
Amortization and Write-downs	11,740	11,430	11,430	(310)	(2.6%)
Loss on Disposal of TCA					
<b>Total Pupil Accommodation</b>	<b>42,771</b>	<b>42,201</b>	<b>42,201</b>	<b>(570)</b>	<b>(1.3%)</b>
<b>Other Non-Operating</b>	<b>1,953</b>	<b>1,985</b>	<b>1,985</b>	<b>33</b>	<b>1.7%</b>
Provision for Contingencies	1,108	1,108	1,108	-	0.0%
<b>TOTAL EXPENSES</b>	<b>251,606</b>	<b>250,054</b>	<b>250,054</b>	<b>(1,552)</b>	<b>(0.6%)</b>

Risk Assessment			
YTD Nov 30/16	YTD Nov 30/15	Year-to year Increase (Decrease)	Forecast vs. Prior Year YTD
% of Forecast Spent	% of Actual Spent		
23.0%	26.8%	(3.8%)	Savings Forecast
20.1%	19.5%	0.5%	Forecast Pressure
25.7%	25.2%	0.5%	Forecast Pressure
27.3%	0.0%	27.3%	Forecast Pressure
29.1%	41.8%	(12.7%)	Savings Forecast
20.3%	34.4%	(14.1%)	Savings Forecast
20.2%	23.2%	(3.0%)	Savings Forecast
24.9%	27.5%	(2.6%)	Savings Forecast
14.0%	24.1%	(10.1%)	Savings Forecast
26.7%	31.5%	(4.9%)	Savings Forecast
30.4%	27.8%	2.7%	Forecast Pressure
15.7%	16.7%	(1.0%)	Savings Forecast
21.7%	24.5%	(2.8%)	Savings Forecast
3.1%	8.2%	(5.0%)	Savings Forecast
0.0%	0.0%	0.0%	Savings Forecast
<b>23.2%</b>	<b>26.1%</b>	<b>(2.9%)</b>	<b>Savings Forecast</b>
22.2%	25.3%	(3.1%)	Savings Forecast
24.0%	22.1%	1.9%	Forecast Pressure
24.9%	23.8%	1.0%	Forecast Pressure
0.0%	0.0%	0.0%	Savings Forecast
<b>24.5%</b>	<b>23.4%</b>	<b>1.1%</b>	<b>Forecast Pressure</b>
<b>28.8%</b>	<b>29.5%</b>	<b>(0.7%)</b>	<b>Savings Forecast</b>
17.7%	19.4%	(1.6%)	Savings Forecast
17.9%	24.8%	(6.9%)	Savings Forecast
50.6%	50.5%	0.0%	Forecast Pressure
0.0%	0.0%	0.0%	Savings Forecast
<b>18.3%</b>	<b>20.0%</b>	<b>(1.7%)</b>	<b>Savings Forecast</b>
<b>(8.4%)</b>	<b>(2.7%)</b>	<b>(5.7%)</b>	<b>Savings Forecast</b>
<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>Savings Forecast</b>
<b>22.2%</b>	<b>24.1%</b>	<b>(1.9%)</b>	<b>Savings Forecast</b>



1325 California Avenue  
Windsor, ON N9B 3Y6  
CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

**Meeting Date:**  
February 28, 2017

## BOARD REPORT

**Public**  **In-Camera**

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul A. Picard, Director of Education  
Penny King, Executive Superintendent of Business

**SUBJECT:** **WINDSOR-ESSEX - STUDENT TRANSPORTATION SERVICES  
(WESTS) ANNUAL REPORT FOR THE YEAR ENDED  
AUGUST 31, 2016**

### RECOMMENDATION:

**That the 2015-16 Annual Report from Windsor-Essex - Student  
Transportation Services (WESTS) be received as information.**

### SYNOPSIS:

Student transportation services are provided to the Windsor-Essex Catholic District School Board through the Windsor-Essex - Student Transportation Services (WESTS). The attached Annual Report (Appendix A) summarizes the operations of WESTS for the year ended August 31, 2016.

### BACKGROUND COMMENTS:

On January 20, 2003, the Board entered into an agreement with the Greater Essex County District School Board and Conseil scolaire de district des écoles catholiques du Sud-Ouest (now Conseil catholique scolaire Providence) in order to provide common administration of student transportation within the district. On September 10, 2009, a new agreement was entered into and included the Conseil scolaire de district du Centre-Sud-Ouest (now Conseil scolaire Viamonde). The consortium agreement was executed in an effort to increase delivery efficiency and cost effectiveness of student transportation for each of the school boards. Under the formal agreement, decisions related to the financial and operating activities were shared and no partner was in a position to exercise unilateral control.

On July 18, 2013, the Board, along with the three other named school boards, formed a new corporation known as Service De Transport Des Eleves - Windsor-Essex - Student Transportation Services. On August 26, 2013, approval was given for the Board to enter into an agreement with the three other school boards specifying the terms and conditions of

the new entity. Transportation services are now provided under the auspices of the new corporation.

**FINANCIAL IMPACT:**

The Board's 2015-16 consolidated audited financial statements reflect proportionate consolidation, whereby they include the transportation assets that it controls, the liabilities that it has incurred, and its pro-rata share of revenues and expenses. Total expenses of the corporation at August 31, 2016 were \$20,952,956 (2015 - \$20,191,759). The Board's pro-rata share of expenses at August 31, 2016 was \$7,312,180 (2015 - \$7,099,513).

The Board's budget estimates for the 2015-16 fiscal year included a budgeted amount of \$7,361,851 for student transportation expenses. Transportation expenses include costs to transport pupils from home to school and from school to home, as well as expenses related to transportation that are not included under instruction (such as field trips). This category also includes the Board's share of contractual costs associated with the operation of the Windsor-Essex - Student Transportation Services legal entity. The Board ended the 2015-16 fiscal year with a surplus of approximately \$50K compared to Estimates due to lower than anticipated fuel costs.

**TIMELINES:**

Not applicable.

**APPENDICES:**

- Appendix A: Windsor-Essex - Student Transportation Services (WESTS) Annual Report 2015 - 2016

**ON-LINE RESOURCES:**

- Windsor-Essex - Student Transportation Services (WESTS) Website  
<http://www.buskids.ca/>

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	February 14, 2017
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	February 14, 2017
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	February 14, 2017



# Service de transport des élèves Windsor-Essex Student Transportation Services

## ANNUAL REPORT 2015-16



Submitted by: Gabrielle McMillan  
General Manager

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# MESSAGE FROM THE PRESIDENT



This is the last Annual Report of Service des élèves Windsor-Essex Student Transportation Services (WESTS) that I will be presenting, as I have the good fortune of retiring. Penny King, Superintendent of Business has been approved as my replacement on the Board of Directors by the Windsor Essex Catholic District School Board. The WESTS Board will be electing a new executive for the 2016-17 school year in September.

As the years progress, there have been fewer complaints and concerns brought forward to the individual boards for resolution, which attests to the increased efficiency and effectiveness of the organization. The relationship between WESTS and the contracted Bus Operators is a major factor in the smooth operation of school busing in Windsor Essex County. There is a shared commitment and dedication to ensuring that students are transported safely and efficiently.

The 2015-16 year saw the release of the Auditor General's Report that identified issues and concerns regarding school bus transportation. I am proud to report that the issues identified that are within our control had already been addressed by the consortium. We continue to work with the Ministries of Education and Transportation as well as our colleagues on the Ontario Association of School Business Officials Transportation Committee to address all the concerns arising in the Auditor General's Report.

As I take my leave I feel confident that the organization will continue to address the needs of the coterminous boards and to ensure that they received the highest level of service possible. I wish the staff and the Board of Directors all the best as they continue to deliver a safe, efficient and effective transportation service to the students in Windsor-Essex County.

Sincerely,

Mario Iatonna  
President, Board of Directors

## MISSION

*Service de transport des élèves-Windsor-Essex Student Transportation Services (WESTS) is committed to supporting the education of our students by providing safe, effective and efficient transportation.*

### BOARD OF DIRECTORS

Mario Iatonna	President
Carolyn Bastien	Vice President
Cathy Lynd	Treasurer
Françoise Fournier	Director

### INTRODUCTION

Service de transport des élèves-Windsor-Essex Student Transportation Services (WESTS) is a Separate Legal Entity that provides transportation services to the following four school boards:

- ✿ Conseil scolaire catholique Providence
- ✿ Conseil scolaire Viamonde
- ✿ Greater Essex County District School Board
- ✿ Windsor Essex Catholic District School Board

The consortium is headed by the General Manager, is operationalized through nine (9) staff members, and is governed by a Board of Directors comprised of a member from each of the four coterminous boards.

Home to school transportation service is provided on school buses; taxis; specialized medical transportation and public transit. In 2015-16, the following seven (7) bus operators were contracted to provide the main school bus service:

- ❖ C.G. Pearson Ltd.
- ❖ Richmond Coach Ltd.
- ❖ Sharp Bus Lines
- ❖ First Student
- ❖ G & L Stevenson
- ❖ Switzer-Carty Bus Ltd.
- ❖ Debbie Crawford

WESTS also contracts with Transit Windsor to provide bus passes for Secondary students in Windsor and adjacent municipalities to attend specific programs offered in select secondary schools and with taxi providers.

## HIGHLIGHTS FROM 2015-16

-  Successfully negotiated the outstanding collective agreement items
-  Developed and approved a revised Strategic Plan
-  Reviewed and updated the Policies and Procedures
-  Responded to the Auditor General Report
-  Negotiated and approved a two year contract with the Bus Operators
-  Negotiated a Purchase of Service Agreement with the Windsor Essex Schools' Safety Patrol Association to provide administrative services
-  Implemented the Student Return Module in our Centralized Reporting System (CRS)
-  Identified areas of improvement for service delivery and amended processes for Courtesy Ride Notifications

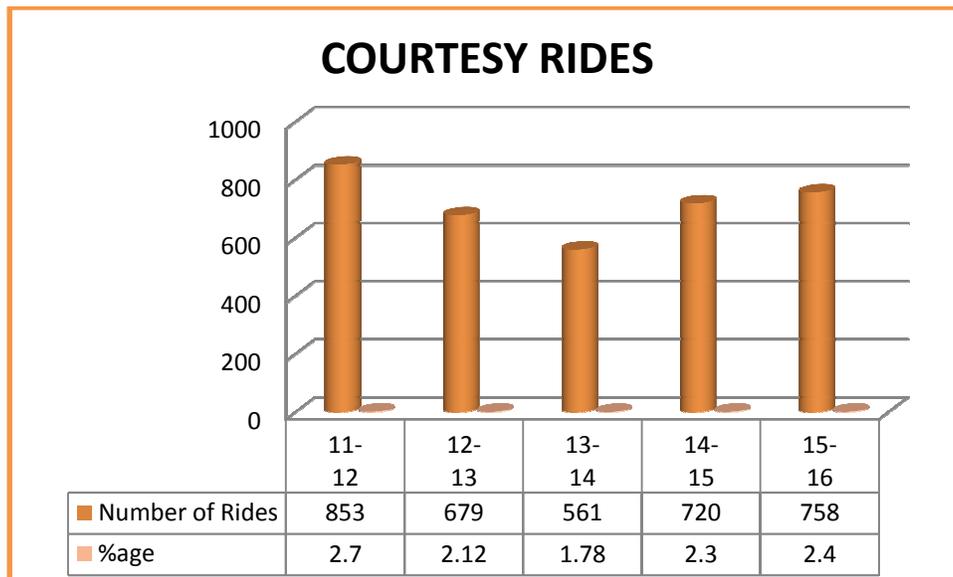
## STATISTICS

WESTS services the Windsor Essex County area, which geographically encompasses approximately, 1850 sq. kms.

Number of Schools Serviced	<b>133</b>
Agency Schools	<b>3</b>
Kms driven per day	<b>46,649</b>
Number of students transported	<b>30,910</b>
Percentage of Students transported	<b>50%</b>

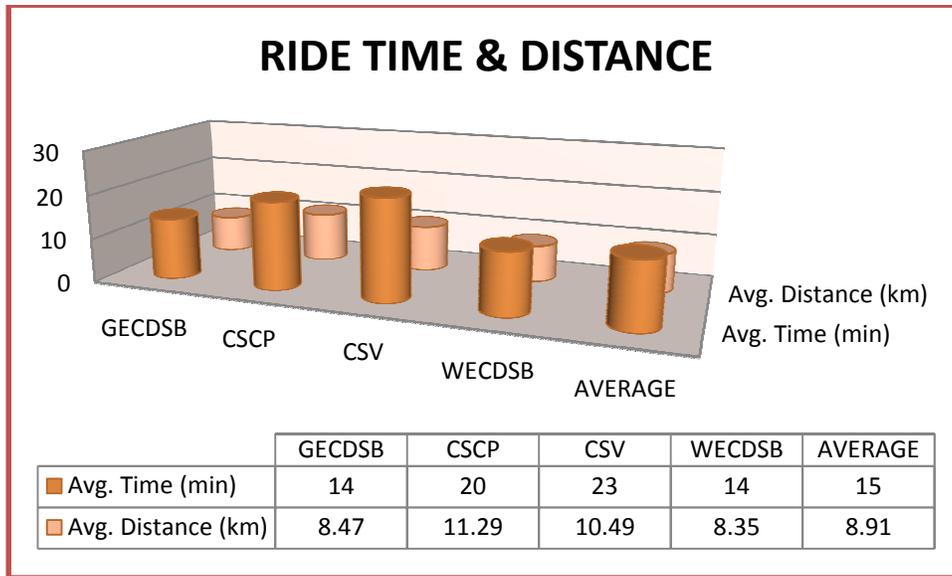
As we develop more efficient routes the number of spots available for courtesy rides on buses decreases as we're able to consolidate the runs. The following charts identify the number of rides, types and the historical information regarding the rides. The numbers do not include the agency schools as all students are bused to the school under a purchase of service contract.

<b>BOARD</b>	<b># STUDENTS BUSSED 2014-15</b>	<b># STUDENTS BUSSED 2015-16</b>	<b>2015-16 COURTESY RIDES</b>	<b>%AGE COURTESY RIDES 15-16</b>
<b>CS Viamonde (CSV)</b>	360	365	12	3.3%
<b>CSC Providence (CSCP)</b>	4,142	4,219	64	1.6%
<b>WECDSB</b>	9,970	9,871	296	3.0%
<b>GECDSB</b>	16,667	16,298	386	2.4%
<b>TOTAL</b>	<b>31,139</b>	<b>30,753</b>	<b>758</b>	<b>2.4%</b>

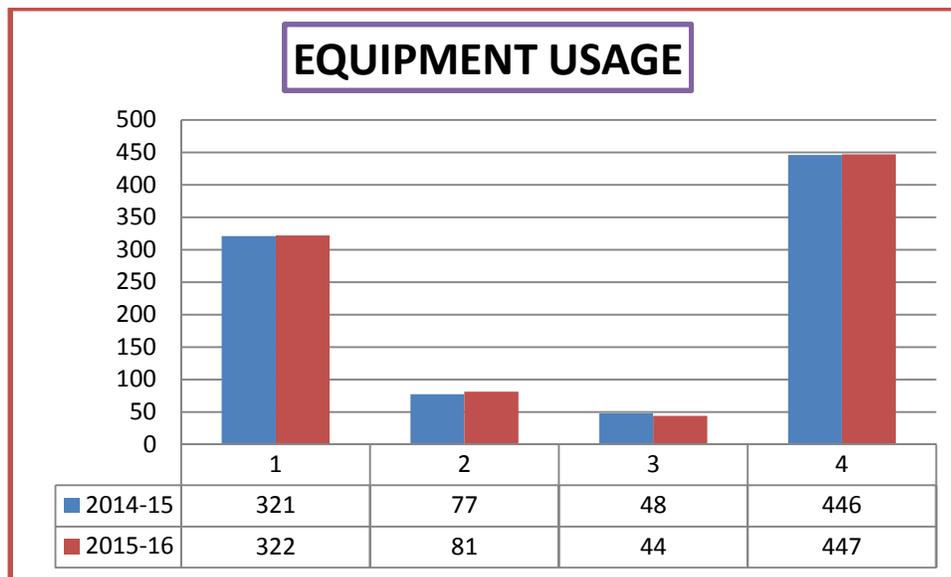


### Student Ride Time and Distance

We make every effort to optimize routes to provide efficiencies while keeping ride times as low as possible. Our average ride time is 2 minutes lower than 2014-2015 and the average distance has been reduced by 0.7 kms.



### EQUIPMENT UTILIZATION



There was a shift from wheelchair units to mini buses which helps reduce the costs.

Our goal is to utilize the equipment as efficiently as possible and to multi-route whenever possible. We have been able to route so that only 7% of our regular buses are single routed. Many of our special needs buses are single routes based on distance and needs of the students.

	2015-2016	2014-2015
<b>Single Routes</b>	62	63
<b>Multi-Routes</b>	385	383
<b>Total Routes</b>	<b>447</b>	<b>446</b>
<b>Routes with Multiple Schools</b>	<b>410</b>	<b>412</b>

YEAR	TOTAL # STUDENTS	TOTAL # STUDENTS ON BUSES	# BUSES	# SCHOOLS CLOSED	# SCHOOLS OPENED
2011/12	65,323	31,580	457	1	2
2012/13	64,720	32,051	448	5	
2013/14	63,755	31,410	432	1	
2014/15	62,279	31,139	446	6	1
2015/16	62,071	30,898	447		1

## OPERATOR REVIEWS

We continue to maintain a good relationship with our operators. We meet four times a year to discuss changes, ongoing concerns and to identify areas of improvement. There is open communication with all the operators and at a minimum there are at least five visits to operator facilities during the school year.

The on street audit of routes did not identify any deviations from routes and the pickup and drop off times for all operators was, on an average, within 5 minutes of route descriptions. This is no small feat given the amount of construction that is occurring in the City and County.

Once again we have seen an increase in the number of subscribers to our delays and cancellations module. This module keeps the parents up to date and informed of any delays or inclement weather cancellations. This year we once again experienced a drop in our delays and cancellations. The reduction was in the mechanical breakdowns, driver issues, and traffic and road closures. We are pleased that two of the three major reductions are the mechanical and driver issues, which indicates that the operators are working to be more efficient in the operations and are effectively addressing the driver issues.

Over the course of 2015-2016 we developed and implemented a Student Return Module in our Centralized Reporting System. The system identifies how many times a child has been returned to the school due to a parent not being present. This year we had 601 students returned. The system will allow us to do a comparison of year to year returns and will be incorporated in the next years' annual report. **There were a total of 26 out of the 601 students returned that lost their transportation for the year for having more than 3 returns.**

Below is a summary of the Operator Scorecard ratings as well as the overall Delays and Cancellations for the 2015-2016 school year.

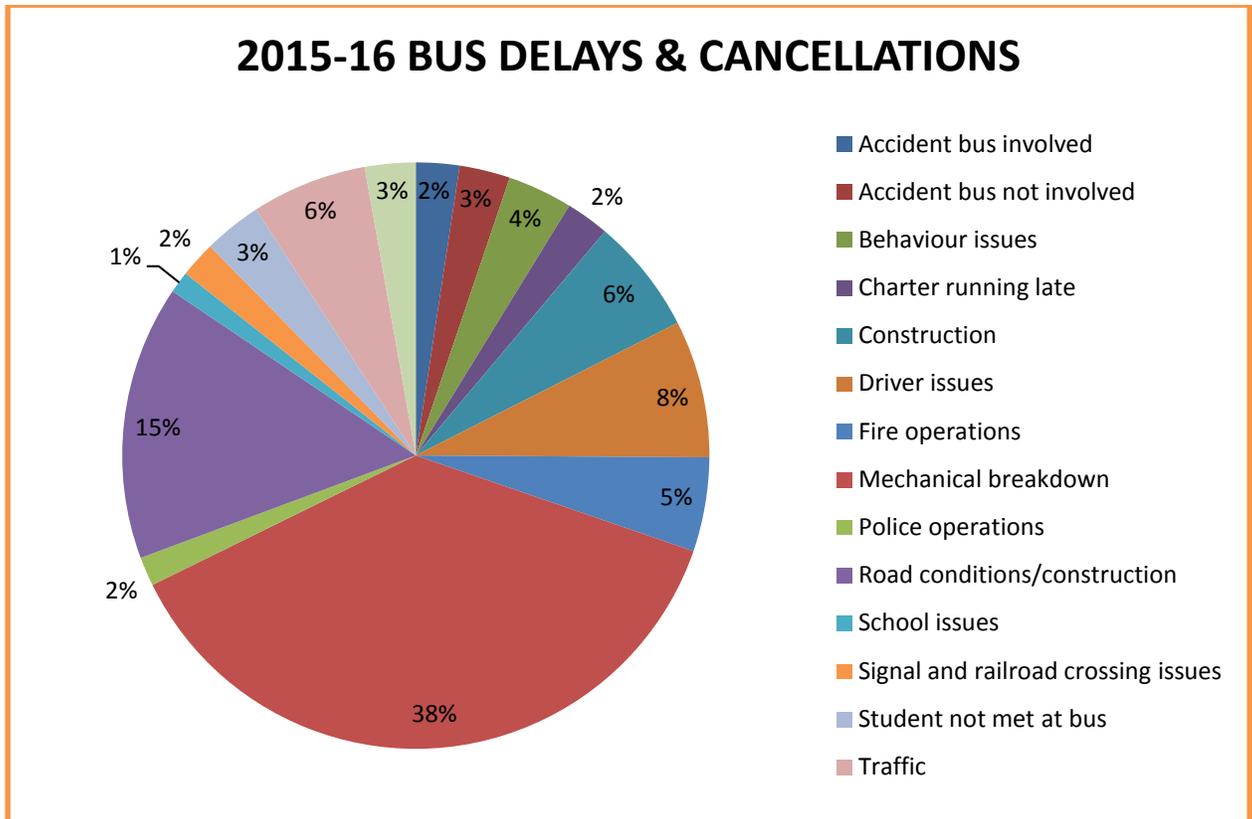
## OPERATOR SCORECARD

	<b>Weighting</b>	<b>Score</b>
Operator Overall Score	10%	<b>10</b>
Driver Overall Score	15%	<b>14.8</b>
Vehicle Overall Score	15%	<b>14.4</b>
Transportation Manager Score	10%	<b>9.2</b>
MTO Inspection Score	7%	<b>6.8</b>
WSIB Certificate	2%	<b>2.0</b>
CVOR Score	10%	<b>8.3</b>
Facility Audit Score	3%	<b>3.0</b>
Accidents	8%	<b>7.7</b>
Incidents	10%	<b>9.8</b>
Complaints	10%	<b>9.0</b>

<b>TOTAL AVERAGE SCORE</b>	<b>95/100</b>
----------------------------	---------------

## BUS DELAYS & CANCELLATIONS

<b>REASON</b>	<b># INCIDENTS</b>
Accident, bus involved	6
Accident, bus not involved	7
Behaviour/discipline issues	9
Charter running late	6
Construction	16
Driver issues	19
Fire operations	13
Mechanical breakdown	94
Police operations	4
Road conditions/closures	38
School issues	3
Railroad crossing malfunctions	5
Student not met at bus	8
Traffic	16
Weather	7
<b>TOTAL</b>	<b>251</b>



### DRIVER OF THE YEAR

Each year we recognize one of our drivers for excellence in service. Operators submit recommendations along with a rationale for why the driver should be the Driver of the Year. We recognize both the nominated drivers and the driver of the year with an award and gift card.

The 2015-16 Driver of the Year is Tony Ziraldo from First Student. Tony is an excellent driver who goes above and beyond for the students and parents. A parent was in an accident on the way to the bus stop and Tony finished his route and brought the children back to the school. The mother wrote to the operator thanking the driver for keeping her children calm. He said although he is new to the route he knows all the children by name and he always puts safety first. Here is Tony with his award.



## **DONNA TEMPORAL EXCELLENCE IN SAFETY AWARD**

This past year, Donna Temporal, Operations Manager, for First Student lost her battle to cancer. Donna was a champion of safety, always looking for ways to improve the safety on and off the bus. She was a driver trainer and safety officer and instituted many innovative safety programs at her workplace that have benefited the students in Windsor and Essex County.

In order to promote safety and in memory of Donna this award was created and targets all staff, other than drivers, from the operator group who exemplify the same dedication and commitment to safety that Donna displayed. The nominations can come from anyone employed by the bus operators or at the consortium.

The first recipient of the Donna Temporal Excellence in Safety Award most fittingly was awarded to Emma Hussey, the Branch Manager for First Student. Emma and Donna worked together on many safety initiatives. Emma is always the first to make suggestions for safety improvements both at the school and the bus stops. Her commitment and dedication ensure that Windsor Essex Student Transportation provides excellent customer service.

Here is Emma receiving her award:



## **INCLEMENT WEATHER**

The following chart shows the number of inclement weather days for the past five years. We have only two areas for inclement weather purposes, the City and the County. The designation of whether busing is cancelled is based on school address and the student home address. For example if a school address is in the county there is no busing, even if there are students attending the school that are in the City. Likewise if a student has a

county address but is going to a city school he or she does not have busing if there is cancellation of County bus service.

	2015- 2016	2014- 2015	2013- 2014	2012- 2013	2011- 2012
<b>*Fog – City &amp; County</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>*Fog – County Only</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Snow – City &amp; County</b>	<b>0</b>	<b>1 **</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Snow – County Only</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Cold – City &amp; County</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>1</b>

- \* Please note that for fog days we do run in the afternoon even though morning busing was cancelled.  
 \*\* Schools were closed.

### **FUTURE INITIATIVES**

- 🌀 Complete the RFP process for operator procurement**
- 🌀 Develop a program to encourage students to walk to school, rather than being driven**
- 🌀 Explore options for other purchase of service**
- 🌀 Develop a reorganization plan as part of the succession plan**
- 🌀 Develop promotional materials for schools and parents with the intent of increasing awareness of transportation procedures and processes**
- 🌀 Update the First Ride packages**
- 🌀 Conduct parent and school administration satisfaction survey**



1325 California Avenue  
Windsor, ON N9B 3Y6  
CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

**Meeting Date:**  
February 28, 2017

## BOARD REPORT

**Public**  **In-Camera**

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul A. Picard, Director of Education

**SUBJECT:** **DIRECTOR'S ANNUAL REPORT TO THE COMMUNITY FOR 2016**

### RECOMMENDATION:

**That the Director's Annual Report to the Community for 2016 be received as information.**

### SYNOPSIS:

The Director's Annual Report to the Community for 2016 highlights progress on many initiatives that are consistent with the board's multi-year strategic plan. It is a synopsis of the past year's noteworthy details related to Student Achievement, Faith Formation, Facilities, Technology, Corporate Services, Human Resources and Communications. The Report also provides a financial overview for 2015-16 and a look ahead at 2017-18.

### BACKGROUND COMMENTS:

The Director's Annual Report to the Community is required by *section 283(3) of the Education Act* and is to be presented to the Board of Trustees and posted to the Board's website. The content of the report must include the following information: The board's multi-year plan, including its multi-year strategic objectives; the progress the board has made against its strategic objectives in the previous school year; and actions the board is taking in those strategic priority areas where goals are not being met.

The Director's Annual Report to the Community is to be posted on the Board's website on or before January 31, satisfying the requirement of submitting the report to the Minister of Education.

Beyond the requirements, the Board may highlight specific programs, initiatives and financial information that may be of interest to the community.

**FINANCIAL IMPACT:**

N/A

**TIMELINES:**

The Report is to be posted to the Board's website by January 31, 2017.

**APPENDICES:**

- Director's Annual Report to the Community for 2016

**REPORT REVIEWED BY:**

<input type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	--
<input type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	--
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	February 21, 2017



**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*

Paul A. Picard  
Director of Education



# 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 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.

### 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.



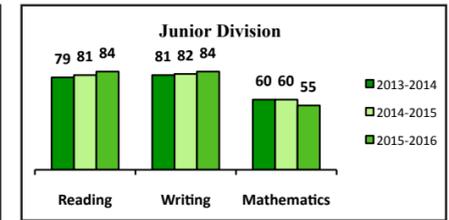
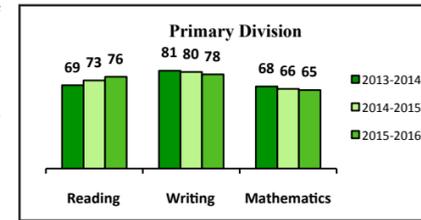
### HUMAN RESOURCES

- 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.



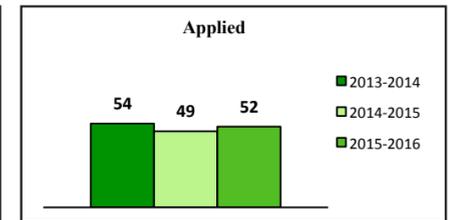
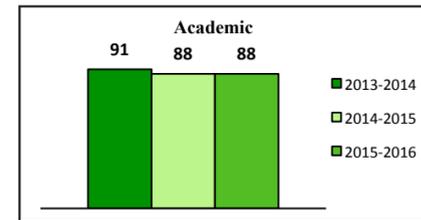
### ASSESSMENT OF READING, WRITING AND MATHEMATICS: PRIMARY AND JUNIOR DIVISIONS

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.



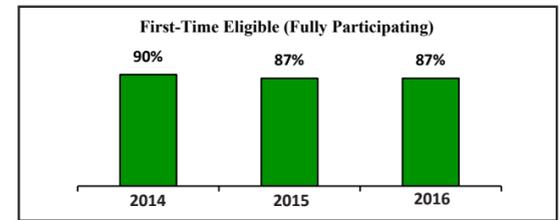
### GRADE 9 ASSESSMENT OF MATHEMATICS: ACADEMIC AND APPLIED

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 for a full report: [www.eqao.com](http://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 Benjamin 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.

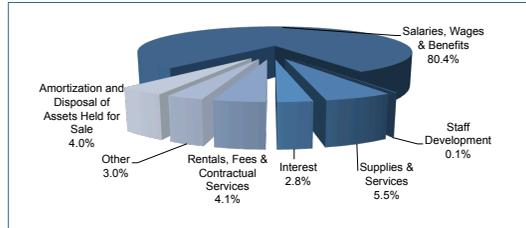
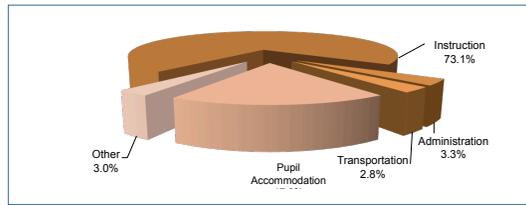
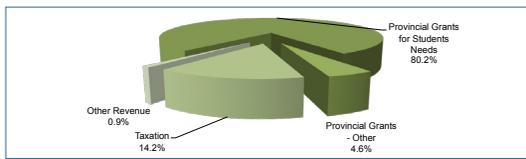
### SCHOOL BOARD PROFILE

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

# OUR FINANCIAL STORY

Enclosures for the Regular Board Meeting of February 28, 2017



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%
<b>TOTAL</b>	<b>\$256,013,159</b>	<b>100.0%</b>

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%
<b>TOTAL</b>	<b>\$260,455,580</b>	<b>100.0%</b>

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%
<b>TOTAL</b>	<b>\$260,455,580</b>	<b>100.0%</b>



## 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



1325 California Avenue  
Windsor, ON N9B 3Y6  
CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

<b>Meeting Date:</b> February 28, 2017
-------------------------------------------

## BOARD REPORT

**Public**  **In-Camera**

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** SEAC Committee – Trustee Members

**SUBMITTED BY:** Paul A. Picard, Director of Education  
Emelda Byrne, Executive Superintendent of Education Student Achievement K-12

**SUBJECT:** **SPECIAL EDUCATION ADVISORY COMMITTEE (SEAC)  
Meeting of January 19, 2017**

### RECOMMENDATION:

**That the Board receive the Minutes of the Thursday, January 19, 2017  
Special Education Advisory Committee meeting as information.**

### SYNOPSIS:

The Special Education Advisory Committee (SEAC) is an advisory committee mandated through the Education Act as a standing committee of each school board. All minutes of the Special Education Advisory Committee are to be received by the Board.

### BACKGROUND COMMENTS:

The Special Education Advisory Committee reports to the school board and makes recommendations to the board regarding special education programs and services. Regulation 464/97 sets out requirements for school boards with respect to Special Education Advisory Committees and outlines their role, membership, and scope of activities. The regulation requires SEACs to meet at least ten times in each school year.

### FINANCIAL IMPACT:

N/A

### TIMELINES:

The January 19, 2017 Minutes were approved at the February 16, 2017 SEAC meeting. The next meeting will occur April 20, 2017.

### APPENDICES:

Special Education Advisory Committee Minutes of Thursday, January 19, 2017

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	February 21, 2017
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	February 21, 2017
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	February 21, 2017



## Windsor-Essex Catholic District School Board

1325 California Ave., Windsor, ON N9B 3Y6

Phone: (519) 253-2481 Fax: (519) 253-0620

### SPECIAL EDUCATION ADVISORY COMMITTEE MEETING

**DATE: Thursday January 19, 2017 TIME: 6:00 p.m.**

**Windsor Essex Catholic Education Centre  
1325 California Avenue, Windsor**

#### Trustees

Lisa Soulliere – Trustee Member (Chair)

Mary DiMenna – Trustee Member

#### Administration

Joseph Ibrahim – Superintendent of Education K-12

#### Principals' Association

John Riberdy

#### Ministry of Education & Training

Joy Antoniuk – Education Officer

#### Association Representatives

**Melanie Allen** - VIEWS

**Jillian Fenech** – Autism Ontario Windsor-Essex

**Joanna Zeiter** – Easter Seals (Vice Chair)

TBA – Community Living

**Christine Stanley** – Learning Disabilities Association

**Tim Dufour** – Up About Down (Windsor-Essex Down Syndrome Association)

**Patricia Amaral** – Ontario Federation for Cerebral Palsy

## MINUTES

1. Call to order – **Lisa Soulliere (Chair) 6:05pm**
2. Opening Prayer – **Lisa Soulliere, SEAC**
3. Welcome/Introductions **6:07pm**
4. Recording of Attendance

**REGRETS: Tim Dufour/Sarah Stanton, Patricia Amaral, Mary DiMenna**

5. Approval of Agenda

*Motion by Joanna Zeiter to accept the January 19, 2017 agenda; seconded by Melanie Allen. Carried.*

6. Agenda Questions from Observers - **none**
7. Disclosure of Pecuniary Interest - **none**
8. Approval of Minutes
  - a) October 20, 2016 Minutes

*Motion by Joanna Zeiter to accept the minutes of October 20, 2016; seconded by Jillian Fenech. Carried.*

9. Business Arising - **none**
10. Information Items - **none**
11. Report from Chair - **No report**
12. Report from Trustees

Strike resolved; thank you to all administration, principals, vice principals who worked to keep schools open. Financial statements- approval at board meeting delayed due to the strike. An

extension to January 31 has been given from the Ministry therefore no penalty has been incurred. The financial impact of the settlement is to be determined.

JK registration in February. Spread the word.

***Motion by Melanie Allen to accept the trustees report given by Lisa Soulliere as information; seconded by Joanna Zeiter. Carried.***

13. Report from Superintendent of Education –

- Welcome back. Grade 8 open houses – some occurred before the Christmas Break – balance occurring this week. Students showcased school activities. Open houses are part of transition to high school activities. They were well attended and well done.
- Ministry info – hand out (copy attached) – Ontario’s Well-Being Strategy. Available on Ministry on website – there is a link to survey. Ministry is gathering info on well-being, equity and inclusion, safe & accepting schools; they are looking for feedback. Encouraged to look at the survey which is open until March.
- Upcoming events: Jan 20 & Feb 17 – PD day training. Elementary & secondary. The following sessions will be presented to the Elementary Educational Assistants on January 20, 2017:
  - ***Mindfulness and Catholic Meditation*** (Mary Lou Cortese, Mental Health Consultant)
  - ***Mental Health and Well Being*** (Jen Klassen, Mental Health Lead)
  - ***How to Support Students with Technology*** (LDAO)
  - ***Google for Staff*** (Laurie Clements / Doug Sadler)
- Pilot Project – “EMPOWER” – w/ Dr. Picard. Learning Disabilities reference group presentation on Jan 11 in Toronto. Feedback is positive. Presentation to SEAC will be set up.
- Transition meetings to begin in February – ensure proper planning & support for September 2017 Transitions include moving schools, elementary to secondary or elsewhere. Presentation with respect to moving from secondary to post secondary may be made to SEAC April 20, 2017.
- Financial presentation will be made on Feb 16/17
- Use of Technology update: increase usage & more effective. Devices more portable and students are using them more. May 18, 2017 presentation of SEA equipment – chromebooks, etc.

New CYW model presented by Diane Tope-Ryan – handout (copy attached)

- More students are receiving service.

3

Chair turned the meeting over to the Board Representative, Joe Ibrahim to conduct the Election of chair & vice chair for the 2017 calendar year.

*For the position of Chair: Lisa nominated Joanna Zeiter – Joanna Zeiter declined – Jillian Fenech volunteered to be the chair – Joanna Zeiter nominated Jillian Fenech – Jillian Fenech accepted the nomination – no other nominations brought forward – Jillian Fenech acclaimed as Chair for 2017*

*For the position of Vice Chair: Joanna Zeiter nominated Melanie Allen – Melanie Allen accepted – no other nominations were brought forward – Melanie Allen acclaimed as Vice Chair for 2017.*

14. New Business - **none**
15. Association Reports – **Idawe Winter Guide hand out by Christine Stanley** (copy attached)
16. Closing Prayer
17. Adjournment – 7:23 pm



1325 California Avenue  
Windsor, ON N9B 3Y6  
CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

**Meeting Date:**  
February 28, 2017

## BOARD REPORT

**Public**  **In-Camera**

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul Picard, Director of Education  
Emelda Byrne, Executive Superintendent of Education  
Student Achievement K - 12

**SUBJECT:** **FRENCH IMMERSION ADVISORY COMMITTEE (FIAC)  
- MEETING OF DECEMBER 8, 2016**

### RECOMMENDATION:

**That the Board receive the Minutes of the December 8, 2016 French Immersion Advisory Committee meeting as information.**

### SYNOPSIS:

In accordance with Board By-Laws, *Section 5:00 Committee Reports*, the French Immersion Advisory Committee (FIAC) is submitting to the Board, for information, the Minutes of its December 8, 2016 meeting.

### BACKGROUND COMMENTS:

The French Immersion Advisory Committee came into existence as a result of a recommendation made at a Special Board meeting on February 3, 2009. The role of the French Immersion Advisory Committee is to promote and support the system-wide French Immersion program, exchange information and points of view about the French Immersion program and provide advice, recommendations and feedback to the Board on French Immersion.

### FINANCIAL IMPACT:

N/A

### TIMELINES:

The next French Immersion Advisory Committee meeting occurred on Thursday, February 16, 2017 at the Catholic Education Centre. Minutes will be provided to the Board following approval by the French Immersion Advisory Committee.

**APPENDICES:**

- French Immersion Advisory Committee Minutes of May 19, 2016

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	February 21, 2017
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	February 21, 2017
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	February 21, 2017



# WINDSOR-ESSEX CATHOLIC DISTRICT SCHOOL BOARD

1325 California Avenue  
Windsor, ON N9B 3Y6  
CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

## FRENCH IMMERSION ADVISORY COMMITTEE

Thursday, December 8<sup>th</sup>, 2016 at 6:00 p.m.

CEC – JP Board Room

### PRESENT:

Susan Tope – Trustee  
Emelda Byrne – Superintendent of Education  
Laura Mills- Consultant- RECORDING  
Marta Marazita- Principal- St. Louis  
Analisa Piazza- Teacher- St. Joseph Elementary  
Monika Lage- Teacher- St. Joseph  
Jeremy Schiller –Principal – St. Mary  
Deanne Stulic – Teacher – St. Joseph Elementary  
Marie O’Neil – Parent Rep. – St. Mary  
Dwayne Brunet- Principal – Cardinal Carter  
Michael Cusinato – Principal – St. Anne F/I  
Michael Jraiche- Dept. Head, Mod .Lang.-Cardinal Carter  
Rony Samia – Teacher – St. Anne F/I  
Linda DiPasquale –Principal – St.Joseph  
Geneviève Cano – Principal – Christ the King  
Andrew DiPietro – Teacher – St. Louis  
Brendan Roberts-Principal – St.Joseph HS  
Paulina VanVelzen- Parent Rep Christ the King

### REGRETS:

Bernie Mastromattei- Trustee  
Laura Guglietta – Principal – St.André  
Kim Koekstat – Dept. Head, Mod. Lang. – St. Anne Sec.  
Claudette Daoud- Parent Rep.- Cardinal Carter  
Shannon Porcellini – Parent Rep –Canadian Parents for French  
Francine Mastronardi – Parent Rep. – St. Louis  
Maggie Beneteau – Dept. Head, Mod. Lang. – St. T. Villanova  
Julie St. John- Parent Rep- St. Anne F/I  
Jennifer Daley-Stewart- Teacher- Christ the King  
Amy LoFaso – Principal – St. Anne Secondary  
Amy Facchineri- Principal- St. T Villanova

### NOTES

1. **Call to Order**  
Trustee Tope called the meeting to order at 6:10 p.m.
2. **Opening Prayer** – Laura Mills
3. **Approval of Agenda**  
Motion by Michael Jraiche and seconded by Rony Samia that the Agenda be approved. *Carried*
4. **Approval of Minutes for May 19<sup>th</sup> 2016 meeting**  
Motion by Brendan Roberts and seconded by Jeremy Schiller that the Minutes be approved. *Carried*
5. **Report from Trustee Susan Tope**  
  
Welcomed the group and new members.
6. **Report from Executive Superintendent Emelda Byrne**  
  
Provided overview of the following:
  - 1) Family of Schools’ Model- continue with Family of Schools’ Model for the 4 FIAC meetings
  - 2) St. John the Baptist – a) New FI class for fall 2016  
b) Expansion – JK/SK class and Gr. ½ class
  - 3) No new announcement for expansion this year, for 2017-2018; goal is to grow and sustain
  - 4) Brochures- JK/SK FI, input for revisions

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**7. Report from Laura Mills**

1. Results of the DELF exam that was written in May 2016,  
14 students wrote – 7 French Immersion students and 7 Core.  
A2 -3 students wrote  
B1 -7 students wrote  
B2 - 4 students wrote  
All students were successful. This year we will continue with the DELF (Diplôme d'études en langue française) and will have another 14 students who will write the test in May 2017.
2. OLE (Ontario Languages in Education) Ministry funding grant was received for 6 new classrooms (JK to Gr. 5) \$1500 per class for a total of \$9000. Resources were purchased for literacy, shared reading, independent reading and classroom leveled reading books.
3. In October, 13 teachers representing 7 Elementary French Immersion schools attended the ACPI (Association of Canadian French Immersion Teachers) conference. Teachers returned with some great teaching strategies to use and share with their students and colleagues.
5. All of our Core and French Immersion teachers will be receiving in-service this year:  
On December 9<sup>th</sup> – FSL elementary teachers: New resource, C'est Parti 2 for grade 5  
On September 29<sup>th</sup> –Early years: FI PALS resource, Apprendre à lire

Upcoming PD sessions-

Primary French Immersion- focus on literacy - date TBD

Junior French Immersion- focus on literacy and guided reading - date TBD

Secondary FSL Teachers –focus on listening strand of curriculum, the DELF and the new Ministry sponsored resource called Idélo – March 3<sup>rd</sup> 2017

**8. New Business**

Round Table Discussion Focus: 1) School Communication 2) JK and Grade 8 Open House

Dwayne Brunet at Cardinal Carter spoke about the parents receiving promotional materials.  
Michael Jraiche at Cardinal Carter shared that Grade 8 Open House sessions with parents are held at Cardinal Carter and highlight student work, projects, and progression of work in FI.  
Graduate students also return to speak about their experiences and help run the night.

Marta Marazita at St. Louis shared past practice for JK Open House include learning centers, highlighting student work and video presentations.

Andrew DiPietro at St. Louis inquired about current number of grade 5 students and future programming at St. Louis.

Brendan Roberts at St. Joseph's provides open times for visiting school for future French Immersion Students.

Monika Lage at St. Joseph's shared the format of the Grade 8 open house, displaying texts and curriculum for parents and hosting a crêpe making centre. To build community, the Grade 8 students from St Anne French Immersion went curling with grade 12 students. This experience was "en français."

Michael Cusinato at St. Anne's reported that a high percentage of St. Anne's French Immersion students attend St. Joseph's High School.

Rony Samia at St. Anne French Immersion inquired about kits to promote French cultural activities.

Genevieve Cano at Christ the King partnered with St. Joseph's high school to complete a Christmas letter writing activity.

Pauline VanVelzen, parent rep at Christ the King is pleased with the success of her child attending a French Immersion Program.

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Jeremy Schiller at St. Mary's French Immersion mentioned the boundary and transportation concern regarding the Grade 8 French Immersion students wishing to attend St. Thomas of Villanova.

Marie O'Neil parent rep from St. Mary's also commented on boundary and transportation issues for families living in Essex.

Linda DiPasquale at St. Joseph FI reported on the balance of enrollment of students at St Joseph's dual track; 45 English JK/SK and 56 FI JK/SK.

Analisa Piazza at St. Joseph French Immersion commented about their JK Open House format which included activities such as crafts, use of iPads (French apps) and enjoyed a video presentation.

Trustee Tope mentioned open houses give a warm welcome and create positive energy in our Catholic schools.

**9. Closing prayer and adjournment at 7:51 p.m.**



1325 California Avenue  
Windsor, ON N9B 3Y6  
CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

**Meeting Date:**  
February 28, 2017

## BOARD REPORT

**Public**  **In-Camera**

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul A. Picard, Director of Education  
Terry Lyons, Executive Superintendent of Corporate Services/  
Associate Director

**SUBJECT:** **TENDER APPROVAL – SCHOOL CONSOLIDATION PROJECT –  
ASSUMPTION MIDDLE SCHOOL - NEW GYMNASIUM**

### RECOMMENDATION:

**That approval be given to the award of tender and the issuance of a purchase order contract for the construction of a new gymnasium at Assumption Middle School pertaining to School Consolidation in the amount of \$2,615,912.50 plus HST to Alliance General Contracting of Windsor Inc.**

### SYNOPSIS:

The Board is seeking to proceed with construction and renovations to facilitate the school consolidation as previously approved by the Board for West Windsor. This report recommends approval for the award of construction tender and contract for the second phase of construction at Assumption Middle School.

### BACKGROUND COMMENTS:

At a special regular meeting held on April 5, 2016, the Board approved proceeding with school consolidation in West Windsor. The approval by the Board directed that application be made to the Ministry of Education through the School Consolidation Capital (SCC) Program for funding for the construction of additions/renovations, as may be required, to support the consolidation.

By letter dated May 19, 2016, the Ministry of Education confirmed approval of funding as follows:

Total School Consolidation (SCC) Funding for West Windsor	\$2,571,261
Total Full Day Kindergarten (FDK) Funding for West Windsor	<u>\$518,998</u>
Total Funding For West Windsor	<u>\$3,090,260</u>

Estimated costs were provided to the Board of Trustees by administrative report at the Board's September 27, 2016 meeting. These costs along with the actual awarded tender submissions are provided in the following table:

**SCHOOL CONSOLIDATION PROJECTS FOR WEST WINDSOR  
ORIGINAL ESTIMATED COSTS AND ACTUAL TENDER SUBMISSIONS**

No.	Location	Description of Work	Original Estimated Construction Cost (\$)	Actual Awarded Tender Submissions (\$)
1	St. James	<ul style="list-style-type: none"> <li>• 2 Room JK/SK Addition</li> <li>• Parking Lot</li> </ul>	1,221,000	1,321,000
2	Assumption Middle School	<ul style="list-style-type: none"> <li>• New Gymnasium</li> </ul>	1,418,625	2,615,912

In accordance with the Board's Purchasing Policy, Tender #627 was issued for the addition of a new gymnasium at Assumption Middle School on December 1, 2016.

A formal tender opening was held on Tuesday, December 20, 2016 at the Catholic Education Centre with Shannon Ficon, Carl Ranger and representatives from Alliance General Contracting of Windsor Inc., Fortis Group, Oscar Construction Company Ltd., Vince Ferro Construction and Wincon Construction.

The bid submission from Vince Ferro Construction is disqualified because they submitted on the incorrect bid form.

**FINANCIAL IMPACT:**

A total of six (6) pre-qualified bidders submitted for this project. The bid results are summarized below. All submissions were reviewed and determined to be in compliance with the exception of the company noted above.

A summary of the bids meeting specifications for the project is provided below:

No.	Company	Time to Complete	Bid Price <sup>1</sup> (\$)
1	<b>Alliance General Contracting of Windsor Inc.</b>	<b>28-32 Weeks</b>	<b>2,821,544.00</b>
2	Fortis Group	34 Weeks	2,989,200.00
3	Oscar Construction Company Ltd.	35 Weeks	2,904,808.56
4	TCI Titan Contracting Inc.	24 Weeks	3,017,706.01
5	Vince Ferro Construction Ltd.	N/A	Disqualified
6	Wincon Construction 1986 Limited	34 Weeks	3,052,974.00

Note:

1. Bid Price includes itemized pricing for Parking Lot Construction, Renovation Work to the interior connection point, New Electrical Service, New Fire Hydrant and Water Main, Storm and Sanitary Sewer rerouting and Landscaping as mandated by City of Windsor Site Planning.

The low bidder meeting specifications is Alliance General Contracting of Windsor Inc. with a bid amount of \$2,821,544. The lowest bid price exceeds the budget for this project, therefore deletions and/or substitutions are required to bring the project within budget. For this reason, post tender negotiations with the low bidder, Alliance General Contracting of Windsor Inc., were conducted. Through these negotiations, an additional \$205,631.50 of savings through item deletions and changes to specifications were found; reducing the bid price to **\$2,615,912.50**. The Ministry of Education provided School Consolidated Capital funding for the construction of a new gymnasium, however the lowest bid submission despite cost reductions was well above the originally estimated construction cost of \$1,418,625. This is due to the competition for contractors, expansive upgrades to the existing building services, accessibility code requirements and new fire protection system.

The base construction of the gymnasium is to be funded through the School Consolidation Capital Grant, and the balance of costs inclusive of the itemized items to be covered through the Board's School Renewal and/or School Condition Improvement (SCI) allocation. Details regarding estimated expenditures and funding are provided as follows:

Total Tendered Construction Cost – Alliance	\$2,615,912
Plus: Estimated Professional and Other Fees	\$183,113
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Total Estimated Project Cost	\$2,799,025
Less: School Consolidated Capital Funding	\$1,832,184
Less: School Renewal Funding and/or SCI	\$966,841
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Balance	\$ 0

**TIMELINES:**

Work to commence immediately after being notified of the acceptance of the bid and will take 28-32 weeks for completion.

**APPENDICES:**

None

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	February 14, 2017
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	February 14, 2017
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	February 14, 2017