



**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, January 26, 2016 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. Junior/Senior Kindergarten Registration (C. Geml) -
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 Special Committee of the Whole Board meeting of December 15, 2015 --
    - ii) Minutes of the Regular Board Meeting of December 15, 2015 1-8
  - b. Committee of the Whole Board In-Camera meeting of January 12, 2016 --
9. Communications:
  - a. External (Associations, OCSTA, Ministry): *None*
  - b. Internal (Reports from Administration):
    - i) Report: Employee Purchasing Card Use 2014-15 (M. Iatonna) 9-18

- |   |       |
|---|-------|
| ii) Report: Windsor-Essex – Student Transportation Services (WESTS) Annual Report for the Year Ended August 31, 2015 (M. Iatonna) | 19-31 |
| iii) Report: Trustee Attendance August to December 2015 (P. Picard)   | 32-33 |
| iv) Report: 2014-2015 Annual Report on Trustee Expenses (M. Iatonna)  | 34-37 |
| v) Report: 2015-2016 First Interim Financial Variance Report (M. Iatonna)   | 38-55 |
| vi) Report: 2016-2017 Budget Schedule (M. Iatonna)  | 56-64 |
| vii) Report: Director of Education’s State of the Board and Annual Report to the Community (P. Picard)                            | 65-70 |
10. Committee Reports:
- |   |       |
|---|-------|
| a. Report: Special Education Advisory Committee (SEAC) Minutes of November 19, 2015 (C. Geml) | 71-80 |
| b. Report: French Immersion Advisory Committee (FIAC) Minutes of November 4, 2015 (C. Geml)   | 81-84 |
11. Unfinished Business: *None*
12. New Business:
- |  |         |
|--|---------|
| a. Report: Request For Proposal Approval – Building Automation System – Cardinal Carter Catholic Secondary School (M. Iatonna) | 85-87   |
| b. Report: New Policy T:01 Trustee Code of Conduct, <i>final approval</i> (T. Lyons)   | 88-101  |
| c. Report: Expansion of Elementary French Immersion Program (C. Geml)  | 102-108 |
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, February 23, 2016
  - Tuesday, March 29, 2016
  - Tuesday, April 26, 2016
  - Tuesday, May 24, 2016
  - Tuesday, June 14, 2016 (*Additional*)
  - **MONDAY**, June 27, 2016

*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, December 15, 2015 at 7:00 p.m.**  
**Windsor Essex Catholic Education Centre**  
**John Paul II Board Room**

**MINUTES**

**PRESENT**

**Trustees:** F. Alexander B. Mastromattei  
F. Costante S. Tope  
M. DiMenna, *Vice-Chair* F. Valentinis  
F. DiTomasso  
B. Holland, *Chair*

J. Bowers, Student Trustee  
M. Diab, Student Trustee  
Rev. L. Brunet, Board Chaplain

**Regrets:** Trustee Soulliere

**Administration:** P. Picard (Resource) E. Byrne M. Seguin  
C. Geml S. Fields J. Ulicny  
M. Iatonna P. King  
T. Lyons R. Lo Faso

**Recorder:** B. Marshall

1. Call To Order – Chair Holland called this meeting to order at 7:15 pm.
2. Opening Prayer – Fr. Brunet opened the meeting with a prayer.
3. Recording of Attendance – Trustee Soulliere sent her regrets due to a prior commitment.
4. Approval of Agenda –

**AMENDMENT:**

- **ADDITION:** Item 8a(iii) Minutes of the Special Committee of the Whole Board In-Camera Meeting of November 24, 2015; and
- Item 8c) Items from the Special Committee of the Whole Board in-camera meeting December 15, 2015.

**Moved by Trustee Valentinis and seconded by Trustee DiMenna that the December 15, 2015 Regular Board meeting agenda be approved as amended. Carried**

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

6. Presentations:

a. Annual Student Achievement Presentation

The Annual Student Achievement Report was presented by Curriculum Consultant Heather Best and Principal Elise Daragon. The report summarized the Board's 2014-15 EQAO results; provided provincial Board comparisons; student achievement initiatives, strategies and supports; and community and parent engagement.

b. Aboriginal Education within the Board

Superintendent Mike Seguin and Differential Instruction Consultant for Aboriginal Education Melissa Cavallin reviewed the goals laid out in the Charter of Commitment for First Nation, Métis and Inuit Education and shared how the Board is currently meeting these goals.

c. Compassion to Action – Mission to Israel, Austria and Poland

Members of senior administration travelled to Israel, Austria and Poland as part of the Friends of Simon Wiesenthal Centre for Holocaust Studies, Compassion to Action. Communications Coordinator Stephen Fields provided the Board with a visual presentation of the journey concluding the need to further educate, share and preserve the memory of the Holocaust and engage our students in dialogue about the dangers of radicalism in all of its forms.

7. Delegations: *None*

8. Action Items:

a. Previous Meeting Minutes

i) Minutes of the Regular Board Meeting of November 24, 2015

**Moved by Trustee Valentinis and seconded by Trustee DiMenna that the Minutes of the Regular Board meeting of November 24, 2015 be adopted as distributed. Carried**

ii) Minutes of the Trustee Organizational Meeting of December 1, 2015

**Moved by Trustee Mastromattei and seconded by Trustee Tope that the Minutes of the Trustee Organizational meeting of December 1, 2015 be adopted as distributed. Carried**

iii) Minutes of the Special Committee of the Whole Board In-Camera Meeting of November 24, 2015

**Moved by Trustee Costante and seconded by Trustee DiMenna that the**

**Minutes of the Special Committee of the Whole Board in-camera meeting of November 24, 2015 be adopted as distributed. *Carried***

- b. Committee of the Whole Board In-Camera meeting of December 8, 2015 was cancelled.
- c. Items from the Special Committee of the Whole Board in-camera meeting of December 15, 2015.

The Windsor-Essex Catholic District School Board convened a closed Special Committee of the Whole Board meeting on December 15, 2015 pursuant to the Education Act - Section 207, to consider personal and other matters permitted or required to be kept private and confidential under the Freedom of Information and Protection of Privacy Act.

**Moved by Trustee DiMenna and seconded by Trustee Costante that the recommendations and directions of the Special Committee of the Whole Board in-camera meeting on December 15, 2015 be approved. *Carried***

From the December 15, 2015 Special Committee of the Whole Board in-camera meeting

- Approved proposal to initiate community partnerships to enhance innovative programming.

9. Communications:

- a. External (Associations, OCSTA, Ministry):
  - i) Ontario Catholic School Trustees' Association (OCSTA) Memorandum Dated May 26, 2015 RE: Charter of Commitment for First Nation, Métis and Inuit Education

OCSTA encourages every Catholic school board to adopt this Charter of Commitment for First Nation, Métis and Inuit education. Each Board is doing very innovative work in FNMI education, and therefore adoption of this resolution endorses and highlights that work.

**Moved by Trustee Costante and seconded by Trustee DiTomasso that the Board approve the following resolution:**

**Whereas: the Charter is consistent with the goals of our Catholic Graduate Expectations and the doctrine of the Catholic Church and;**

**Whereas: the Charter helps to deepen our understanding and commitment to Aboriginal education and;**

**Whereas: the Charter is fully supported by OCSTA's First Nations Trustees Advisory Council;**

**Therefore be it Resolved That:**

**Windsor-Essex Catholic District School Board adopt the Charter of Commitment for First Nation, Métis and Inuit education and that the Charter be recommended**

**to the Canadian Catholic School Trustees' Association for adoption as a National Charter of Commitment. *Carried***

- b. Internal (Reports from Administration): *None*
10. Committee Reports:
- a. Report: Special Education Advisory Committee (SEAC) Minutes of October 15, 2015
- Moved by Trustee DiTomasso and seconded by Trustee DiMenna that the Board receive the Special Education Advisory Committee Minutes of October 15, 2015 as information. *Carried***
11. Unfinished Business: *None*
12. New Business:
- a. Report: United Nations International Holocaust Awareness Day
- Moved by Trustee Alexander and seconded by Trustee Mastromattei that the Board approve the following resolution:**
- Whereas, in recognition of the 50th anniversary of Nostra Aetate, a declaration from the Second Vatican Council on Catholic and Jewish relations, with a view to reaffirming and deepening that relationship; and**
- Whereas, a recent poll of Canadians conducted by the Anti-defamation League found 14% of Canadians harbour anti-Jewish attitudes; and**
- Whereas, the Education Act of Ontario stipulates the role of Trustee includes the promotion of a positive and inclusive school climate; and**
- Whereas, the Nazis were responsible for the death, among others, of nearly six million Jews in Europe between 1933 and 1945 in what is known as the Shoah, or Holocaust; and**
- Whereas the awareness of the Holocaust and lessons learned in its aftermath are vital to the humane progression of civilization and should never be forgotten; and**
- Whereas, anti-Semitism continues to be a reality in the 21st century in Canada and around the world;**
- Be it resolved that there be an annual Board-wide recognition of the United Nations International Holocaust Awareness Day (January 27th, on the anniversary of the liberation of the Auschwitz-Birkenau concentration camp, 70 years ago) in all schools, which will include age-appropriate messaging about the Shoah on that day. *Carried***
- b. Report: Tender Approval South Evaporative Cooler Replacement – Cardinal Carter Catholic Secondary School

**Moved by Trustee Tope and seconded by Trustee DiMenna that approval be given to the award of tender and the issuance of a purchase order for the south evaporative cooler replacement at Cardinal Carter Catholic Secondary School to Haller Mechanical in the amount of \$187,770 plus HST to be funded from the approved 2015-16 School Condition Improvement Budget. Carried**

- c. Report: 2016 Temporary Borrowing Resolution - Annual Expenditures

**Moved by Trustee Tope and seconded by Trustee DiTomasso that the Board approve the 2016 Temporary Borrowing Resolution (deemed to be read three times) authorizing the Board to borrow up to \$40,592,227 to meet, until current revenues are collected, the current and capital expenditures of the Board for 2016. Carried**

**2016 TEMPORARY BORROWING RESOLUTION –  
ANNUAL EXPENDITURES**

WHEREAS the Windsor-Essex Catholic District School Board (the “Board”) considers it necessary to borrow the amount of up to \$40,592,227 to meet, until current revenues are collected, the current and capital expenditures of the Board for 2016.

AND WHEREAS the total amount borrowed pursuant to this Resolution together with the total of any similar borrowing is not to exceed the uncollected balance of estimated revenues of the Board.

THEREFORE, BE IT RESOLVED THAT:

1. The Chairperson, Vice-Chairperson, Secretary or Treasurer of the Board are hereby authorized on behalf of the Board to borrow from time-to-time by way of Promissory Note a sum or sums not exceeding the aggregate \$40,592,227 to meet the current and capital expenditures of the Board until the current revenues have been received and to give on behalf of the Board a Promissory note or notes under the corporate seal of the Board signed by the Chairperson or Vice-Chairperson of the Board and the Secretary or Treasurer of the Board for the monies borrowed hereunder;

Provided, however, that the interest and any other charges connected therewith do not exceed the interest that would be payable at the prime lending rate on the date of borrowing of banks listed in Schedule 1 to the Bank Act minus 0.25% per annum.

2. The Treasurer of the Board is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all monies comprising the current revenues of the Board hereafter received.
3. The Treasurer of the Board is hereby authorized and directed to deliver to the bank from time-to-time upon request a statement showing the total amount of unpaid previous borrowings of the Board for current and capital expenditures together



with debt charges, if any, and also the uncollected balance of the estimated revenues for the current year or, where the estimates have not been adopted, the estimated revenues of the previous year less any current revenues already collected.

WE HEREBY CERTIFY that the foregoing is a true and complete copy of a Resolution passed at a meeting of the Board duly called and held as aforesaid, which resolution remains in full force and effect unamended on the date hereof.

AS WITNESS, the Corporate Seal of this Board this 15<sup>th</sup> day of December 2015.

d. Report: 2016 Temporary Borrowing Resolution - Permanent Improvements

**Moved by Trustee DiMenna and seconded by Trustee Alexander that the Board approve the 2016 Temporary Borrowing Resolution – Permanent Improvements (deemed to be read three times) authorizing the Board to borrow up to \$22,342,227 to bridge finance the permanent improvements as detailed of the Board for 2016. Carried**

**2016 TEMPORARY BORROWING RESOLUTION –  
PERMANENT IMPROVEMENTS**

WHEREAS the Windsor-Essex Catholic District School Board (the “Board”) is permitted to borrow money pursuant to the provisions of Section 247 of the Education Act (the “Act”) for the raising of funds to finance certain permanent improvements as more particularly described in this Resolution.

AND WHEREAS:

- A. The Board has authorized the permanent improvements in the amount of \$22,342,227;
- B. The Board wishes to apply to the Canadian Imperial Bank of Commerce (“CIBC”) for a capital loan for the purpose of financing the permanent improvements;
- C. The total cost of the permanent improvements is within the Board’s Debt and Financial Obligation Limit as established by the Ministry of Education.

THEREFORE, BE IT RESOLVED THAT:

- 1. The Chairperson, Vice-Chairperson, Secretary or Treasurer of the Board are hereby authorized on behalf of the Board to borrow \$22,342,227 for permanent improvements in accordance with the Act, plus interest at a rate to be agreed upon from time to time with CIBC.
- 2. The Chairperson, Vice-Chairperson, Secretary or Treasurer of the Board are hereby authorized for and on behalf of the Board to execute and deliver all such other documents and to do such other acts and things as may be necessary to

give full effect to the Resolution.

WE HEREBY CERTIFY that the foregoing is a true and complete copy of a Resolution passed at a meeting of the Board duly called and held as aforesaid, which Resolution remain in full force and effect unamended on the date hereof.

AS WITNESS, the Corporate Seal of this Board this 15<sup>th</sup> day of December 2015.

- e. Report: Multi-Year Strategic Plan 2016-2019

**Moved by Trustee Valentinis and seconded by Trustee DiTomasso that the Board adopt the Multi-Year Strategic Plan, and that administration proceed with overseeing the implementation of its goals and objectives; and**

**As per Board By-Law 4:03, upon receiving the final committee report the Board dissolve the Ad Hoc Multi-Year Strategic Plan Committee. Carried**

13. Notice of Motion: *None*

14. Remarks and Announcements:

- a. Chairperson of the Board thanked Superintendent Seguin, Religion Consultant Betty Brush and Fr. Brunet for the outstanding School Commissioning Ceremony. Each participant received the guest speaker Katie Prejean's book, compliments of the Parent Involvement Committee.  
Chair Holland wished everyone a peaceful advent season leading to much joy for Christmas.
- b. Director of Education Picard wished everyone a safe, holy and blessed Christmas. Enjoy the time to rest with family and friends. Happy New Year.

Communications Coordinator Stephen Fields commented on the Board's musical video contest which requested schools to make a submission demonstrating their best Christmas spirit using basic musical instruments. The Board would donate \$250 to the winning school's charity of choice. Holy Cross Catholic Elementary School was the winner of the contest. Below is the link to the video:

<https://youtu.be/jHZWGcHXJl8>

- c. Board Chaplain encouraged all to make time to enjoy families and friends during the joyous season.

15. Remarks/Questions by Trustees

Trustee Alexander wished everyone a Merry Christmas and Happy New Year.

Trustee Tope thanked acknowledged Chair Holland and Vice Chair DiMenna for their leadership roles and also wished everyone a Merry Christmas and Happy New Year.

Trustee Mastromattei wished everyone a Merry Christmas and Happy New Year.

Trustee Costante wished everyone a Merry Christmas and Happy New Year.

Trustee Valentinis wished everyone a Merry Christmas and Happy New Year.

Trustee DiTomasso wished everyone a Merry Christmas and Happy New Year.

Trustee DiMenna commented on the Danceology performance at Cardinal Carter Catholic High School and how every year the performances are better with increased attendance. Trustee DiMenna thanked the students and staff for the many hours dedicated each year to this evening.

Student Trustee Bowers commented on recent events that have occurred in the high schools.

Student Trustee Diab commented on Student Senate Day and requested from Trustees ideas or suggestions for this year's theme.

Fr. Brunet congratulated the student trustees on the success of Student Faith Day.

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, January 26, 2016
- Tuesday, February 23, 2016
- Tuesday, March 29, 2016
- Tuesday, April 26, 2016
- Tuesday, May 24, 2016
- Tuesday, June 14, 2016 (*Additional*)
- **MONDAY**, June 27, 2016

*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 December 15, 2015 adjourned at 9:10 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:**  
January 26, 2016

## BOARD REPORT

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

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul A. Picard, Director of Education  
Mario Iatonna, Executive Superintendent of Corporate Services

**SUBJECT:** **EMPLOYEE PURCHASING CARD USE 2014-15**

### RECOMMENDATION:

**That the Board receive the Employee Purchasing Card Use 2014-15 report as information.**

### SYNOPSIS:

In accordance with Board Procedure PR A: 27 Purchasing Cards, this report summarizes Board purchasing cards (P-Cards) use for the 2014-15 budget year.

### BACKGROUND COMMENTS:

#### Authorization of Users:

Purchasing cards are issued to users who have been approved by Executive Council. In 2014-15, the Board had fifty-two corporate Purchasing Cards issued to administrative and maintenance employees. Board Trustees and Student Trustees are not issued purchasing and/or credit cards. When required, a purchasing card issued to administration is used to confirm travel/accommodation arrangements related to Board Trustee or Student Trustee attendance at out of district meetings or conferences.

#### Audit Procedures:

The Board's external auditors perform random reviews of the expense statements and receipts as part of the annual audit. Supervisors review expenditures of staff that have been issued a purchasing card on a monthly basis.

#### Expenses:

The 2014-15 Purchasing Card Summary is listed in Appendix A. The purchasing cards issued to administrative staff are primarily used for Board business, meetings and professional development expenditures, including expenditures incurred by staff in attendance at these meetings. Sixty-seven percent of the expenditures are purchases of goods and services by Facilities Services. Expenditures associated with the Board purchasing cards include:

- Information Technology supplies
- Approved travel expenditures for authorized Board business
- Books, supplies required by the Board
- Facility maintenance/utility supplies

There are 6 purchasing cards which have credit limits of \$10,000 and a single purchase limit of \$5,000.

There are 13 purchasing cards which have credit limits of \$5,000 and a single purchase limit of \$2,000.

There are 15 purchasing cards which have credit limits of \$5,000 and a single purchase limit of \$1,000.

There are 18 purchasing cards which have credit limits of \$4,000 and a single purchase limit of \$500.

Comments respecting the expenditures listed in Appendix A are noted as follows:

1. The usage by Senior Administration totals \$60,000. This is largely attributable to purchases that are reimbursed from the Ministry of Education pertaining to specific programs. This applies in varying degrees to other purchasing card purchases as well.
2. The usage by maintenance/utility employees varies given the difference in job requirements, particularly for completing urgent repairs in a timely manner.

#### **FINANCIAL IMPACT:**

For the 2014-15 fiscal period, a total of \$165,528 was expended through the Board's twenty-one administrative cards and \$337,716 through the Board's thirty-one Facilities Services employee cards, for a grand total of \$503,244.

#### **TIMELINES:**

This report covers the period from September 1, 2014 through August 31, 2015.

#### **APPENDICES:**

- Appendix A - Purchasing Card Summary
- Appendix B – PR A:27 Administrative Purchasing Cards Procedure

#### **REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	December 15, 2015
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	December 15, 2015
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	December 15, 2015

Appendix A

**Windsor-Essex Catholic District School Board  
PURCHASING CARD SUMMARY  
September 2014 - August 2015**

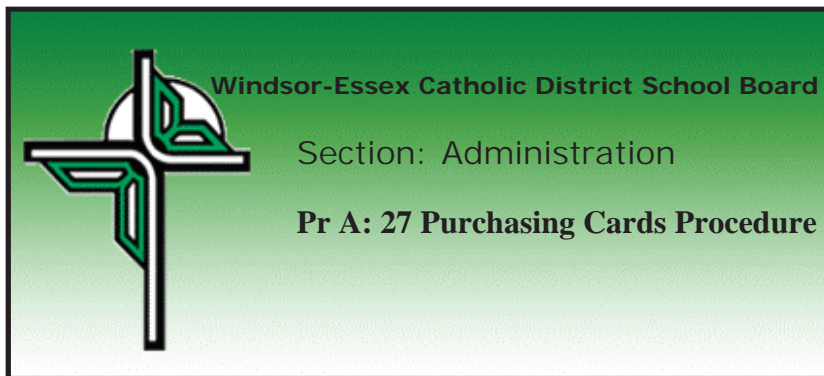
Title of Cardholder	Amount
<b>SENIOR ADMINISTRATION</b>	
Director of Education	\$ 39,664
Executive Superintendent of Human Resources	3,187
Associate Director of Education - Student Achievement K-12	7,239
Executive Superintendent of Corporate Services	9,910
	<u>60,000</u>
<b>ADMINISTRATION</b>	
Superintendent of Human Resources	109
Superintendent of Education - Student Achievement K-12	14,481
Superintendent of Education - Student Achievement K-12	20,580
Superintendent of Education - Student Achievement K-12	9,079
Superintendent of Education - Student Achievement K-12	3,562
Senior Manager of Human Resources and Policy Development	4,077
Communications Coordinator	2,309
Senior Manager of Facilities Services	779
Health & Safety Specialist	7,121
Executive Assistant to the Board	3,373
	<u>65,470</u>
<b>CONSULTANTS</b>	
Elementary Curriculum	2,697
International Education	806
OYAP	3,991
	<u>7,494</u>
<b>IT DEPARTMENT</b>	
Superintendent of Education - Student Achievement K-12	4,567
Communication Cabling Technician	7,909
Computer Services Technician	20,088
	<u>32,564</u>
<b>FACILITIES SERVICES</b>	
Supervisor of Operation Services	9,267
Supervisor of Maintenance Services	9,417
Foreperson, Operation Services	7,182
Foreperson, Maintenance Services	9,109
Maintenance Employee	23,415
Maintenance Employee	-
Maintenance Employee	1,561
Maintenance Employee	12,281
Maintenance Employee	22,833
Maintenance Employee	14,872
Maintenance Employee	1,702
Maintenance Employee	12,131

Appendix A

**Windsor-Essex Catholic District School Board  
PURCHASING CARD SUMMARY  
September 2014 - August 2015**

<b>Title of Cardholder</b>	<b>Amount</b>
Maintenance Employee	\$ 8,481
Maintenance Employee	7,354
Maintenance Employee	43,967
Maintenance Employee	20,731
Maintenance Employee	24,246
Maintenance Employee	32,235
Maintenance Employee	842
Maintenance Employee	12,297
Maintenance Employee	13,942
Maintenance Employee	389
Maintenance Employee	6,576
Maintenance Employee	4,617
Maintenance Employee	2,040
Maintenance Employee	7,430
Maintenance Employee	27,081
Maintenance Employee	1,629
Courier	89
	<u>\$ 337,716</u>
<hr/>	
<b>Total Purchasing Card charges for period September 2014 to August 2015</b>	<b>\$503,244</b>

Note: There are 4 employees with Purchasing Cards (1 Administrator and 3 maintenance employees) who had no transactions during 2014-15 and are therefore not listed above.



PROCEDURE:	Pr A: 27
EFFECTIVE:	
AMENDED:	
RELATED POLICIES:	A:27 A:04 Pr A:04 A:12 F:02
REPEALS:	
REVIEW DATE:	

**1.0 OBJECTIVE**

To provide procedures to govern the use of Board Purchasing Cards.

**2.0 SCOPE**

- 2.1 The use of the Purchasing Card for small dollar transactions is intended to replace purchases that would generally have been obtained by the Purchase Order or Petty Cash procedures.
- 2.2 It is unacceptable to use the Purchasing Card if the requested items have been denied through the Purchasing Requisition Process.
- 2.3 If the cardholder is uncertain regarding the acceptability of the purchase, they should discuss the issue with their manager or supervisor in advance of the purchase. If further clarification is required, the Purchasing Department should be contacted.

**3.0 AUTHORIZATION**

- 3.1 Purchasing Cards shall only be issued to those individuals who have been approved by Executive Council, and who have fully executed the Purchasing Card Employee Acknowledgement, which is attached as Appendix A.
- 3.2 To request consideration for approval from Executive Council, the employee’s supervisor shall submit the employee’s name and the rationale for the request detailing the employee’s need for a Purchasing Card. Approval shall be at the discretion of Executive Council.
- 3.3 The Controller of Finance shall provide to Executive Council as requested, and file with Executive Council at least twice yearly, a list of individuals who have been issued a Purchasing Card and the year to date expenses charged to their cards.



- 
- 3.4 Supervisors shall execute the acknowledgement agreeing to review purchases to ensure the terms therein, as well as the provisions of the Board's Purchasing Card Policy and Procedure, are followed.
- 3.5 Management shall set authorization controls that include:
- a) restriction that there be no purchases of alcohol charged to the Purchasing Card.
  - b) restriction that there be no cash advances charged to the Purchasing Card.
  - c) monthly credit limits for individual cardholders.
  - d) dollar limit per transaction for individual cardholders to a maximum of \$3,000 (sales taxes excluded).
  - e) Types of merchants that will be authorized.
- 3.6 Cardholders shall not split transactions in order to comply with the dollar limits. Supervisors shall review purchases to determine whether items are being purchased separately to avoid these limits. Should the supervisor determine, at his or her discretion, that this procedure is being breached, he or she may take disciplinary action, including cancellation of the Purchasing Card.
- 3.7 The Board will receive an annual report on Purchase Cards. The report will contain the title of the person issued the purchase card and a summary of all expenses charged to their card.

#### **4.0 AUDIT**

- 4.1 Purchasing Cards are subject to audit at any time.
- 4.2 The bank produces monthly Purchase" Exception Reports" on individual cardholders by merchant category. The Central Card Coordinator will review these "Exception Reports" on a monthly basis. Regular spot audits will be performed to ensure successful implementation of the Program.
- 4.3 Exception Reports are designated to illustrate deviations from established Board standards, Policy and Procedure dealing with the use of Purchase Cards.

#### **5.0 PURCHASE PROCEDURES AT VENDOR**

- 5.1 The steps of a typical pick-up order include the following:
- a) the cardholder selects merchandise and presents it with the card to the cashier.
  - b) The cashier totals the sale and obtains authorization from the credit company.

- c) The cardholder signs and receives a detailed cash register receipt that is to be retained in his/her records (vendor's GST number must appear on the cash register receipt).
- 5.2 The steps of a typical telephone/mail/fax order include the following:
- a) the cardholder selects merchandise or service and then calls/mails/faxes the supplier with the order.
  - b) the cardholder instructs the supplier to change the merchandise/service to their Purchasing Card and supplies the card number.
  - c) the cardholder must instruct the supplier to follow these rules:
    - i. forward a receipt and/or packing slip to cardholder for confirmation
    - ii. ensure that the GST number is on the receipt or packing slip

## **6.0 BUDGET PROCEDURES**

- 6.1 The WECDSB Purchasing Cards are linked to budget accounts. Each card has been assigned a default school/board department budget code that is used to process payment for purchases made on the card. Re-allocation of expenditures is not encouraged but, at the discretion of the Controller, re-allocation will be accommodated by the Finance Department.

## **7.0 RECONCILIATION, PAYMENT AND RECORD**

- 7.1 Each cardholder will receive a Monthly Statement identifying each transaction made against the card during the previous month. The statement will be mailed to the cardholder at their office/school address. This cardholder statement is not to be paid but is for reconciliation purposes only. The total purchases will appear on the Master statement that is received by the Finance Department for direct payment.
- 7.2 The following steps are required for each cardholder for the reconciliation of all Purchasing Card purchases:
- a) The cardholder matches all transaction receipts and supporting documentation stored in the Purchasing Card monthly file folder with the transactions listed on his/her statement. This shall include an itemized receipt, credit card receipt, and if relating to a meal expense, an explanation as to whose expenses are being covered and the reason the expense was incurred. The documents are to be attached to the monthly statement and forwarded to the accounting department.
  - b) Should the transaction involve the purchase of air or train fare, the cardholder shall attach a copy of the boarding pass or ticket stub to the statement.
  - c) The cardholder acknowledges the verification of all monthly transactions listed by signing the monthly statement at the bottom.

- Any discrepancies must be identified and appropriate action taken to resolve the problem
- d) Retain all receipts that do not appear on the current statement in the Purchasing Card monthly File Folder, to be submitted later with the statement on which they are listed.
- 7.3 The purchase cardholder must submit monthly statements to his or her supervisor for approval within 7 days of receipt of the statement.
- 7.4 Those functional areas that choose not to submit the required monthly reporting on time, will have **all cards** in their area designated as unusable for a one-month period by the Superintendent of Business. The Superintendent of Business will **not** attempt to track down the information, as the time frame to supply all information is considered reasonable. If a potential difficulty is looming, it is the responsibility of the Principal/Supervisor to contact the Central Card Coordinator. This option is intended to stress to all staff utilizing the card of the importance of timely reporting, thereby ensuring a proper audit trail.
- 7.5 Purchasing will assume that all transactions recorded by the bank are legitimate and the Cardholder/Principal will process payment to the bank without approval. Responsibility rests with the cardholder to ensure that all transactions are accurate and legitimate.

## **8.0 TERMINATED EMPLOYEES**

- 8.1 The following are steps taken when an employee leaves the School Board:
- a) Local management is responsible for collecting and destroying the card
  - b) Local management notifies the Central Card Coordinator
  - c) The Central Card Coordinator advises the bank to cancel the card

## **9.0 DISPUTE PROCESS**

- 9.1 The following steps should be taken for all transactions in dispute:
- a) Cardholder contacts supplier directly
  - b) Supplier reviews information and either demonstrates the charge is legitimate, credits the account or continues dispute
  - c) If the dispute continues, contact the Central Card Coordinator with details
  - d) The Central Card Coordinator will work with CIBC to resolve the issue

## **10.0 LOST AND STOLEN CARDS**

- 10.1 The cardholder must notify the bank immediately of any lost or stolen card. The lost or stolen card will be cancelled and a replacement card will be issued. Until the card is reported lost or stolen, charges made on the card will be the responsibility of the school/department to which it has been issued. Cardholders should exercise care in keeping the Purchasing Card and its account number secure from theft or misuse.

## **11.0 OWNERSHIP OF CARDS**

- 11.1 All Purchasing Cards issued by the Windsor-Essex Catholic District School Board remain the property of the bank and as such, may be cancelled/revoked at any time.

**APPENDIX A****Purchasing Card Employee Acknowledgement**

This document outlines the responsibilities I have as a holder of the CIBC Purchasing Card for procurement. My signature indicates that I have read and understand these responsibilities and, agree to the policies and procedures established for the program.

1. The credit card is intended to facilitate the purchase and payment of materials and services required to conduct business. I cannot use the card for personal purchases.
2. Unauthorized use of the card can be considered misappropriation of funds. This could result in:
  - i) Immediate and irrevocable forfeiture of the card and/or
  - ii) Disciplinary action that may result in termination of employment
3. I understand that the card must be surrendered upon suspension or termination of employment, whether for retirement, voluntary, separation, resignation or dismissal. I may also be requested to surrender the card for reasons not related to my own personal situation, such as re-organization. I understand that use of the card, after privileges are withdrawn, is prohibited.
4. I will maintain the card with appropriate security whenever and wherever I may use the card. If the card is lost or stolen, I agree to notify CIBC and the Card Coordinator immediately. I understand failure to promptly notify CIBC of the theft, loss or misplacement of the Card could make me responsible for the fraudulent use of the card.
5. The Purchasing Card is issued in my name. I will not allow any other person to use my card.
6. I understand that since the Board is responsible for payment, I may periodically be required to comply with internal control procedures designed to protect the organizations assets. This may include being asked to produce the credit card records for audit purposes.
7. I understand that I will receive a monthly statement that will report all activity during the last cycle. I will resolve any discrepancies by either contracting the supplier of the Card Coordinator as appropriate. I understand that I will be required to obtain a copy of the cash register receipt or packing slip and reconcile them with the monthly statement.
8. I understand that all charges will be billed directly to and paid directly by the Board. I understand that CIBC cannot accept payment from me directly.
9. I agree to charge only those purchases consistent with the type of materials and services authorized by management.

I \_\_\_\_\_ hereby acknowledge the receipt of the Board's VISA Purchasing Card. I have verified the information contained thereon and attest to its accuracy.

Employee Name (please print) \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

I \_\_\_\_\_ hereby acknowledge that \_\_\_\_\_ has been approved as holder of the CIBC Purchasing Card, and as supervising officer I shall make best efforts to review purchases to ensure compliance with conditions, policies and procedures.

Supervisor's Name (please print): \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_



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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

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

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul A. Picard, Director of Education  
Mario Iatonna, Executive Superintendent of Corporate Services

**SUBJECT:** **WINDSOR-ESSEX - STUDENT TRANSPORTATION SERVICES  
(WESTS) ANNUAL REPORT FOR THE YEAR ENDED  
AUGUST 31, 2015**

### RECOMMENDATION:

**That the 2014-15 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, 2015.

### 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 Elèves - 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 2014-15 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, 2015 were \$20,191,759 (2014 - \$20,310,517). The Board's pro-rata share of expenses at August 31, 2015 was \$7,099,513 (2014 - \$6,983,975).

The Board's budget estimates for the 2014-15 fiscal-year included a budgeted amount of \$6,933,241 for student transportation expenses. Transportation expenses include costs to transport pupils from home to school and from school to home, expenses related to transportation that are not included under instruction (such as field trips) and general expenses related to transportation such as supplies and services. The Board ended the 2014-15 fiscal-year with a deficit of approximately \$166K compared to Estimates due to program changes and route changes as a result of school consolidations.

**TIMELINES:**

Not applicable.

**APPENDICES:**

- Appendix A: Windsor-Essex - Student Transportation Services (WESTS) Annual Report 2014 - 2015

**ON-LINE RESOURCES:**

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

**REPORT REVIEWED BY:**

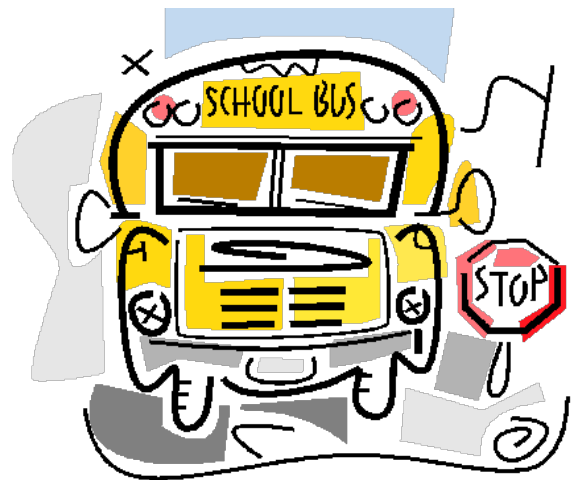
<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	January 5, 2016
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	January 5, 2016
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	January 5, 2016

Appendix A



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

## ANNUAL REPORT 2014-15



Submitted by: Gabrielle McMillan  
General Manager



# TABLE OF CONTENTS

<b>Message from President .....</b>	<b>Page 3</b>
<b>Mission Statement .....</b>	<b>Page 4</b>
<b>Board of Directors .....</b>	<b>Page 4</b>
<b>Introduction .....</b>	<b>Page 4</b>
<b>Highlights 2014-15 .....</b>	<b>Page 5</b>
<b>Statistics .....</b>	<b>Page 5</b>
<b>Operator Reviews .....</b>	<b>Page 8</b>
<b>Inclement Weather .....</b>	<b>Page 10</b>
<b>Future Plans .....</b>	<b>Page 11</b>

# MESSAGE FROM THE PRESIDENT



As president of the Board of Directors, I am extremely pleased to present the Annual Report of Service des élèves Windsor-Essex Student Transportation Services (WESTS) for the school year 2014-15.

This was the consortium's first full year as a Separate Legal entity and the staff worked diligently to ensure all the changes to the administrative functions were completed. We moved to a banker board model of accounting and our unionized employees chose a bargaining union. Administration successfully negotiated a first collective agreement with the new bargaining unit with no disruption to service.

Our focus continues to be ensuring that we provide safe, efficient, and effective transportation services for all the coterminous boards.

The Board of Directors is committed to this philosophy and looks forward to meeting the transportation needs of the students in Windsor and Essex County in the coming year.

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 catholiques 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 2014-15, 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

Along with taxi and medical service providers WESTS has a contract with Transit Windsor to provide bus passes for Secondary students in Windsor and adjacent municipalities to attend specific programs offered in select secondary schools. We also provide ferry and air service to secondary students from Pelee Island attending high school on the mainland.

## HIGHLIGHTS FROM 2014-15

- \* Secured an offsite facility for our computer servers as part of our disaster recovery program
- \* Completed all legal requirements for the Separate Legal Entity
- \* Successfully negotiated a first collective agreement with UNIFOR for the unionized staff
- \* Transferred all staff to the banker board's payroll
- \* Reviewed all walk zones to ensure compliance with policy
- \* Participated as a partner in the first annual Safety program
- \* Formalized Grade 1 designate program
- \* Facilitated the implementation of busing for the W.E.C.D.S.B. Hockey Program

## 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>45,346</b>
Number of students transported	<b>31,141</b>
Percentage of Students transported	<b>50%</b>

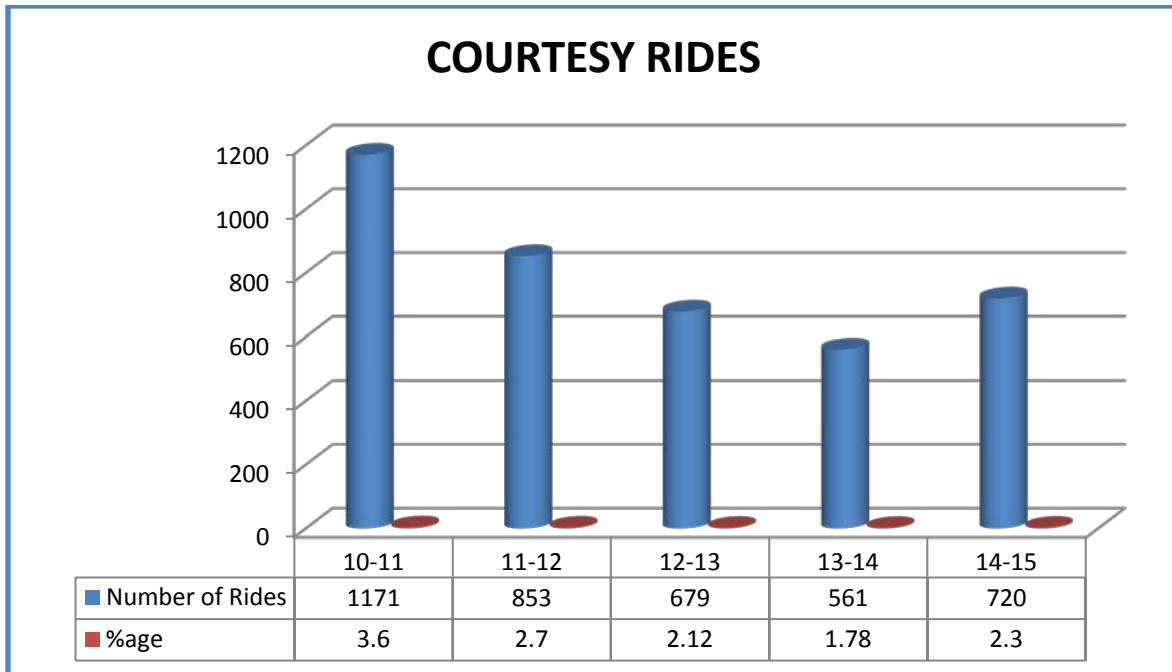
Courtesy rides are approved for students in the walk zone at existing stops, if there is room on the bus. Out of Boundary, courtesy rides continue to be approved by the member board's Superintendents of Business only for special circumstances. There continues to be some

grandfathered courtesy rides that originate from school closures. The following charts identify the number of rides, types and the historical information regarding the rides.

<b>BOARD</b>	<b># STUDENTS BUSSED 2014-15</b>	<b>2014-15 COURTESY RIDES</b>	<b>%AGE COURTESY RIDES 14-15</b>
<b>CS Viamonde (CSV)</b>	360	16	4.4%
<b>CSC Providence (CSCP)</b>	4,142	53	1.3%
<b>WECD SB</b>	9,970	258	2.6%
<b>GECD SB</b>	16,667	393	2.6%
<b>TOTAL</b>	<b>31,139</b>	<b>720</b>	<b>2.3%</b>

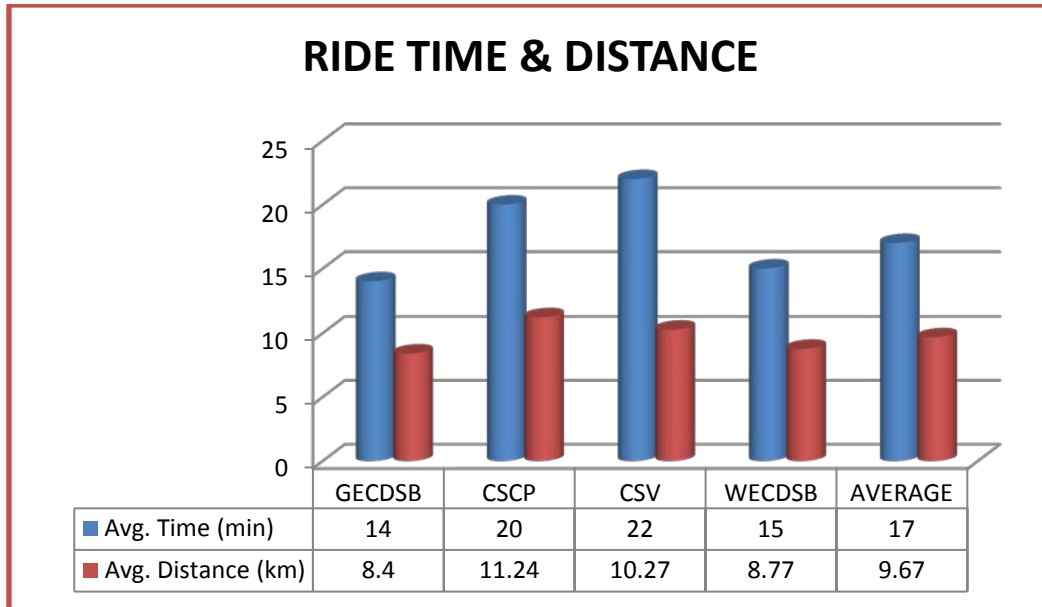
**BREAKDOWN BY TYPE OF COURTESY RIDES**

<b>BOARD</b>	<b>Walkers 2014/15</b>	<b>Out of Boundary 2014/15</b>	<b>Grandfather 2014/15</b>	<b>Total 2014/15</b>
<b>CSV</b>	16	0	0	16
<b>CSCP</b>	17	14	22	53
<b>WECD SB</b>	122	29	107	258
<b>GECD SB</b>	183	2	208	393
<b>TOTAL</b>	<b>338</b>	<b>45</b>	<b>337</b>	<b>720</b>

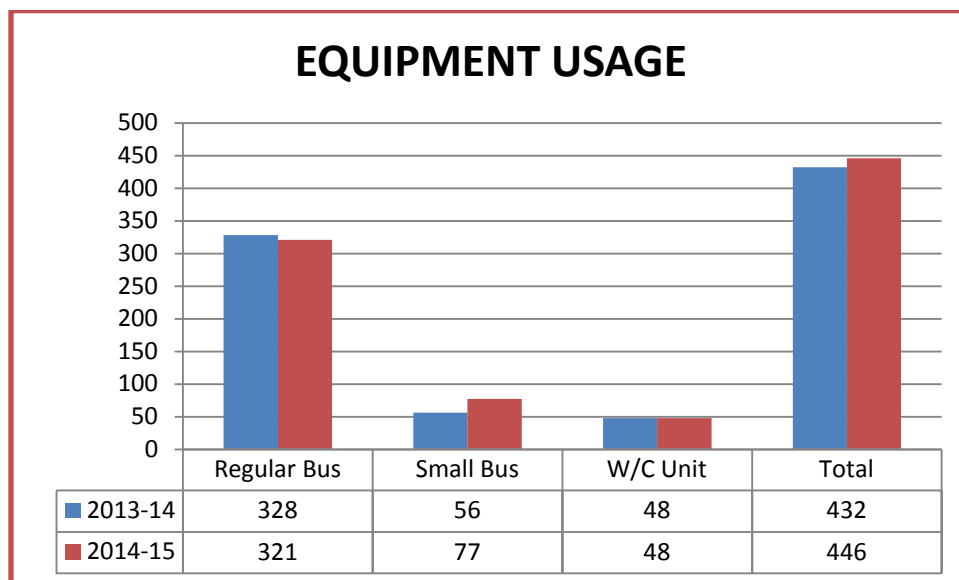


### Student Ride Time and Distance

We make every effort to optimize routes to provide efficiencies while keeping ride times as low as possible.



### EQUIPMENT UTILIZATION



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.

	2014/15	2013/14
<b>Single Routes</b>	63	72
<b>Multi-Routes</b>	383	360
<b>Total Routes</b>	<b>446</b>	<b>432</b>
<b>Routes with Multiple Schools</b>	<b>412</b>	<b>399</b>

YEAR	TOTAL # STUDENTS	TOTAL # STUDENTS ON BUSES	# BUSES	# SCHOOLS CLOSED	# SCHOOLS OPENED
2010/11	66,014	32,523	479		1
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

## OPERATOR REVIEWS

This year saw the introduction of the new operator, Switzer-Carty. They have proven to be a positive addition to our operator complement.

All the operators work to ensure that complaints and incidents are followed up in a timely manner and dealt with efficiently and effectively. They continue to provide great customer service to the consortium, schools, and most importantly the students.

We encourage the operators to report any delays and cancellations in order that the parents and schools are aware and can react accordingly. We continue to increase the number of parents subscribing to the delays and cancellation module so it is imperative that the operators report accurately and timely. This year we had fewer delays and cancellations, which is directly attributable to the milder winter conditions compared to the previous school year.

Below is a summary of the Operator Scorecard ratings as well as the overall Delays and Cancellations for the 2014-2015 school year.

## OPERATOR SCORECARD

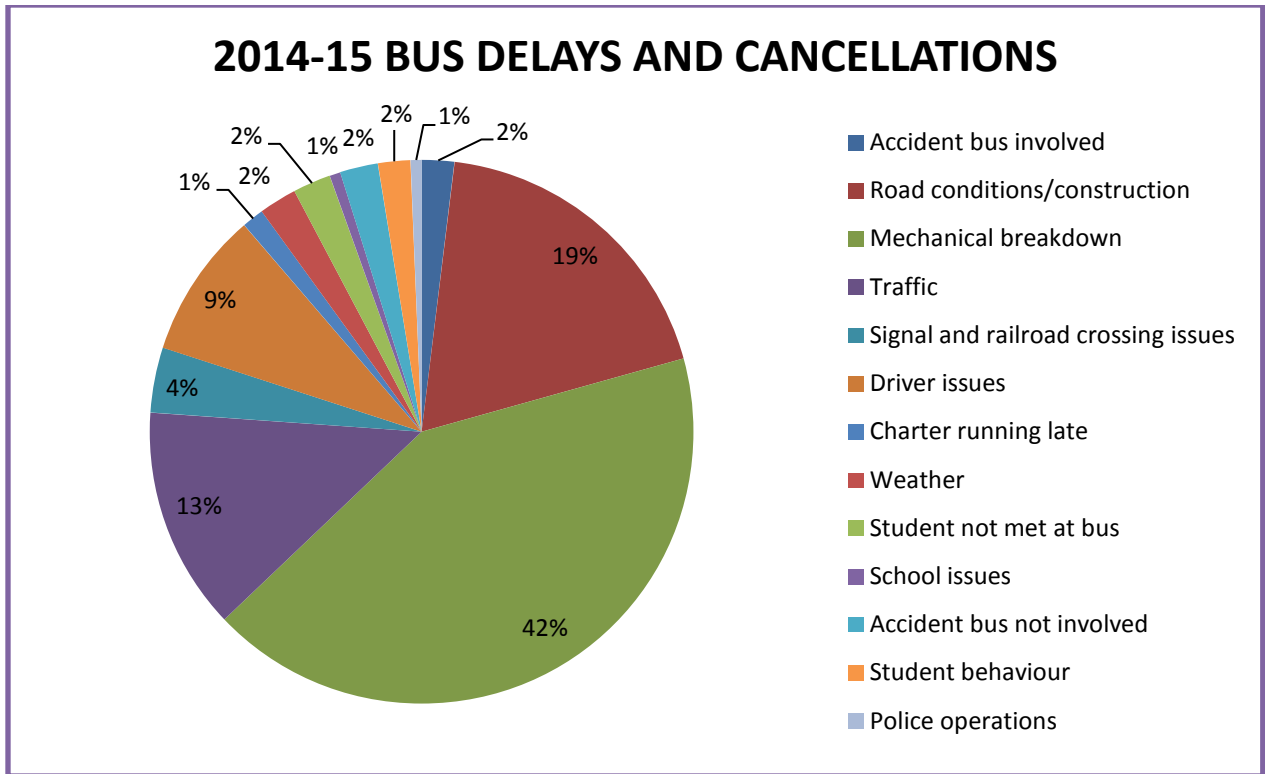
	<b>Weighting</b>	<b>Score</b>
Operator Overall Score	10%	<b>10</b>
Driver Overall Score	15%	<b>14.4</b>
Vehicle Overall Score	15%	<b>14.5</b>
Transportation Manager Score	10%	<b>9.3</b>
MTO Inspection Score	7%	<b>6.7</b>
WSIB Certificate	2%	<b>2.0</b>
CVOR Score	10%	<b>8.4</b>
Facility Audit Score	3%	<b>2.9</b>
Accidents	8%	<b>7.5</b>
Incidents	10%	<b>9.7</b>
Complaints	10%	<b>9.5</b>

**TOTAL AVERAGE SCORE                      94.9/100**

## BUS DELAYS & CANCELLATIONS

<b>REASON</b>	<b># INCIDENTS</b>
Accident, bus involved	6
Road Conditions/Construction	58
Mechanical Breakdown	131
Traffic	41
Signal/Railroad Crossing Malfunctions	12
Driver issues	27
Charter runs late	4
Weather	7
Students not met at stop	7
School issues	2
Accident, bus not involved	7
Student Behaviour	6
Police Operations	2
<b>TOTAL</b>	<b>310</b>





### 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, city and county. The designation of whether busing is cancelled is based on school address and 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 and likewise if a student has a county address but is going to a city school they do not have busing if there is cancellation of county bus service.

	2014-15	2013-14	2012-13	2011-12	2010-11
<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>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>Snow – City &amp; County</b>	<b>1 **</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1**</b>
<b>Snow – County Only</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Cold – City &amp; County</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>7</b>

\* Please note for fog days we run in the afternoon, cancellation is morning only.

\*\* Schools were closed.

## **FUTURE PLANS**

- Ⓢ Complete RFP process for operator procurement**
- Ⓢ Develop program to encourage students to walk to school, rather than being driven**
- Ⓢ Update Strategic Plan**
- Ⓢ Research training for drivers for special needs units**
- Ⓢ Review and update policies and procedures**
- Ⓢ Continue with staff cross training by geographical and program areas**



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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

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

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

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

**SUBJECT:** **TRUSTEE ATTENDANCE – AUGUST TO DECEMBER 2015**

### RECOMMENDATION:

**That the Board receive the report *Trustee Attendance – August to December 2015* as information.**

### SYNOPSIS:

In accordance with the Board motion of December 16, 2003, this report provides a summary of trustee and student trustee attendance at regularly scheduled board meetings during the months of August to December 2015.

### BACKGROUND COMMENTS:

Four regularly scheduled Board meetings were held during the period of August to December 2015, including the Organizational meeting that was held on December 1.

The chart provided below summarizes attendance during the reporting period.

Trustee	Meetings Attended
Fred Alexander	3
Fabio Costante	4
Mary DiMenna	3
Frank DiTomasso	4
Barbara Holland	4
Bernie Mastromattei	4
Lisa Soulliere	3
Susan Tope	4
Fulvio Valentinis	4

Student Trustee 2015-2016	Meetings Attended (excluding Special Meetings)
Jeremiah Bowers	4
Maddie Diab	4

**FINANCIAL IMPACT:**

Not applicable.

**TIMELINES:**

The report on Trustee attendance for the period of August to December 2015 will be submitted to the Board at its January 26, 2016 meeting.

**APPENDICES:**

- None

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	January 5, 2016
<input type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	- -
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	January 5, 2016



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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

**Public**  **In-Camera**   
**PRESENTED FOR:** Information  Approval   
**PRESENTED BY:** Senior Administration  
**SUBMITTED BY:** Paul A. Picard, Director of Education  
 Mario latonna, Executive Superintendent of Corporate Services  
**SUBJECT:** **2014-15 ANNUAL REPORT ON TRUSTEE EXPENSES**  
**RECOMMENDATION:**

**That the Board receive the 2014-15 Annual Report on Trustee Expenses as information.**

### SYNOPSIS:

This report presents an annual summary of the expenses of each trustee for the 2014-15 fiscal year, in accordance with Board Policy *T02 Conventions, Meetings, Out of Pocket Expenses*.

### BACKGROUND COMMENTS:

The *Education Act* provides parameters for trustee honoraria and reimbursement for travel expenses, professional development and reasonable out-of-pocket expenses incurred as a result of carrying out their duties in accordance with Board policy. Funds available to support trustee honoraria and to reimburse them for expenses incurred in the course of their duties are governed by several policies of the Board, including: *T01 Student Trustee, T02 Conventions, Meetings, Out of Pocket Expenses, T06 Honoraria for Trustees, and A:04 Travel, Meal, Professional Development, and Compensation for Use of Auto*.

### Honoraria

Within limits set in regulation by the Minister, Section 191 of the Education Act provides:

s.191. (1) A board may pay each of its members an honorarium in an amount determined by the board, and

s.191. (2) A board may pay to its chair and vice-chair an additional honorarium in an amount determined by the board.

The Education Act further provides that:

s.191.3 Despite this Act or any other Act, where an elected member of a board is, under a by-law or resolution of a board, paid a salary, indemnity, allowance or other remuneration, one-third of such amount shall be deemed to be for expenses incident to the discharge of his or her duties as a member of the board.

Therefore one-third of each trustees' honorarium is deemed a tax-free expense allowance that he or she may use at his or her sole discretion.

Honoraria for elected trustees is adjusted annually in accordance with *Ontario Regulation 357/06 Honoraria for Board Members* and duly included in the Board's approved operating budget. The annual honoraria for student trustees is determined through *Ontario Regulation 7/07 Student Trustees* and also included in the Board's approved operating budget. The levels set for trustee and student trustee honoraria are provided in a separate report to the Board on an annual basis.

### **Expenses**

In addition to the above deemed tax-free expense provision of the honoraria, the Act also provides:

s. 191.2 (4) A board may, in accordance with a policy established by it under subsection (3), reimburse a member for his or her out-of-pocket expenses reasonably incurred in connection with carrying out the responsibilities of a board member.

The Ministry of Education's School Board Administration and Governance Grant provides for an annual allotment of up to \$5,000 to be used toward trustee reimbursement for travel, professional development and other reasonable out-of-pocket expenses. In addition to this allotment, the Board has approved through Board policy that trustee travel expenses (i.e., mileage) within the City of Windsor and County of Essex is to be reimbursed separately through the Board's operating budget and funded within the Board's overall allocation through the Administration and Governance Grant.

### **FINANCIAL IMPACT:**

The 2014-15 Summary of Trustee Expenses report is attached. An amount of \$30,600 was provided for expenses in the 2014-15 Budget Estimates. The actual total expenses of \$18,414 are \$12,186 (40%) below the approved budget.

In 2014-15, computers were purchased for certain trustees. These computer purchases amounted to \$13,704 and are not part of the trustee expenses described above.

### **TIMELINES:**

The expenses are for the 2014-15 budget year from September 1, 2014 through August 31, 2015.

### **APPENDICES:**

2014-15 Summary of Trustee Expenses

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	January 12, 2016
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	January 12, 2016
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	January 12, 2016

## 2014-15 SUMMARY OF TRUSTEE EXPENSES

Trustee Name	Annual Honorarium <sup>(1)</sup>	Mileage (Local) <sup>(2)</sup>	Conference/ Seminar Registration	Meals	Other	Accommodations	Mileage (Out of County) and PD Travel	Cell Phone Allowance (effective Dec 1, 2014)	Internet Allowance (effective Dec 1, 2014)	Communications	TOTAL
Fred Alexander	\$ 10,232	\$ -	\$ -	\$ 66	\$ -	\$ -	\$ -	\$ 540	\$ 450	\$ 615	\$ 1,671
Fabio Costante	7,572	-	296	23	-	275	46	540	450	-	1,630
Joan Courtney	2,867	42	-	-	-	-	-	-	-	353	353
Mary DiMenna	13,610	1,664	-	-	-	-	-	540	450	162	1,152
Frank DiTomasso	7,472	-	296	20	51	274	18	540	450	-	1,649
Frank Favot	2,867	-	-	-	-	-	-	-	-	-	-
Barb Holland	16,782	724	898	91	-	296	238	540	450	130	2,643
Barb Holland (St. Peter's Seminary) <sup>(3)</sup>	-	-	-	-	-	-	-	-	-	-	-
John Macri	2,867	39	-	-	-	-	-	-	-	322	322
Bernie Mastromattei	10,438	26	296	-	51	271	238	540	450	422	2,268
Jim McMahon	2,867	-	-	-	-	-	-	-	-	19	19
Lisa Soulliere	10,438	1,934	-	-	-	-	-	540	450	273	1,263
Susan Tope	7,572	-	296	-	-	135	-	540	450	-	1,422
Fulvio Valentinis	7,588	-	-	-	-	-	135	540	450	-	1,125
<b>TRUSTEE SUBTOTAL</b>	<b>\$ 103,173</b>	<b>\$ 4,430</b>	<b>\$ 2,083</b>	<b>\$ 200</b>	<b>\$ 102</b>	<b>\$ 1,251</b>	<b>\$ 674</b>	<b>\$ 4,860</b>	<b>\$ 4,050</b>	<b>\$ 2,297</b>	<b>\$ 15,517</b>
Kyla Dumlao <sup>(4)</sup>	2,635	-	565	716	-	1,040	575	-	-	-	2,897
Valere Gaspard <sup>(5)</sup>	2,635	1,014	-	-	-	-	-	-	-	-	-
<b>STUDENT TRUSTEE SUBTOTAL</b>	<b>\$ 5,270</b>	<b>\$ 1,014</b>	<b>\$ 565</b>	<b>\$ 716</b>	<b>\$ -</b>	<b>\$ 1,040</b>	<b>\$ 575</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,897</b>
<b>TOTAL ACTUAL</b>	<b>\$ 108,443</b>	<b>\$ 5,444</b>	<b>\$ 2,648</b>	<b>\$ 916</b>	<b>\$ 102</b>	<b>\$ 2,291</b>	<b>\$ 1,250</b>	<b>\$ 4,860</b>	<b>\$ 4,050</b>	<b>\$ 2,297</b>	<b>\$ 18,414</b>
<b>TOTAL BUDGET</b>	<b>\$ 110,299</b>	<b>\$ 10,800</b>	<b>\$ 4,500</b>	<b>\$ 1,800</b>	<b>\$ 2,000</b>	<b>\$ 5,100</b>	<b>\$ 8,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ 30,600</b>
<b>SURPLUS/(DEFICIT)</b>	<b>\$ 1,856</b>	<b>\$ 5,356</b>	<b>\$ 1,852</b>	<b>\$ 884</b>	<b>\$ 1,898</b>	<b>\$ 2,809</b>	<b>\$ 6,950</b>	<b>\$ (4,860)</b>	<b>\$ (4,050)</b>	<b>\$ 6,703</b>	<b>\$ 12,186</b>

**Notes:**

<sup>(1)</sup> The annual honorarium is set at one level from September 1, 2014 to November 30, 2014, and another from December 1, 2014 to August 31, 2015.

<sup>(2)</sup> Expenses pertaining to mileage to attend local meetings and events (within Essex County) are reimbursed through an account that is budgeted for annually over and above the \$5,000 Conference/Seminar Registration allotment for Trustee expenses.

<sup>(3)</sup> Barb Holland did not incur any out of county travel costs related to St. Peter's Seminary in 2014-15.

<sup>(4)</sup> Kayla Dumlao (2014-15 Student Trustee) attended the OSTA (Ontario Student Trustee Association) Fall Conference in Toronto in October 2014 and the OSTA Annual General Meeting in Toronto in May 2015.

<sup>(5)</sup> Valere Gaspard (2014-15 Student Trustee) did not attend any conferences.

**Membership / Insurance Fees Related to Governance Activities:**

	Actual	Budget
Ontario Catholic Schools Trustees Association (OCSTA) 2014-15 Membership Fees	\$ 77,092	\$ 79,500
Trustee Group Accident Insurance	297	-
	<b>\$ 77,389</b>	<b>\$ 79,500</b>





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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

**Public**  **In-Camera**   
**PRESENTED FOR:** Information  Approval   
**PRESENTED BY:** Senior Administration  
**SUBMITTED BY:** Paul A. Picard, Director of Education  
 Mario Iatonna, Executive Superintendent of Corporate Services  
**SUBJECT:** **2015-16 FIRST INTERIM FINANCIAL VARIANCE REPORT**  
**RECOMMENDATION:**

**That the 2015-16 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:

The Board submitted Revised Budget Estimates for the 2015-16 fiscal year to the Ministry of Education on December 15, 2015, which met the required due date. These Revised Estimates were based on actual October 31, 2015 and projected March 31, 2016 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, for the most part, exactly equals the 2015-16 Revised Budget Estimates submitted to the Ministry. The one exception deals with costs and funding related to the 2014 – 2017 labour negotiations. In preparation of the 2015-16 Revised Estimates, the Ministry directed Boards to do the following:

*"...boards are requested to include in their expenditures compensation estimates for employee groups covered under centrally ratified agreements<sup>1</sup>."*

<sup>1</sup> Ministry of Education Memorandum 2015:SB31 "2015-16 Revised Estimates (District School Boards)"

While Boards were requested to include labour framework expenditures in their forecast costs, the Ministry indicated that they would update the Board's submitted Revised Estimates for the funding impacts of the compensation provisions once all labour negotiations have concluded.

At the time of preparation of the Revised Estimates, the only centrally ratified agreement applicable to WECDSB was OECTA (Ontario English Catholic Teachers Association). Therefore, the Revised Estimates contain a \$1.8M estimation of certain expenditures relating to the compensation impacts of the 2014-17 labour framework for this group, but do not reflect the associated funding to offset these costs. The forecast to year-end corrects for this, and adds equal and offsetting funding (as the Province has indicated that the agreements are to be cost neutral).

The table below summarizes what has and has not been included in the various forecasts:

Labour Framework Compensation Estimates	Budget Estimates	Revised Estimates	1 <sup>st</sup> IFR Forecast
<b><u>Expense:</u></b>			
Lump Sum Amount	Not Included	Included	Included
Grid Movement Amount	Not Included	Included	Included
<b><u>Revenue (Ministry Funding):</u></b>			
Lump Sum Amount	Not Included	Not Included	Included
Grid Movement Amount	Not Included	Not Included	Included

*IFR = Interim Financial Report*

All variances calculated and analyzed compare the current forecast, essentially the 2015-16 Revised Estimates, to the original 2015-16 Budget Estimates which were approved by the Board and submitted to the Ministry of Education in June 2015.

#### Interim Financial Variance Reporting Cycle

This first Interim Financial Variance Report covers the three-month period from September 1, 2015 to November 30, 2015. It also shows comparatives for the same time period in the 2014-15 fiscal year. As at November 30, 2015, 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%. Both revenues (25%) and expenses (25%) approximate this range, and therefore the 2015-16 fiscal year-to-date figures appear reasonable.

#### 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 2015-16 Estimates and Revised Estimates budgets 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 original 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:**

#### **In-Year Forecasted Results**

The forecasted financial results for 2015-16 include an increase in revenue of \$1.7M mainly due to an increase in enrolment and estimated additional funding relating to negotiated labour cost increases. Also, there is an additional \$1.3M in total expenses forecast due mainly to an increase in enrolment-related teaching costs and estimates of negotiated labour cost increases. Overall, at November 30, 2015, the forecast reflects a projected in-year deficit of \$1.4M.

#### **Contingency Reserve**

The 2015-16 Estimates contained a provision for contingency in the amount of \$1.1M. Since preparation of the original budget, various pressures, such as additional Educational Assistants, Central Park facility charges, new financial accounting system costs and retiree benefit payments utilized the majority of the contingency reserve leaving \$47K in contingency reserve available for the remainder of 2015-16. Therefore, while the in-year forecast financial results appear more favourable than the original budget Estimates (with a \$1.4M in-year deficit forecast versus a \$1.8M deficit originally planned), this is actually not the case since the current forecast is *after* the Board used \$1M of the contingency contained in the original budget Estimates.

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

The Budget Estimates were based on projected October 31, 2015 and March 31, 2016 full-time equivalent (FTE) enrolment. At this time, there are 191 additional FTE pupils projected at year-end compared to what was presented in the 2015-16 Budget Estimates. This projection reflects the actual October 31, 2015 enrolment count, as well as a refreshed projection of March 31, 2016 enrolment levels.

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

The staff establishment forecast currently reflects, in total, 11 more FTE than budget primarily due to additional teachers required as a result of higher than estimated enrolment. These additional teachers were not included in the 2015-16 Budget Estimates, and as such the actual year-end staff establishment is projected to be higher than budget.

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

The 2015-16 Estimates contain \$244.7M of revenues. For the period ending November 30, 2015, total revenues of \$61.0M (or 24.8% of forecast revenues) have been received consisting of \$55.6M from legislative grants, \$2.7M from municipal taxes, \$0.9M from other provincial grants (Education Program – Other, or EPOs), and \$1.8M from other revenue sources such as tuition revenue, rental revenue, fees, recovery of expenses, etc.

As noted in the Enrolment Highlights section above, at 2015-16 year-end, the Average Daily Enrolment (ADE) of total pupils of the board is expected to be higher than Estimates by 191 FTE pupils. This factor, combined with the projected funding the Board expects to receive to offset certain costs associated with the 2014-17 labour framework, is contributing to a projected increase of \$2.144M in pupil-based general legislative grant revenue at year-end.

Additionally, there is an anticipated increase in other revenue of \$7K which is a result of increased revenue from the Sports Academies.

Offsetting these revenue increases is a forecast decrease in Deferred Capital Contribution Revenue of \$475K for which there is an equal and offsetting forecast decrease in Amortization Expense.

Overall, total revenues are forecast to be higher than budget by \$1.677M.

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

Total forecast expenses are expected to be higher than Estimates by \$1.327M primarily due to increased teaching costs to be incurred as a result of higher enrolment levels and certain negotiated compensation estimates relating to 2014-17 centrally ratified agreements. In addition, expenses related to Principals and Vice-Principals, Administration, and School Operations and Maintenance are expected to be slightly higher than originally estimated in the Board approved budget. As a result, the Board has utilized the majority of the contingency reserve of approximately \$1.1M established at 2015-16 Estimates, leaving approximately \$47K of contingency reserve remaining for the balance of the 2015-16 fiscal year.

In any given year the Board receives grant revenues in the form of the Grants for Student Needs (GSN) and EPO transfer payments. EPOs 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 \$2.443M deficit at year-end compared to Estimates due to increased teacher staffing required as a result of higher enrolment and negotiated increased labour costs which were not known at the time of 2015-16 Budget Estimates.

**SUPPLY TEACHERS****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.

**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?**

- This category is forecasting a \$47K deficit at year-end compared to Estimates due to negotiated increased labour costs which were not known at the time of 2015-16 Budget Estimates.

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

- This category includes all current salary and benefit costs related to Educational Assistants. Supply costs and 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?**

- This category is forecasting a \$17K deficit at year-end compared to Estimates due to the increased staffing required as a result of higher Special Education student enrolment than anticipated. The increased staffing costs were mostly offset by forecasted decreased benefit costs.

## **EARLY CHILDHOOD EDUCATORS**

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

- This category includes all current salary and benefit costs related to Early Childhood Educators. Supply costs and 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 \$172K 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?**

- This category is forecasting an \$86K deficit at year-end compared to Estimates due to network data line costs which were not included in the 2015-16 Budget Estimates.

## **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, the Masonry Program 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?**

- Projecting expenses on a straight-line basis over a combination of 10 and 12 months results in an anticipated surplus in this category at year-end of approximately \$44K. The surplus is attributable to subcontract services which will no longer be incurred due to program changes.

## **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 \$46K surplus at year-end compared to Estimates due to staffing efficiencies.

**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?**

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

**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 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?**

- This category is forecasting a \$150K deficit at year-end compared to Estimates due to increased administrative staff requirements resulting from program changes. These increased salaries are offset by reduced benefit costs in this envelope resulting in a net deficit of \$150K.

**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 \$79K deficit at year-end compared to Estimates due to additional maintenance costs associated with the School Cash accounting system and higher retiree benefit costs than anticipated at 2015-16 Budget Estimates.

**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 \$126K deficit at year-end compared to Estimates mainly due to unbudgeted compensation costs as well as certain professional development costs which will be funded through an EPO.

**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 (timetabling, report cards, etc.).

- *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 2015-16 Estimates is \$6.51M. The Board budgeted net expenses of \$6.27M in this category, resulting in funding of \$236K to be used for other programs of the Board.
- A projected deficit of \$81K at year-end is anticipated in this category, mainly due to higher than projected financial system maintenance costs, in addition to retiree benefit costs not included in 2015-16 Budget Estimates.

### **TRANSPORTATION**

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

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

#### **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?**

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

### **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 deficit at year-end of approximately \$115K due to increased facilities and maintenance costs relating to the Sports Academies.

**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 \$48K surplus at year-end compared to Estimates due to decreased School Renewal interest expense.

**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 \$475K 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?**

- The Board has spent \$1.06M of the \$1.10M contingency contained in the budget estimates. A contingency reserve of \$47K remains, which the Board is conservatively expecting to be fully spent at year-end.

Overall, total expenses are forecast to be higher than budget by \$1.3M.

**FINANCIAL IMPACT:**

The Budget Estimates were developed with an in-year deficit of \$1.8M. Based on data as at November 30, 2015, revenues are expected to exceed the budget by approximately \$1.7M and expenses are expected to exceed the budget by approximately \$1.3M, both primarily due to additional enrolment and certain 2014-17 Labour Framework costs. The result is a forecast in-year deficit of \$1.4M, which, when added to the prior year (2014-15) accumulated surplus of \$18.8M, results in an \$17.4M forecast accumulated surplus at 2015-16 year-end.

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, revised enrolment forecasts, 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, 2015 – 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:	January 12, 2016
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	January 12, 2016
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	January 12, 2016

## **APPENDIX A - FINANCIAL RESULTS SUMMARY**

### **Windsor-Essex Catholic District School Board 2015-16 Interim Financial Report For the Period Ending November 30, 2015**

#### **Summary of Financial Results**

(\$Thousands)	Estimates (Jun.2015)	Revised Estimates (Dec.2015)	Forecast	In-Year Change (Estimates to Forecast)	
				\$	%
<b>REVENUE</b>					
Operating	220,574	220,896	222,718	2,144	1.0%
Capital	18,895	18,420	18,420	(475)	(2.5%)
Other	5,246	5,253	5,253	7	0.1%
<b>Total Revenue</b>	<b>244,714</b>	<b>244,570</b>	<b>246,392</b>	<b>1,677</b>	<b>0.7%</b>
<b>EXPENSES</b>					
Instruction	186,701	189,308	189,308	2,608	1.4%
Administration	7,995	8,219	8,219	224	2.8%
Transportation	7,362	7,367	7,367	5	0.1%
Pupil Accommodation & Other	43,305	42,851	42,851	(453)	(1.0%)
Provision for Contingency	1,103	47	47	(1,056)	(95.7%)
<b>Total Expenses</b>	<b>246,465</b>	<b>247,792</b>	<b>247,792</b>	<b>1,327</b>	<b>0.5%</b>
<b>In-Year Surplus/(Deficit)</b>	<b>(1,751)</b>	<b>(3,222)</b>	<b>(1,400)</b>	<b>350</b>	<b>(20.0%)</b>
Prior Year Accumulated Surplus/(Deficit)	16,905	18,827	18,827	1,921	11.4%
<b>Accumulated Surplus/(Deficit)</b>	<b>15,155</b>	<b>15,605</b>	<b>17,427</b>	<b>2,272</b>	<b>15.0%</b>

Note: Forecast based on year-to-date actuals to November 30, 2015

#### **Changes in Revenue**

- The increase in forecast operating revenue of approximately \$2.1M is due to an increase in enrolment combined with projected funding to offset certain 2014-17 Labour Framework costs. The decrease in capital revenue relates to a decrease in Deferred Capital Contribution Revenue for which there is an offsetting decrease in Amortization Expense. The net increase in other revenue of \$7K is a result of increased revenue from the Sports Academies.

#### **Change in Expenses**

- The increase in forecast Instruction expenses is attributable to increases in teaching staff of \$2.5M as a result of higher than estimated enrolment along with certain projected compensation costs resulting from the current Labour Negotiations. Additionally, there is a forecasted increase in Principal and Vice-principal administration costs of approximately \$150K due to certain program changes.
- Forecasted increased Administration expenses of \$224K are mainly due to higher staffing and professional development expenditures.
- No significant variances are anticipated in Transportation expenses.
- The forecasted decrease in the "Pupil Accommodation & Other" expenses of \$0.5M is mainly due to decreased amortization expense.
- The forecasted decrease in the Provision for Contingency of \$1.1M is due to utilization of the contingency reserve for increases noted above.

#### **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 \$1.11M for 2015-16. The 2015-16 Estimates were developed with a contingency reserve of \$1.11M and a planned deficit of \$1.75M. The current forecast reflects utilization of \$1.06M of the contingency reserve with a deficit of \$1.4M.

#### **Risks & Recommendations**

- \$1.822M of compensation cost estimates relating to the 2014-17 Labour Framework for OECTA are included in total expenses. At the direction of the Ministry, the increase in expenses was to be reflected in the 2015-16 Revised Estimate submission whereas the offsetting funding would be input by the Ministry at a later time. This resulted in a \$3.22M deficit position for 2015-16 Revised Estimates.
- The 2015-16 Forecast includes \$1.822M additional revenue as it is anticipated that these additional labour costs will be fully funded by the Ministry.
- Administration will continue to closely monitor all variances for the remainder of the fiscal year.

## **APPENDIX B - ENROLMENT SUMMARY**

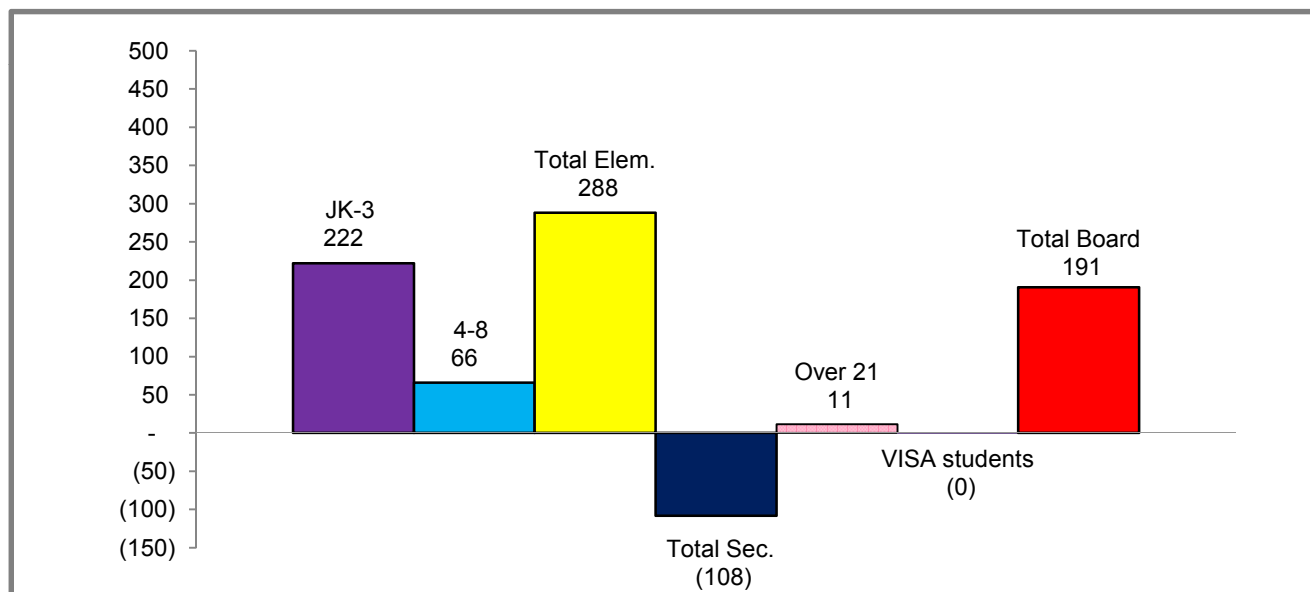
### **Windsor-Essex Catholic District School Board 2015-16 Interim Financial Report For the Period Ending November 30, 2015**

#### **Summary of Enrolment**

ADE	Estimates (Jun.2015)	Revised Estimates (Dec.2015)	Forecast	In-Year Change (Estimates to Forecast)	
				#	%
<b>Elementary</b>					
JK-3	5,675	5,897	5,897	222	3.9%
4-8	7,206	7,272	7,272	66	0.9%
<b>Total Elementary</b>	<b>12,881</b>	<b>13,169</b>	<b>13,169</b>	<b>288</b>	<b>2.2%</b>
<b>Secondary &lt; 21</b>					
Grade 9 to 12	7,178	7,070	7,070	(108)	(1.5%)
<b>Total Secondary &lt; 21</b>	<b>7,178</b>	<b>7,070</b>	<b>7,070</b>	<b>(108)</b>	<b>(1.5%)</b>
<b>Secondary &gt; 21</b>	<b>175</b>	<b>186</b>	<b>186</b>	<b>11</b>	<b>6.4%</b>
<b>VISA students</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>(0)</b>	<b>(0.7%)</b>
<b>Total Board</b>	<b>20,298</b>	<b>20,489</b>	<b>20,489</b>	<b>191</b>	<b>0.9%</b>

*Note: Forecast based on actual October 31, 2015 and forecasted March 31, 2016 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 several factors including higher than anticipated JK and SK enrolment, as well as additional Grade 7 and 8 enrolment as a result of the F.J. Brennan Sports Academy. In addition, an overall conservative estimate of enrolment at budget development also contributed to the increase.
- The decrease in Secondary enrolment for pupils under 21 years of age is due to lower than planned retention rates after certain program changes.

## APPENDIX C - STAFFING SUMMARY

### Windsor-Essex Catholic District School Board 2015-16 Interim Financial Report For the Period Ending November 30, 2015

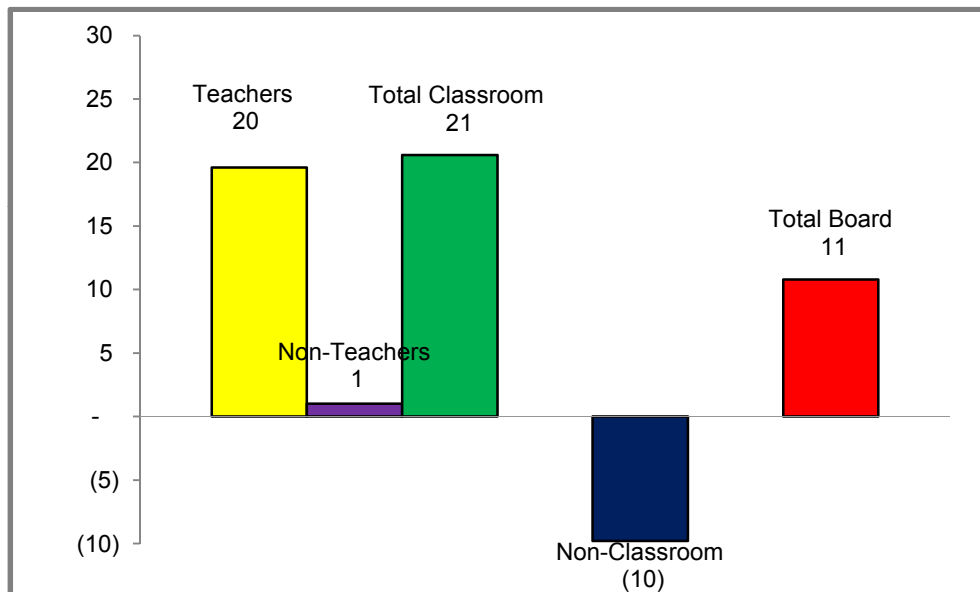
#### Summary of Staffing

Full-Time Equivalent (FTE)	Estimates (Jun.2015)	Revised Estimates (Dec.2015)	Forecast	In-Year Change (Estimates to Forecast)	
				#	%
<b>Classroom</b>					
Teachers	1,185	1,204	1,204	20	1.7%
Non-Teachers	633	634	634	1	0.2%
<b>Total Classroom</b>	<b>1,817</b>	<b>1,838</b>	<b>1,838</b>	<b>21</b>	<b>1.1%</b>
<b>Non-Classroom</b>	<b>256</b>	<b>246</b>	<b>246</b>	<b>(10)</b>	<b>(3.8%)</b>
<b>Total Board</b>	<b>2,073</b>	<b>2,084</b>	<b>2,084</b>	<b>11</b>	<b>0.5%</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 increase in teachers relates to additional enrolment of 191 students.
- The 1.0 FTE increase in non-teachers relates to 5.0 FTE additional Educational Assistants required for Special Education students offset by a reduction in 4.0 FTE ECE's from the staffing level included in 2015-16 Estimates.
- The decrease in non-classroom staff relates to reduced number of custodial staff due to school consolidations and reorganizations.



**APPENDIX D - DETAILED REVENUES**

**Windsor-Essex Catholic District School Board  
2015-16 Interim Financial Report  
For the Period Ending November 30, 2015  
(\$Thousands)**

	Budget Assessment					Risk Assessment			
	Current Year: 2015-16					to Nov 30/15	to Nov 30/14	Year-to-year Increase (Decrease)	Forecast vs. Prior year YTD
	Estimates (June 2015)	Revised Estimates (December 2015)	Forecast (to August 2016)	Change (between Estimates & Forecast)		% of Forecast Received	% of Actual Received		
				\$ Increase (Decrease)	% Increase (Decrease)				
<b>REVENUES</b>									
<b>Operating Grants</b>									
Pupil Foundation	106,534	107,554	107,554	1,020	1.0%				
School Foundation	14,111	14,280	14,280	169	1.2%				
Special Education	25,697	25,941	25,941	245	1.0%				
French as a Second Language	2,602	2,660	2,660	58	2.2%				
English as a Second Language	2,055	2,042	2,042	(13)	(0.6%)				
Learning Opportunities	4,127	4,118	4,118	(9)	(0.2%)				
Continuing Education	467	460	460	(7)	(1.4%)				
Adult Education	582	620	620	38	6.4%				
Teacher Q&E	25,553	24,847	24,847	(706)	(2.8%)				
ECE Q&E	947	1,035	1,035	89	9.4%				
Transportation	7,775	7,775	7,775	-	0.0%				
Admin and Governance	5,764	5,802	5,802	38	0.7%				
School Operations	19,411	19,500	19,500	88	0.5%				
Restraint Savings	(89)	(89)	(89)	-	0.0%				
First Nation, Métis and Inuit	271	284	284	13	4.7%				
Safe Schools Supplement	616	618	618	2	0.4%				
Community Use of Schools Grant	272	272	272	-	0.0%				
New Teacher Induction Program	50	50	50	(0)	(0.5%)				
Declining Enrolment	1,786	1,255	1,255	(531)	(29.7%)				
Temporary Accommodation	434	434	434	-	0.0%				
School Renewal - Operating Portion	1,785	1,733	1,733	(52)	(2.9%)				
Lump Sum & Grid Movement Grant	-	-	1,822	1,822	0.0%				
Trustee Fees	43	43	43	-	0.0%				
Adjustment for mTCA	(219)	(339)	(339)	(120)	54.9%				
<b>Total Operating Grants</b>	<b>220,574</b>	<b>220,896</b>	<b>222,718</b>	<b>2,144</b>	<b>1.0%</b>				
<b>Debt Servicing Grants</b>									
Permanent Financing of NPF	1,613	1,613	1,613	-	0.0%				
Amortization of DCC	10,106	9,631	9,631	(475)	(4.7%)				
Capital Debt Support Payment - Interest	7,176	7,176	7,176	-	0.0%				
Short Term Interest	-	-	-	-	0.0%				
<b>Total Debt Servicing Grants</b>	<b>18,895</b>	<b>18,420</b>	<b>18,420</b>	<b>(475)</b>	<b>(2.5%)</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>On Forecast</b>
<b>Total Legislative Grants</b>	<b>239,469</b>	<b>239,316</b>	<b>241,138</b>	<b>1,670</b>	<b>0.7%</b>	<b>24.2%</b>	<b>27.3%</b>	<b>(3.1%)</b>	<b>Behind Forecast</b>
<b>Other (EPOs &amp; Non-Grant Revenue)</b>									
Education Program - Other (EPO's)	2,911	2,901	2,901	(10)	(0.3%)				
Investment Income	210	188	188	(22)	(10.5%)				
Tuition Revenue	624	619	619	(5)	(0.8%)				
Rental Revenue	205	205	205	-	0.0%				
Recovery of staff on loan	769	789	789	20	2.6%				
Other	527	551	551	24	4.5%				
<b>Total Other Revenue</b>	<b>5,246</b>	<b>5,253</b>	<b>5,253</b>	<b>7</b>	<b>0.1%</b>	<b>52.0%</b>	<b>58.3%</b>	<b>(6.3%)</b>	<b>Behind Forecast</b>
<b>TOTAL REVENUE</b>	<b>244,714</b>	<b>244,570</b>	<b>246,392</b>	<b>1,677</b>	<b>0.7%</b>	<b>24.8%</b>	<b>28.0%</b>	<b>(3.2%)</b>	<b>Behind Forecast</b>





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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

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

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul A. Picard, Director of Education  
Mario Iatonna, Executive Superintendent of Corporate Services

**SUBJECT:** **2016-17 BUDGET SCHEDULE**

**RECOMMENDATION:**

**That the 2016-17 Budget Schedule be received as information.**

### SYNOPSIS:

This report has been prepared to provide information on the proposed 2016-17 budget development process.

### BACKGROUND COMMENTS:

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 2016-17 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.

### Community Input

An important step in the budget process is to obtain community input to the development of the budget. The budget consultation process will reach out to parents, school councils, students, WECD SB advisory groups, staff, parishes and the public at large. In order to maximize the opportunity to reach these groups, the consultation process will involve a variety of formats inviting stakeholders to share budget ideas as they relate to schools, programs, or the Board as a whole.

As in the past, an online survey for budget consultation will be established. Submissions will be considered during the development of the draft budget. The survey will be available on the Board's website on Friday, January 29. Community stakeholders are encouraged to provide comments on Budget priorities using the survey provided on the website. Survey responses received by Friday, March 4, 2016 will be summarized and presented to the Board at its meeting of March 29. Surveys received subsequent to March 4, 2016 will be considered in the final draft Budget which is expected to be tabled with the Board of Trustees at its meeting on June 14, 2016 with final deliberation and approval on June 27, 2016.

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 23, March 29, April 26, May 24, June 14 and June 27. Stakeholders who wish to make a presentation at a Regular Board Meeting are asked to review the Board's guidelines and instructions related to Board Delegations provided on the Board's webpage at: <http://www.wecdsb.on.ca/board-meetings.html>.

**FINANCIAL IMPACT:**

Not applicable.

**TIMELINES:**

The final 2016-17 Draft Budget will be considered for approval by the Board of Trustees at the June 27, 2016 Public Board meeting. Key budget development activities and timelines are noted in the attached *Appendix A – WECDSB 2016-17 Budget Development*.

**APPENDICES:**

- Appendix A: WECDSB 2016-17 Budget Development

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	January 19, 2016
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	January 19, 2016
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	January 19, 2016



## APPENDIX A

### WECDSB 2016-17 Budget Development

This document is meant to outline the annual budget process, along with general timelines for development of the operating and capital budgets.

#### Summary: Key Budget Stages and Activities

Step	Key Budget Stage	Key Budget Activity	Deliverable(s)	Responsible for Completion	Approximate Date
1	Plan	Proposed budget timelines developed by Finance and communicated to all departments.	(1) Budget Timeline (2) Presentation at a Public Board Meeting	Finance	(1) Jan 4 – 8 (2) Jan 26
2	Plan	Public consultation survey issued.	Public consultation survey	Community and Finance	Jan 29 – Mar 4 (5 weeks)
3	Forecast	Enrolment forecast prepared by Human Resources and signed off by Executive Council. Forecast of staffing begins. 1 <sup>st</sup> Quarter Interim Financial Report is used to inform this step.	(1) Enrolment Forecast (2) Enrolment Sign-Off	(1) Human Resources (2) Executive Council	(1) Jan 11 – Feb 12 (5 weeks) (2) Feb 16
4	Forecast	Preliminary funding forecast prepared by Finance. Communication of anticipated budget challenges based on forecast.	(1) Preliminary Funding Forecast (2) Presentation at a Public Board Meeting	Finance	(1) Feb 16 – Feb 25 (8 days) (2) Mar 29
5	Budget	Allocation of budget envelopes (salaries/benefits, departments, capital, schools) prepared by Finance.	Preliminary Funding Forecast broken out by envelope with explanations	Finance	Feb 26
6	Budget	Preparation of departmental budgets, capital budgets, central school budget allocations and salary and benefits budget development.	(1) Departmental & Central School Budget allocations (2) Preliminary Staff Allocation Forecast (3) Salary & Benefits Budget	(1) All Operating Departments (2) Human Resources (3) Finance	(1) Feb 29 – Mar 11 (2 weeks) (2) Mar 11 (3) Mar 14 – 18 (1 week)



Step	Key Budget Stage	Key Budget Activity	Deliverable(s)	Responsible for Completion	Approximate Date
7	Budget	Departmental budget submissions along with departmental listings of reductions, pressures and reallocations consolidated by Finance.	Consolidated Listing of Reductions, Pressures and Reallocations.	Finance	Mar 21 – Mar 25
8	Revise	Update Budget Outlook position. EFIS <sup>1</sup> is populated and updated to reflect GSN <sup>2</sup> announcements.	(1) Update Budget Outlook position (2) Presentation at a Public Board Meeting	Finance	(1) Mar 28 – Apr 25 (2) Apr 26
9	Revise	Trustee review phase including preparation of a short-list of budget prioritization alternatives for community input.	Short-list of budget prioritization alternatives to community	Trustees	Apr 26 – May 10 (2 weeks)
10	Revise	Community consultation period.	Feedback	Community and Finance	May 11 – Jun 7 (4 weeks)
11	Revise	Draft budget documents tabled. EFIS is updated and refined. 2 <sup>nd</sup> Quarter Interim Financial Report is used to inform this step.	(1) Preparation of budget documents (2) Draft Budget tabled with Trustees (3) Report & Presentation at a Public Board Meeting	Finance	(1) Jun 8 – Jun 14 (2) Jun 14 (3) Jun 14
12	Approve	Final Board deliberations and public consultation.	(1) Budget deliberations & public consultation (2) Approved Budget	(1) Trustees and Community (2) Trustees	(1) Jun 15 – Jun 27 (2 weeks) (2) Jun 27
13	Approve	Final Board approved budget submitted to Ministry of Education through EFIS.	Submitted Budget	Finance	June 30

NOTES:<sup>1</sup>EFIS = Education Finance Information System

<sup>2</sup>GSN = Grants for Student Needs



## **Operating Budget Development**

### **Step 1: Proposed budget timelines developed by Finance and communicated to all departments.**

This report is meant to outline the proposed annual budget process for Trustees and all Board budget owners, along with timelines for development of the Operating and Capital Budgets.

Given the Board's budget pressures due to declining enrolment, identification of discretionary spending areas is critical to avoid future budget deficits. Administration has categorized budget items on a line-by-line basis as either Discretionary, Discretionary-Traditional, Non-Discretionary and Revenue-Neutral. These categories help inform decision making and improve efficiency in the budget development process. This classification and prioritization of accounts is reviewed annually as part of the departmental budget process.

### **Step 2: Public consultation survey issued.**

A public consultation survey is issued inviting stakeholders to provide input. Notification will be published in the Windsor Star and on the Board website. Additionally, letters and memos will be sent to Parishes and Schools to communicate to their respective communities.

### **Step 3: Enrolment forecast prepared by Human Resources and signed off by Executive Council. Forecast of staffing begins. 1<sup>st</sup> Quarter Interim Financial Report is used to inform this step.**

Projected enrolment for the following year is a critical point in the budget process. The Human Resources Department is responsible for establishing the following year's enrolment projections based on historical data, updated for current developments. Student Achievement K-12 will be consulted on enrolment projections and will support Human Resources by providing input on elementary school enrolment figures. These projections are conservative and will be reviewed with and approved by Executive Council before departmental funding allocation and staff forecasts can be prepared. Once approved by Executive Council, the enrolment forecast will be provided to Finance and Human Resources will begin development of the staffing forecast.

### **Step 4: Preliminary funding forecast prepared by Finance. Communication of anticipated budget challenges based on forecast.**

Finance will prepare a Preliminary Funding Forecast based on guidance from Ministry B Memos and the Enrolment Forecast. A comparison of the Funding Forecast to the prior year's budget will inform the anticipated Budget challenges for the Board during the upcoming academic year. When the final Grants for Student Needs (GSN) announcement is made in late March (during Step 8), Finance will revise the funding forecast and budget allocations and communicate any changes to impacted departments.

The report prepared at this stage will outline high level budget pressures and challenges that are expected in the upcoming fiscal year.



**Step 5: Allocation of budget envelopes (salaries/benefits, departments, capital, schools) prepared by Finance.**

Finance will allocate Budget envelopes for salaries/benefits, departments, capital planning and schools based on the Preliminary Funding Forecast. Included in this allocation will be a breakdown of how allocation amounts were determined.

**Step 6: Preparation of departmental budgets, capital budgets, central school budget allocations and salary and benefits budget development.**

Once allocations have been communicated by Finance in early March, staff begins to prepare departmental budgets, capital budgets and central school budget allocations.

During this phase, a preliminary staffing plan for all categories of employees is prepared. The Business Department is responsible for creating the salaries and benefits budgets while Human Resources is responsible for the staff allocation plan. When the staff allocation plan is complete, Human Resources will then consult with Finance so Finance can prepare the associated salary budget. Upon substantial completion of the staffing complement and salaries budget, Business (Payroll Division) will prepare the benefits budget.

Throughout the Budget Development process, Executive Council will be consulted to provide input into the individual budgets.

It is proposed annually that Administration will deliver a balanced budget in compliance with the Education Act and Board By-laws, developed based on the following principles:

1. Budget Increase Categories
  - A. Trustee Approved Annualizations
  - B. Provincially Negotiated Salary & Wage Increases
  - C. Contractual Obligations
  - D. Legislated Obligations
  - E. Significant Inflationary Pressures

The school board is facing fiscal pressures due to declining enrolment and corresponding reduced grant revenue. Additionally, many departments have legislative or other restrictions that inhibit achievement of a balanced budget with the same level of program delivery and staffing levels as experienced previously. As a result, Administration will develop potential options for Trustee consideration should certain recommendations not be acceptable. The reduction options prepared should exceed the amount required to balance the budget in order to allow some level of flexibility. Budget reduction options will be developed as follows:

2. Budget Reduction Categories
  - F. Line-by-Line Reductions
  - G. Program/Service Level Reductions (Minimal Impact)
  - H. Program/Service Level Reductions (Major Impact)
  - I. Program/Service Level Reductions (Complete Elimination)





The goal is to provide Trustees with the flexibility to achieve a balanced budget in compliance with the Education Act, while maintaining the system priorities of Student Achievement and Faith Formation.

**Step 7: Departmental budget submissions along with departmental listings of reductions, pressures and reallocations consolidated by Finance.**

After receiving individual departmental budgets and completing the salary and benefits budget, Finance will consolidate all budgets and prepare listings of reductions, pressures and reallocations.

**Step 8: Update Budget Outlook position. EFIS is populated and updated to reflect GSN announcements.**

The Budget Outlook position is updated at this stage. The board report issued will outline and quantify any additional budget issues identified for the upcoming fiscal year as a result of the GSN announcement. Any budget issues identified during the departmental budget development phase will also be presented.

**Step 9: Trustee review phase including preparation of a short-list of budget prioritization alternatives for community input.**

During an approximate two week period, Trustees will review the budget issues and prioritization alternatives. Trustees will receive potential budget options to consider should certain recommendations not be acceptable. These options will allow Trustees flexibility in achieving a final budget which is consistent with the Board's strategic priorities.

Trustee direction as to services to cut to achieve a balanced budget (if applicable) is sought at this time, based on the variety of reduction options identified. Trustees will be asked to indicate which issues they are prepared to recommend, which will then be tabled with the public as a short-list of alternatives.

**Step 10: Community consultation period.**

Trustees will provide the public with the short-list of prioritization alternatives developed in Step 9 for public consultation. Delegates will be able to attend Public Board Meetings to provide input to Trustees and Administration (other than for appropriate in-camera matters).

**Step 11: Draft budget documents tabled. EFIS is updated and refined. 2nd Quarter Interim Financial Report is used to inform this step.**

Once the Trustees and the public have reviewed the issues and made their recommendations, Finance will draft the budget documents. The draft budget will be tabled for the general public, various stakeholders and the Board of Trustees.

**Step 12: Final Board deliberations and public consultation.**

The proposed timelines allow for Trustee budget deliberations and public consultation to occur, allowing time for any subsequent revisions required based on discussions. Final budget deliberations will include early public input so that Trustees may make timely decisions regarding final budget revisions and approval.



### **Step 13: Final Board Approved budget submitted to Ministry of Education through EFIS.**

EFIS will be finalized and submitted to the Ministry of Education by the anticipated deadline of June 30, 2016.

#### **Capital Budget Development**

The Capital Budget will be prepared by Finance through consultation with Facilities and Information Technology (I.T.). Facilities and I.T. will determine the Board's future capital needs. These will inform the Capital Budget Development for the coming school year.

It is important to note that there is typically very little additional funding available for the annual capital budgets and that the projects in the Capital Plan must remain in balance to the projected funding.

Requested projects from departments and schools will need to be prioritized and contain a detailed project description and requested budget. Administration will review the requests and recommendations will be put forward to balance the projects to available funding. The recommendations will be based on departmental priorities taking into account asset management principles, previous funding allocations, and Board priorities.

There will be a portion of the funding in the capital budget that is left unallocated to allow for some level of flexibility to address changing priorities, unanticipated projects and/or changes to currently approved capital projects.

#### **Unsupported Debt Reduction**

The Debt Reduction Plan will be updated and included in the annual budget documents. The revised plan will outline the projected debt over the next 5 years, along with how the debt payments will be funded.

#### **Staff Budget Workgroup**

To better facilitate the Budget process and improve communication between departments, Administration has established a Staff Budget Workgroup comprised of Management representatives from each department. The Staff Budget Workgroup will meet regularly throughout the development cycle to discuss progress for each department and address any issues on a timely basis. This multidisciplinary team will allow the Board to take a holistic view to budget development and consider the unique needs and competencies of each department.

#### **Competing Priorities**

The budget schedule as identified above is aggressive. It is important to note that in each year, there are other significant initiatives currently underway at the Board that may impact the timelines. *The budget timelines are very tight and any changes or delays that impact the critical path of the process will result in the final budget date being postponed (resulting in significant financial penalties imposed by the Ministry of Education), or will significantly compromise the integrity of the steps inherent in the process.*



---

## Budget Issues Categories & Definitions

### Increase Categories

**A. Annualizations (of previous Trustee Decisions)**

Increases to the operating budget resulting from service level changes that have been quantified and approved by Trustees outside of the normal annual budget process which have an impact on future year's operating budgets and are supported by a Board Resolution.

**B. Provincially Negotiated Salary & Wage Increases**

Increases to the operating budget associated with salaries and wages stipulated within collective agreements.

**C. Contractual Obligations**

Increases to the operating budget that have been quantified and approved within a written contract / agreement, and include escalation clauses requiring additional funding. Copies of contract / agreement required.

**D. Legislated Obligations**

Increases to the operating budget in which there is no discretion as the Board is obligated through Federal / Provincial legislation to provide the service/program at a prescribed level as set out in the legislation.

**E. Significant Inflationary Pressures**

Increases to the operating budget resulting from corporately established levels and rates of inflation on specified expenditure line items. Typical items in this category include Insurance, Fuel and Utilities.

### Reduction Categories

**F. Line-By-Line Reductions**

Reductions to the operating budget resulting from a line-by-line review of all departmental accounts in an effort to identify internal savings and efficiencies.

**G. Service Level Reductions (Minimal Impact)**

Reductions to the operating budget resulting in little or no impact on the department's existing level of program/service delivery as approved by Trustees.

**H. Service Level Reductions (Major Impact)**

Reductions to the operating budget resulting in significant changes to the department's existing level of program/service delivery as approved by Trustees.

**I. Service Level Reductions (Complete Elimination)**

Reductions to the operating budget resulting in a complete elimination of an existing program/service provided by the department as approved by Trustees.



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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

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

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

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

**SUBJECT:** **THIRD ANNUAL STATE OF THE BOARD REPORT TO THE WINDSOR ESSEX CATHOLIC COMMUNITY**

### RECOMMENDATION:

**That the Board of Trustees receive the Third Annual State of the Board Report to the Windsor Essex Catholic Community as information.**

### SYNOPSIS:

This comprehensive report will outline the Board's achievements and challenges. It will also articulate a vision moving forward.

### BACKGROUND COMMENTS:

Over the course of the last year, the Board has redefined itself by arriving at a bold new Mission Statement, and a Multi-Year Strategic Plan (MYSP) that outlines its priorities and goals for the next three years.

It was through this process that Senior Administration made some changes to how its vision is communicated to the Board and the broader community. The MYSP provided the Board with guiding principles, while the State of the Board and accompanying Director's Report offers an opportunity to reflect on the last year's accomplishments and challenges, as well as some general thoughts on where the Board is headed as a Catholic education community.

Next month, the Board will hear about Senior Administration's Strategic Directions and System Priorities, which are a more comprehensive and detailed description of how the MYSP will become reality throughout all of the Board's various operations.

The report the Board is receiving this evening will clearly articulate its achievements, challenges and vision as the Board continues to move forward together in service to Catholic education.

### FINANCIAL IMPACT:

N/A

**TIMELINES:**

N/A

**APPENDICES:**

- Appendix A: Director's Annual Report to the Community 2015

**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: January 19, 2016



# WINDSOR-ESSEX CATHOLIC DISTRICT SCHOOL BOARD

Scholastic Success  
Technology

## Director's Annual Report to the Community 2015

Mentorship  
Focused Investment

Spiritual Growth  
Faith Formation  
Innovation  
**Achievement**  
Student Engagement  
Skills Development

Accountability  
Excellence  
**French Immersion  
Life Skills**  
Public Confidence



**In keeping with the virtues of our Catholic faith, we are called to know every student, to inspire them to follow the example of Jesus, and empower them with the knowledge and skills they need to live purposeful, meaningful lives.**

**- WECDSB Mission Statement, 2015**

Anyone who has ever been employed in the education sector is intimately aware of the reality that their vocation is about so much more than merely showing up for work every day. All of us, regardless of our roles, are called to a higher purpose.

That higher purpose has been succinctly articulated in our Board's new mission statement, which was approved at the end of 2015. A central component of our board's new Multi-Year Strategic Plan, it makes abundantly clear the real reason why we practice our professions: to provide our students with everything they need to live purposeful, meaningful lives.

Most people already intuitively comprehend and believe the core of this mission. Articulating it, and making it operational on all levels, is an entirely different matter. It is our sincere hope that each and every individual throughout our organization reads this mission statement and truly takes it to heart, finding new ways to know, inspire, and empower our students.

Besides redefining our mission, 2015 has been another extremely successful year. Our student achievement results continue to improve in many areas, and we've launched innovative new programs while responsibly managing our resources.

None of these accomplishments happen without the concerted efforts of everyone working towards the same goal. From those who provide and maintain our dynamic learning environments, to those who guide the scholastic and faith journeys of our students, from those who manage our relationships with our employee groups, to those who make sure that we stay true to our path, we are all striving towards the ultimate objective of student success.

In conclusion, we sincerely thank you for your commitment to Catholic education and to the students we serve.

Paul A. Picard  
Director of Education

# Envisioning Excellence: 2015 A Year in Review

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

## STUDENT ACHIEVEMENT AND FAITH FORMATION

- Students met or exceeded provincial averages in most EQAO categories, achieving results that were among the highest in Ontario for similar-sized boards.
- Expanded French Immersion to include a single-track program at St. André and a dual track program at St. Joseph Elementary School.
- Added baseball and soccer to the sports academies at F.J. Brennan and Corpus Christi.
- Hosted a post-secondary forum for international students; participated in a region wide strategy session to attract international students to Windsor-Essex; and dramatically stepped up and improved recruiting efforts for international students.
- Expanded the English Language Learners pilot program at Immaculate Conception, which helps students who have recently arrived in Canada, to include H.J. Lassaline Elementary School.
- Held the first annual system-wide Catholic Social Justice Conference at St. Thomas of Villanova with hundreds of students in attendance.
- Held an Aboriginal Education Cultural Competency Training Session for about 60 staff members to improve their understanding of First Nations, Métis and Inuit issues for new curriculum.
- Re-established Teacher Leadership and Support Staff Leadership programs.

- Received a positive Ministry of Education audit on our Safe Schools, Equity and Inclusivity and Student Mental Health programming, which showcased our board's community partnerships, preventative/proactive programming, and student achievement.
- Expanded the Summer Learning Program from the Catholic Education Centre to include H.J. Lassaline, offering two combined literacy and numeracy classrooms for 55 Grade 2 and 3 students from our core city and east end schools.
- Provided resources, technology and professional development opportunities for structured learning, in the area of special education programming that focuses on promoting student independence.
- Decreased the number of student suspensions/expulsions by focusing on proactive/preventative measures.
- Built capacity in our schools to address students with mental health needs, while helping families navigate community agencies to access support.



## FACILITIES & TECHNOLOGY

- Undertook and completed capital construction necessary for the introduction of new French Immersion programs at St. André and St. Joseph Catholic Elementary Schools.
- Executed an enhanced usage agreement and proceeded with physical expansion of classroom space at the new Central Park Athletics facility to accommodate the addition of baseball and soccer programs to the F. J. Brennan Centre of Excellence & Innovation.
- Continued to increase the use of mobile technology for all learners.
- Expanded cloud computing, e-learning and blended learning throughout the system.
- Improved critical thinking skills and fostered enhanced collaboration for students, staff and parents at Corpus Christi Catholic Middle School through a very successful 1:1 technology pilot initiative.
- Improved mathematical content knowledge, assessment practices

and student achievement by incorporating technology use in Grades 7 and 8 in a leading student achievement pilot initiative.

- Utilized technology for pedagogical documentation in our early learning classrooms to document the progression of each learner's academic journey.
- Implemented a new computerized maintenance management system to digitize asset inventory records, enhance preventative maintenance practices and improve tracking and completion of work orders.
- Applied enhanced administrative process improvements throughout Facilities Services, which improved the effectiveness and efficiency of the overall operation.



## CORPORATE SERVICES

- Successfully ended the 2014-2015 fiscal year with an in-year surplus of \$5M, which was \$4M better than planned.
- Increased the accumulated surplus to \$20M.
- Improved revenues due to better than projected enrolment.
- Reduced expenditures in the areas of board administration and salary and wages.

- Appropriated an additional \$10M of accumulated surplus in 2014-2015 to offset the capital deficit.



## HUMAN RESOURCES

- Fully implemented the Attendance Support Program.
- Formalized the Disability Management Program to support employees in a safe and early return to work.
- Implemented the Easy Connect Program for most employee groups.
- Furthered our commitment to more transparent and equitable

hiring practices through the utilization of Apply to Education for all available positions within the Board.



## COMMUNICATIONS

- Established a working group that began the task of redesigning the board's web site.
- Created the position of Digital Media Coordinator to manage all web sites content, social media, and analytics.
- Redesigned the Board's junior kindergarten marketing materials.

- Facilitated development of the new Multi-Year Strategic Plan and Mission Statement.

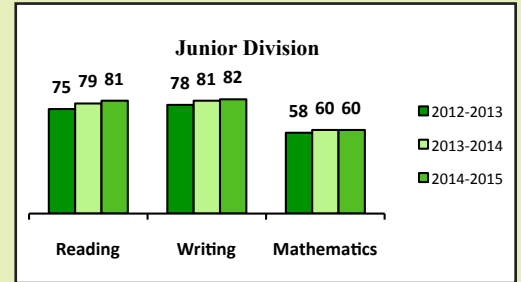
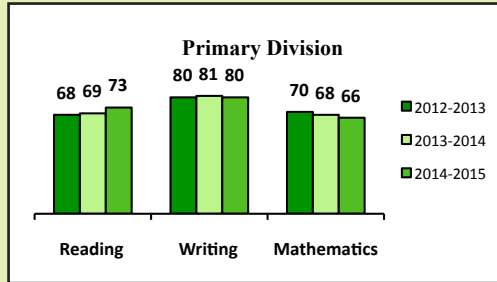


# Student Achievement Success in Windsor-Essex Catholic DSB

The results from the administration of the 2015 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 WECD SB are becoming more proficient in their literacy and numeracy skills and are amongst the most successful students in our region.

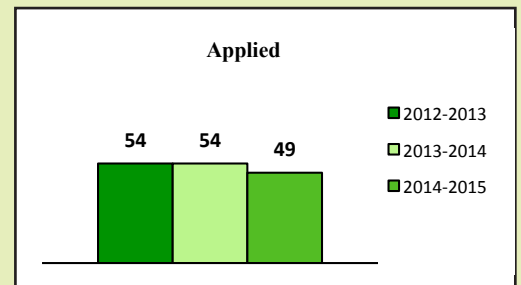
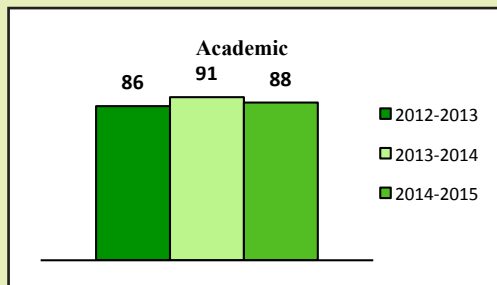
## ASSESSMENT OF READING, WRITING AND MATHEMATICS: PRIMARY AND JUNIOR DIVISIONS

In the Primary division, the percentage of students achieving the provincial standard was 73% in Reading, 80% in Writing and 66% in Mathematics. In the Junior division, 81% achieved the provincial standard in Reading, 82% in Writing and 60% in Mathematics. Since 2010-2011, with the exception of Primary Mathematics, there has been an upward trend in all areas .



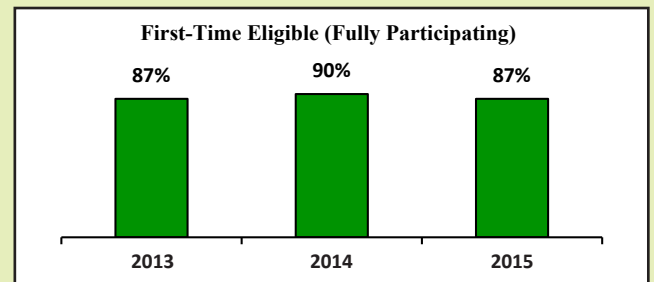
## GRADE 9 ASSESSMENT OF MATHEMATICS: ACADEMIC AND APPLIED

Students enrolled in the Grade 9 academic course who achieved a provincial standard is 88%. For students enrolled in the Grade 9 applied course, 49% achieved the provincial standard. Despite the slight fluctuations for the 2014-2015 school year, the WECD SB has experienced an upward trend in both the academic and applied courses over the past five years.



## ONTARIO SECONDARY SCHOOL LITERACY TEST (OSSLT)

The success rate for first-time eligible (fully participating) students who wrote the OSSLT was 87%. Our success rate for first-time eligible (fully participating) students has consistently been well over 80% for the past five years. WECD SB exceeded the OSSLT provincial success rate by 5%.



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

## MASONRY PROGRAM LAUNCHED AT F.J. BRENNAN

In September of 2015, the F.J. Brennan Centre of Excellence and Innovation launched its brand new masonry program at the school’s main campus. An innovative new program, it was developed in cooperation with the Canada Masonry Centre and designed to address just one of the many local skills gaps that currently exist in the trades. More than 70 high school students, and another 200 Grade 7 and 8 students from the adjoining Corpus Christi Middle School, are currently involved with the program. It’s a perfect example of how consolidating resources allows the board to develop meaningful new programs that teach students real world skills.



## STUDENT SENATE

The 2014-2015 school year was led by Student Trustees Kyla Dumlao from St. Joseph’s Catholic High School and Valere Gaspard from Cardinal Carter Catholic Secondary 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.

In 2015-2016 the Catholic Student Trustees elected were Jeremiah Bowers of Holy Names Catholic High School and Maddie Diab from St. Thomas of Villanova Catholic Secondary School. The student trustees are hard at work leading the Student Senate in organizing social justice and community outreach initiatives, which were inspired by and planned during the Student Senate Retreat day they successfully ran. 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 3, 2016.



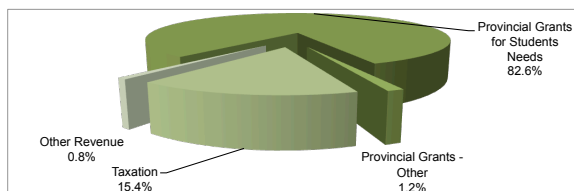
## SCHOOL BOARD PROFILE

The Windsor-Essex Catholic District School Board operates 36 elementary schools, 1 middle school and 8 secondary schools, as well as an adult education program that provide quality Catholic education to 20,565 students. The board employs 1,220 full time equivalent elementary and secondary teachers as well as 888 support staff, which includes principals, vice-principals, educational assistants, child and youth workers, early childhood educators, IT technicians, school office support, custodial and maintenance staff, as well as board office administration and other professional staff.

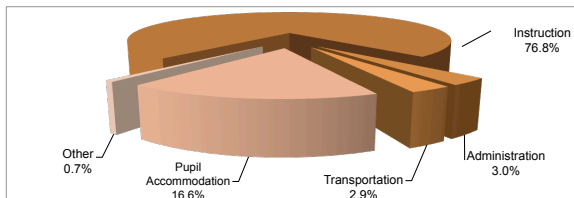
**The Board’s Multi-Year Plan can be found at the following link: [www.wecdsb.on.ca/board-mission.html](http://www.wecdsb.on.ca/board-mission.html)**

In support of the Board’s Multi-Year Plan, the 2016 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)

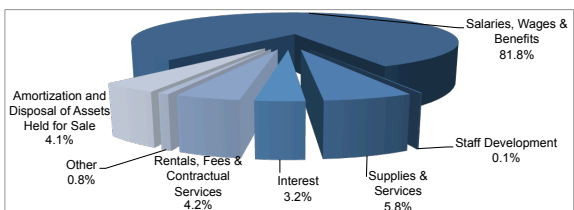




2014-2015 Revenues		
Provincial Grants for Students Needs	\$ 205,460,933	82.6%
Provincial Grants - Other	3,008,771	1.2%
Taxation	38,331,336	15.4%
Other Revenue	1,992,569	0.8%
<b>TOTAL</b>	<b>\$ 248,793,609</b>	<b>100.0%</b>



2014-2015 Expenditures by Category		
Instruction	\$ 187,183,701	76.8%
Administration	7,360,989	3.0%
Transportation	7,099,513	2.9%
Pupil Accommodation	40,329,815	16.6%
Other	1,707,425	0.7%
<b>TOTAL</b>	<b>\$ 243,681,443</b>	<b>100.0%</b>
<b>ANNUAL SURPLUS</b>	<b>\$ 5,112,166</b>	



2014-2015 Expenditures by Object		
Salaries, Wages & Benefits	\$ 199,399,966	81.8%
Staff Development	322,454	0.1%
Supplies & Services	14,169,931	5.8%
Interest	7,740,463	3.2%
Rentals, Fees & Contractual Services	10,300,974	4.2%
Other	1,864,178	0.8%
Amortization and Disposal of Assets Held for Sale	9,883,477	4.1%
<b>TOTAL</b>	<b>\$ 243,681,443</b>	<b>100.0%</b>

## 2014-2015 HIGHLIGHTS

With a focus on student achievement, faith formation, and stewardship of resources, the Board successfully ended the 2014-2015 fiscal year with an in-year surplus of \$5M, which was \$4M better than planned. This was achieved through a number of factors, including improved revenues due to increased enrolment, combined with reduced expenditures in the areas of Board Administration and salary and wages. The 2014-

2015 financial results increased the accumulated surplus to \$20M, before appropriations for the capital deficit. The expenditure charts above highlight how the Board allocated its resources in 2014-2015 to have the greatest impact on the classroom. Also shown is a chart depicting sources of revenue that were used to finance these expenditures. In recognition of our responsibility to address

historical capital spending that is not supported with Ministry grants, the Board internally appropriated an additional \$10M of its Accumulated Surplus in 2014-2015 to offset the capital deficit. This left \$9M of unappropriated or available Accumulated Surplus at the end of the year, and leaves only \$4M of historical capital spending remaining to be funded from future revenue sources.

## A 2014-2015 BUDGET TO SUPPORT STUDENT SUCCESS

The budget is the Board's fiscal plan that supports the delivery of educational programs and services and is key to its long-term sustainability. The approved budget was 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 Academics, Special Education and International Education. Building on the previous year of solid fiscal

management, the Board passed a balanced budget of \$246.5M for the 2015-2016 school year. With an awareness of the need to reinvest accumulated resources in a thoughtful and responsible manner, the Board used \$1.75M of reserves to balance the budget in 2015-2016, which is less than the maximum amount allowed by the Ministry of Education of \$2.2M. This strategy will enable the Board to make important investments to support our most vulnerable students with special needs, and ensure stability and sustainability of programs and services in 2015-2016. Our challenge is to continue to make gains in student achievement, deliver excellence

in our schools, and improve our programs and services, all in an environment of declining enrolment, excess school spaces, and the reduced grant revenues that result. Despite these challenges, the Board's position remains positive. Accounting for the use of \$1.75M of reserves in 2015-2016, combined with the 2014-2015 fiscal year-end results described above, the Board's total accumulated surplus at 2015-2016 year-end is projecting to be remain at a level which will provide the Board with flexibility moving forward to face the opportunities and challenges in future years.

## 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)  
 Jeremiah Bowers (Catholic Student Trustee 2015-2016)  
 Maddie Diab (Catholic Student Trustee 2015-2016)



## SENIOR ADMINISTRATION

Paul A. Picard, Director of Education  
 Cathy Geml, Associate Director of Education, Student Achievement K-12  
 Mario Iatonna, Executive Superintendent of Corporate Services  
 Terry Lyons, Executive Superintendent of Human Resources  
 Jamie Bumbacco, Superintendent of Education  
 Emelda Byrne, Superintendent of Education  
 Penny King, Superintendent of Business  
 Rosemary Lo Faso, Superintendent of Education  
 Sharon O'Hagan-Wong, Superintendent of Education  
 Mike Seguin, Superintendent of Education  
 John Ulicny, Superintendent of Education

## CHAIR'S MESSAGE

One of the most important hallmarks of any successful public service organization lies in its ability to apply its collective wisdom towards achieving the results its supporters expect and deserve.

I can report with tremendous confidence that in 2015, the WECDSB harnessed the leadership it has cultivated at all levels of our organization, directing it towards the singular goal of empowering our students with the knowledge and skills they need to live purposeful, meaningful lives.

Our student achievement results speak for themselves. While there is always room for improvement, we are extremely pleased that our students have been on a consistently upward trend over the last five years, meeting or exceeding provincial standards in most categories.

None of that success happens without elected representatives and senior administrators working together to ensure we are responsibly governing

the public resources with which we have been trusted, while creating the modern, inclusive, faith-filled learning environments where all our students can find their own pathways to success. Because of that collaboration, our financial house is in order and we can focus our resources on developing the innovative programming our graduates need to fulfill their individual ambitions in an increasingly competitive world.

And while surpluses and solid student achievement scores are some of our most reliable indicators of our success, perhaps the most satisfying evidence I receive comes from the anecdotal information regularly shared with me by parents of students who have had exceptional experiences in our schools. These educational experiences are what our ratepayers expect and deserve, and I'm proud that the feedback we receive illustrates that those expectations are being met.

The next year will not be an easy one as we continue to address the capacity issues brought on by a trend of declining enrolment still being experienced across most of Ontario. But I believe the Board will face each challenge with the collective experience and wisdom gained from past years, and that together, working closely with the Director, our administrative team, our parents, parish and community partners, we will resolve the issues that come our way in a manner which focuses resources on learning and serves the best interests of each child in our care.

Yours in faith,

*Barbara Holland*

Barbara Holland  
 Chair, Board of Trustees



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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

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

**PRESENTED FOR:** Information  Approval

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

**SUBMITTED BY:** Paul A. Picard, Director of Education  
Cathy Geml, Associate Director of Education Student Achievement K-12

**SUBJECT:** **SPECIAL EDUCATION ADVISORY COMMITTEE (SEAC)  
Meeting of Thursday November 19, 2015**

### RECOMMENDATION:

**That the Board receive the Minutes of the Thursday, November 19, 2015  
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 next SEAC meeting will occur on January 14, 2016 at the Catholic Education Centre.

### APPENDICES:

- Special Education Advisory Committee Minutes of Thursday November 19, 2015.

### REPORT REVIEWED BY:

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date: January 19, 2016
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date: January 19, 2016
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date: January 19, 2016



1325 California Ave., Windsor, ON N9B 3Y6  
Phone: (519) 253-2481 Fax: (519) 253-0620

**SPECIAL EDUCATION ADVISORY COMMITTEE MEETING**  
**Thursday November 19, 2015 – 6:00 P.M.**  
**Windsor Essex Catholic Education Centre**  
**1325 California Avenue, Windsor**

**MINUTES**

Present:

Chelsea Osborne	Learning Disabilities Association (Alt.)
John Riberdy	Principal
Lisa Soulliere	Trustee
Cindy Tracey	Up About Down
Mary DiMenna	Trustee (Vice Chair)
Joanna Zeiter	Easter Seals
Rose Lamug	Autism Ontario Windsor-Essex (Chair)
Rosemary LoFaso	Superintendent of Education
Cathy Geml	Associate Director of Education
Terri Maitre	Recorder

1. Call to Order – Rose Lamug (Chair)
2. Opening Prayer – SEAC members
3. Welcome – Rose Lamug welcomed SEAC and asked that each member introduce themselves.
4. Recording of Attendance – Regrets: Shelley Lavoie, Melanie Allen
5. Approval of Agenda -  
  
**Motion by Mary DiMenna and seconded by Lisa Soulliere that the Agenda be approved as revised and circulated. *Carried***
6. Agenda Questions from Observers – None
7. Disclosure of Pecuniary Interest - None
8. Approval of Minutes -  
  
**Motion by Lisa Soulliere and seconded by Mary DiMenna that the Minutes be approved and circulated. *Carried***
9. Business Arising - None

10. Information Items – The following items were reviewed by the committee.
- (a) Mental Health presentation given by Rosemary LoFaso, Superintendent of Education. Superintendent LoFaso spoke on Mental Health, the tools and resources the board has in place to assist students at both the Elementary and Secondary levels. Slide presentation attached.
  - (b) Presentation- 2015-2016 Special Education Budget – Susan Swiatochik, Manager of Budget Development and Control gave an overview of the WECDSB Special Education budget. Ms. Swiatochik reviewed the funding model and funding pressures. The decline in funding is directly due to declining enrolment. Ms. Swiatochik presented a document to the committee which can be found on the board website. (attached)
  - (c) Letter to the Honourable Liz Sandals from the Durham Catholic District School Board SEAC Upper regarding their concern regarding the unintended consequences of Reg. 274 and the impact on the students who have special education needs.

**Motion by Joanna Zeiter and seconded by Mary DiMenna that the Information Items be accepted as information. *Carried***

11. Report from Vice Chair – N/A
12. Report from Trustees –
- Approval of Partnerships policy.
  - School organizations were presented to the Trustees.
  - Financial reports to be approved at the November 224, 2015 meeting.
  - The Board's Capital dept going down.
  - Three accommodation reviews are to start in November including the Amherstburg, West Windsor and Leamington areas. Lisa gave an overview of the new ARC condensed process.

**Motion Joanna Zeiter and seconded by Mary DiMenna that the report from the Trustees be accepted as information. *Carried***

13. Report from Associate Director of Education –
- Gave a brief overview of the EQAO reporting data, and the inclusionary component.

**Motion by Lisa Soulliere and seconded by Joanna Zeiter that the report from the Associate Director be accepted as information. *Carried***

14. New Business - None
15. Association Reports -
- Chelsea Osborne from Ldawe presented flyers on upcoming events which

can be found on the board website.

- Christmas Tea & Bake Sale with Santa
- PA Day Camps January 15 and June 10, 2016

Rose Lamug from Autism Ontario Windsor-Essex Chapter reported that the Autism Christmas party scheduled for late November 2015 has sold out.

**Motion by Lisa Soulliere and seconded by Joanna Zeiter that the reports from the associations be accepted as information. *Carried***

16. Closing Prayer – SEAC members  
Meeting adjourned: 7:10 p.m.  
Next meeting: Thursday, January 14, 2015

# Special Education

The Special Education Grant provides additional funding for students who need special education programs, services and/or equipment.

The Ministry requires that Special Education funding can only be used for special education purposes. Any unspent funding at the conclusion of the fiscal year must be deferred so it can be used to fund special education programs in the following year.

The Ministry recently revised the Special Education funding formula in response to recommendations of a working group and sector consultations. 2015-16 is the second year of a four year phase-in of the new model.

## Did you Know?

*Special Education services encompass exceptionalities consisting of behavioural, communicational (e.g. learning disabled, autistic, language and speech impairment, hard of hearing), intellectual (gifted, intellectual disability, developmental disability) and physical (blind/low vision, physical disability).*




WECDsB's inclusive model of Special Education service delivery expresses its commitment to educate each child to the maximum extent in the classroom he or she attends. It involves bringing the support services to the child rather than moving the child to the services. This model however causes budget pressures as the proportion of students with special needs continues to increase each year. As a result, the Board annually overspends its allocation in this area, which is a typical characteristic of almost every Ontario school board. This is particularly evident in 2015-16, where the reduced grant revenues from declining enrolment, combined with increased pupils with special needs has resulted in a \$3.4M gap between the expenses and funding.

The total annual Special Education expenditures, funding and surplus/deficit are shown in the table below:

<b>Special Education</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Salary and benefits	27,394,118	26,928,879	26,978,714	28,664,362
Supplies and services	394,115	453,148	581,709	477,845
Fees and contracts	109,702	116,049	140,424	52,151
Staff development	3,642	8,872	8,000	8,000
<b>Total Expenses</b>	<b>27,901,577</b>	<b>27,506,948</b>	<b>27,708,847</b>	<b>29,202,358</b>
Self-contained class allocation	(93,024)	(123,092)	(61,483)	(61,458)
<b>Net Expenses</b>	<b>27,808,553</b>	<b>27,383,856</b>	<b>27,647,364</b>	<b>29,140,900</b>
<b>Total Funding</b>	<b>27,786,757</b>	<b>27,268,946</b>	<b>25,935,572</b>	<b>25,696,643</b>
<b>Surplus/(Deficit)</b>	<b>(21,796)</b>	<b>(114,910)</b>	<b>(1,711,792)</b>	<b>(3,444,257)</b>




# STUDENT WELL-BEING AND STUDENT ACHIEVEMENT



# Student Well-being and Student Achievement

Catholic Community, Culture and Caring: If school communities promote a safe and healthy learning environment, then each school and classroom in the Catholic System will focus primarily on student well-being and student achievement.





# Student Well-being and Student Achievement

*What are we doing to ensure that student well-being is a priority in our schools?*

- Climate surveys
- Student attendance interventions
- Community partnerships
- Building capacity series – CARE committees
- Student Support Services – Board Mental Health Lead
- Bullying awareness, prevention and intervention programming
- Continual focus on appropriate programming that is founded in equity and inclusivity policies
- Educational planning for students; alt. education options
- Faith formation

# Student Well-being and Student Achievement

*How do we know that what we have done is working?*

- Decrease in number of discipline infractions
- Improvement in attendance
- Increase in EQAO scores
- Increase in student engagement
- Increase in credit accumulation
- Increase in graduation rates
- Student return to complete OSSD
- Staff request for professional development
- Increase awareness of well-being and opportunities to build capacity
- Climate surveys

# Student Well-being and Student Achievement

## *Next steps?*

- Acknowledge success (and communicate it to the school community) and continue building on success
- Identify areas that require attention and develop targeted interventions
- Set goals and revisit progress regularly throughout the year
- Seek system support (i.e. Student Support Services, Safe Schools, etc) when required
- Invite community partners and experts to help formulate and reach goals, both academic and non-academic in nature
- Invite parents to the discussion
- Monitor and report on progress
- Establish school-wide initiatives that promote healthy life styles and decision-making



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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

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

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul Picard, Director of Education  
Cathy Geml, Associate Director of Education

**SUBJECT:** **FRENCH IMMERSION ADVISORY COMMITTEE (FIAC)  
- MEETING OF NOVEMBER 4, 2015**

### RECOMMENDATION:

**That the Board receive the Minutes of the November 4, 2015 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 November 4, 2015 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, January 14, 2016 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 November 4, 2015

**REPORT REVIEWED BY:**

<input type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	--
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	January 19, 2016
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	January 19, 2016



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

## FRENCH IMMERSION ADVISORY COMMITTEE

Wednesday, November 4<sup>th</sup>, 2015 at 6:00 p.m.

CEC – Video Conference Room

### PRESENT:

Susan Tope – Trustee  
Bernie Mastromattei - Trustee  
Emelda Byrne – Superintendent of Education  
Elisa Houston-Consultant-RECORDING  
Mary O’Neil-Parent Rep-St.Mary  
Amy LoFaso-Principal-St.Anne HS  
Claudette Daoud-Parent Rep.-Cardinal Carter  
Linda DiPasquale- Principal –St.Joseph Elementary  
Marisa Nabbout-Teacher-St.Mary  
Laura Guglietta- Vice-Principal – St.André  
Michael Cusinato -Principal-St.Anne FI  
Marta Marazita – Principal – Queen of Peace  
Stephanie Moore- Parent Rep- St.Joseph Elementary  
Jackie O’Bright – Vice-Principal – Christ the King  
Maggie Beneteau-Dept.Head-Mod.Lang.St.T.Villanova  
Diana Furlong- Teacher-Christ the King  
Tish Hedderson-Principal –St.Joseph’s  
Jeremy Schiller – Vice- Principal – St. Thomas of Villanova  
Kim Koekstat – Dept. Head, Mod. Lang. – St. Anne Sec.  
Anna Tomaselli- Dept. Head, Mod. Lang. – St. Joseph’s  
Michael Jraiche - Dept. Head, Mod. Lang. – Cardinal Carter  
Katie Corbett-Noseworthy- Parent Rep –St.André  
Shannon Porcellini-CPF Rep

### REGRETS:

Delphine McKay-Parent Rep –Christ the King  
Marc Larocque – Parent Rep. – St. Anne F/I  
Francine Mastronardi-Parent Rep-Queen of Peace  
Sue Hewitt- Parent Rep –St.T.Villanova  
Michael Bohn-Parent Rep- St.Joseph’s Secondary  
Kim Ondricko-Parent Rep- St.Anne Secondary  
Geneviève Cano – Principal – St. Mary  
Sue Hewitt- Parent Rep –St.T.Villanova  
Deana Stulic –Teacher-St.Joseph Elementary  
Rony Samia –Teacher-St.Anne FI  
Annalisa Piazza – Teacher – Queen of Peace

## NOTES

1. **Call to Order**  
Chairman Mastromattei called the meeting to order at 6:11 p.m.
2. **Opening Prayer** – Elisa Houston
3. **Approval of Agenda**  
Motion by Dwayne Brunet and seconded by Laura Guglietta that the Agenda be approved.  
*Carried*
4. **Approval of Minutes for May 15<sup>th</sup> meeting**  
Motion by Michael Cusinato and seconded by Jackie O’Bright that the Minutes be approved.  
*Carried*

*Welcome from Trustee Mastromattei. Trustee Susan Tope welcomed new members with the two new French Immersion sites and thanked everyone for being a part of this committee. Committee members introduced themselves around the table.*

5. **Report from Emelda Byrne**
  - Welcomed the newest members to the FIAC committee.
  - Outlined a new Family of Schools format for the FIAC meetings as well as provided overall goals to assist with the discussion.
  - Goals for the FIAC discussion include sharing of best practices, good news stories and ways to promote the French language within the school community.

-2-

**6. Report from Elisa Houston**

- The Board was awarded 6 grants out of the 9 French extra funding grants this year. Resources were purchased to support French Literacy learning.
- Through the OLE funds we will be focusing on reading comprehension in our 6 French Immersion schools. There will be Professional Development sessions for teachers based on grade divisions in February.
- CEFR update: our board has been selected to pilot the DELF Project. It is a project involving our grade 12 students in FSL and French Immersion who will be selected to write a standardized international assessment of French Proficiency. Data results will be analyzed and shared.
- Oct.21<sup>st</sup> was a Professional Development day for our FSL teachers grades 4-8. The day was spent looking at key aspects of the new curriculum with our grade 4 resource, embedding authentic cultural awareness learning activities, authentic, spontaneous and interactive speaking activities and instructional strategies and best practices in FSL education.

**7. Highlights from small group (Family of Schools) discussions:**

- Franco Ontarian day in the schools was a success as grade 9 day.
- Planning and preparations are underway for grade 8 night.
- Many schools are using social media such as the school blog to promote the French Immersion program to the community as well as a means of communication with parents. Other forms of promotion include the French Immersion newsletter.
- Many activities taking place in the schools during the fall season include the Rockin' read-a-thon,
- Spirit Award Ceremonies, Grade 9 Day, creating wooden snowmen with younger students in the feeder school and field trips to the apple orchard.

**8. Highlights from large group sharing:**

- Teacher Mme Bénétiau talked about upcoming transition activities such as secondary French Immersion students helping the elementary students to write letters to Santa.
- Parent Mrs. O'Neil inquired about reading resources for the junior grades (i.e. grade 5).
- Principal Mrs. LoFaso found many activities shared here today helpful and is looking to implement the transition activity of storyboard and reading with the feeder school students.
- Principal Mrs. Marazita talked about the importance of informing potential parents of the benefits of the French Immersion Program through hosting a parent night whereby parents can network and speak to parents who have children attending French Immersion schools.
- **Shannon Porcellini-Canadian Parents for French** –Spoke about the opportunity to run two sessions of French language classes for parents. They hope to begin in January.
- **Trustee Mastromattei**- Thanked the group for all their work and dedication to this committee.

**9. The next meeting is tentatively scheduled for Thursday, January 14<sup>th</sup> at 6:00p.m.****10. Closing prayer and adjournment at 7:51p.m.**



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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

**Public**  **In-Camera**   
**PRESENTED FOR:** Information  Approval   
**PRESENTED BY:** Senior Administration  
**SUBMITTED BY:** Paul A. Picard, Director of Education  
 Mario Iatonna, Executive Superintendent of Corporate Services  
**SUBJECT:** **REQUEST FOR PROPOSAL APPROVAL – BUILDING  
 AUTOMATION SYSTEM –  
 CARDINAL CARTER CATHOLIC SECONDARY SCHOOL**

### RECOMMENDATION:

**That the actions of administration be confirmed and ratified in the acceptance of the proposal and the issuance of purchase order contract for a Building Automation System at Cardinal Carter Catholic Secondary School in the amount of \$224,602 plus HST to H&E Comfort Controls Ltd. to be funded from the approved 2015-16 School Condition Improvement Budget.**

### SYNOPSIS:

This report provides a summary of the proposed Building Automation System (BAS) project at Cardinal Carter Catholic Secondary School.

### BACKGROUND COMMENTS:

At its meeting of June 22, 2015, the Board approved a budget of \$3,808,187 for the School Condition Improvement program for the 2015-16 fiscal year of which \$1,408,187 was allocated to building and systems. The School Condition Improvement budget has, in recent years, been the funding source for various building improvement projects, among other capital projects.

In accordance with the Board's Purchasing Policy, a Request for Proposal (RFP #2015-10) was issued on October 13, 2015 for a new BAS at Cardinal Carter Secondary School. The original BAS was installed when the building was constructed in 1993 and has reached the end of its useful life.

The RFP closed on November 3, 2015 and a total of four (4) submissions were received. An Evaluation Committee involving Gary McKenzie, Julie Di Domenico, Chris Strong, Carl



Ranger and Shannon Ficon evaluated the written submissions, participated in the presentations and reviewed the pricing submissions.

The evaluation was conducted in a three (3) stage process. Stage One consisted of the evaluation of the written submissions. Stage Two consisted of the presentations, which were conducted at the Catholic Education Centre on November 30, 2015. Stage Three consisted of the pricing evaluation.

Evaluation of the written submission, presentations and pricing were based on the following weighted criteria:

Stage One:	Written Submission	40%
Stage Two:	Presentations	20%
Stage Three:	Pricing Submissions	40%

A score of 70% or higher was required in Stage One in order to proceed to Stage Two and Stage Three. A summary of the weighted average scores for each firm is provided below, noting that a maximum score is 100.

<b>Bidder</b>	<b>Weighted Average Score</b>
DIBSI 1414 Girard Dr SS2 Belle River, ON N0R 1A0	82.07
H&E Comfort Controls Ltd. P.O. Box 21 St. Joachim, ON N0R 1S0	<b><u>88.96</u></b>
Honeywell 3096 Devon Drive, Windsor, ON N8X 4L2	84.94
Johnson Controls 90 Bessmer Road London, ON N6E 1R1	85.17

After reviewing the written submissions, participating in the presentations, evaluating the pricing proposals and calculating the weighted average scores, the Evaluation Committee is recommending awarding the contract to H&E Comfort Controls Ltd. H&E Comfort Controls Ltd. received the highest weighted average score although it is not the least costly solution to implement. Via the evaluation process for the written submission and presentation H&E Comfort Controls scored favourably.

**FINANCIAL IMPACT:**

Based on the price submission from H&E Comfort Controls Ltd., the following fees would be incurred by the Board:

<b>Particulars</b>	<b>Cost (excluding taxes)</b>	<b>Frequency</b>
Design, Supply, Install and Commission BAS including all hardware and software components. Initial training also included	\$224,602	One-Time
Maintenance Fee	\$2,000	Annual (starting in year 3)
<b>TOTAL FEES</b>	<b>\$226,602</b>	

The one-time costs for purchasing the system, including the costs of design, supply, installation and commissioning, total \$224,602. The Board approved School Condition Improvement budget for Building and Systems for the 2015-16 fiscal year is \$1,408,187 and to date the Board has approved projects totaling \$266,517, leaving \$1,141,670 available. As such, there are sufficient funds available for the project noted above.

H&E Comfort Controls annual maintenance fee commences after their two (2) year warranty expires. The annual maintenance fee of \$2,000 would be funded in year three (3) and beyond from the Facilities Services operating budget.

**TIMELINES:**

Upon Executive Council approval, H&E Comfort Controls Ltd. commenced work at Cardinal Carter Catholic Secondary School on January 4, 2016 and is to be substantially completed by May 31, 2016. A purchase order contract was issued.

**APPENDICES:**

N/A

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/> EXECUTIVE COUNCIL:	Review Date:	December 15, 2015
<input checked="" type="checkbox"/> EXECUTIVE SUPERINTENDENT:	Approval Date:	December 15, 2015
<input checked="" type="checkbox"/> DIRECTOR OF EDUCATION:	Approval Date:	December 15, 2015



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

**Meeting Date:**  
January 26, 2016

## 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 Human Resources

**SUBJECT:** **DRAFT POLICY T: 07 TRUSTEE CODE OF CONDUCT –  
FINAL APPROVAL**

### RECOMMENDATION:

**That the Board provide final approval for Draft Policy T: 07 Trustee Code of Conduct**

### SYNOPSIS:

Administration recommends final approval of Draft Policy T: 07 Trustee Code of Conduct to comply with Article 6:02 of the Board's Operational Procedures that requires the Board to adopt a code of conduct that applies to Trustees and Student Trustees.

### BACKGROUND COMMENTS:

Administration consulted with the Board's Solicitor in preparing Draft Policy T: 07 Trustee Code of Conduct. The Draft Policy was approved in principle by the Board in public session on June 22, 2015.

The Draft Policy was forwarded for public consultation. The following amendments are recommended to the draft policy as approved in principle, based on the concerns and suggestions of Trustee Soulliere:

- Paragraph 9 is amended out of concern, that while it is clear that a Trustee or Student Trustee cannot use their office or influence for personal advantage, they should not face discrimination and be precluded from applying for employment with the Board;
- Paragraph 23 is amended to ensure that the language does not limit a Trustee or Student Trustee's ability to freely voice his or her position on a resolution, while clearly establishing the statutory obligation once the resolution is passed;
- The recommended timeframe set out in paragraph 27 has been amended from 6 months to 9 months, acknowledging that Trustees/Student Trustees may not have immediate access to specific information allowing them to identify contraventions. It

was therefore suggested that the shorter limitation period of 6 months from the alleged event could potentially be too restrictive.

**FINANCIAL IMPACT:**

N/A

**TIMELINES:**

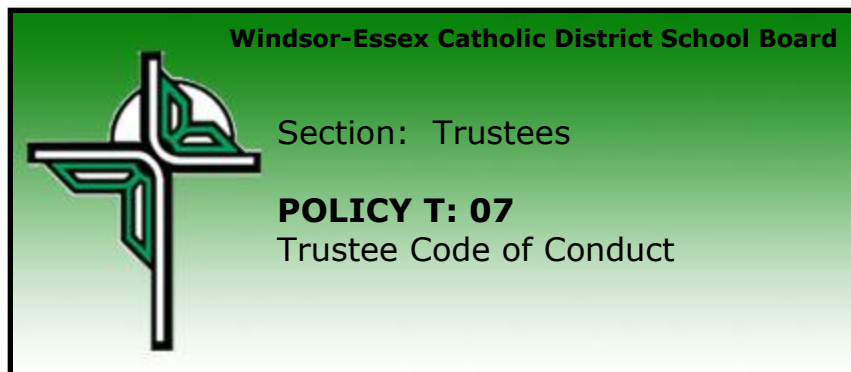
For immediate implementation.

**APPENDICES:**

- Draft Amended Policy T: 07 Trustee Code of Conduct

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	January 19, 2016
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	January 19, 2016
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	January 19, 2016



<b>NUMBER:</b>	T: 07
<b>EFFECTIVE:</b>	Draft
<b>AMENDED:</b>	
<b>RELATED POLICIES:</b>	See References
<b>REPEALS:</b>	
<b>REVIEW DATE:</b>	2018-2019

DRAFT

## 1.0 OBJECTIVE:

- 1.1 To determine and enforce norms of acceptable behaviour for Board Trustees as they work to support the Board's mission, vision, and goals.

## 2.0 GUIDING PRINCIPLES:

- 2.1 A Trustee position is an elected position which carries with it the understanding that the electorate will decide at election time its support for the effectiveness of a Trustee. At the same time, it is important to recognize the public trust and responsibility the collective body carries and that this trust and responsibility is honoured through determining and enforcing norms of acceptable behaviour.
- 2.2 A code of conduct policy contributes to confidence in public education and respect for the integrity of Trustees in the community. It deals with acceptable and respectful behaviours.

## 3.0 SPECIFIC DIRECTIVES:

- 3.1 The attached Code of Conduct (schedule "A") shall apply to all Trustees of the board, including the Chair and Vice-Chair.

## 4.0 RESPONSIBILITY:

- 4.1 Board Trustees shall execute an acknowledgment and undertaking to read, understand, and abide by the Board's Code of Conduct and the enforcement procedures.
- 4.2 The Director of Education shall ensure that all Board Trustees execute the acknowledgment and undertaking detailed within the Code of Conduct.

## 5.0 REVIEW AND EVALUATION:

- 5.1 The effectiveness of this policy shall be assessed through trustee, staff and community satisfaction measures.

**POLICY T: 07 Trustee Code of Conduct**

---

- 5.2 The attached Code of Conduct shall be reviewed annually in accordance with the Board's Operational Procedures.
- 5.3 This policy will be reviewed in the 2018 – 2019 policy review cycle.

**REFERENCES:**

Board By-laws Respecting the Operational Procedures of the Board.

Other related policies of the Board which support this policy are:

A: 12 Code of Ethics/Conflict of Interest

SC: 15 Code of Conduct

T: 01 Student Trustee Policy

T: 02 Conventions, Meetings, Out of Pocket Expenses

Pr T: 02 Conventions, Meetings, Out of Pocket Expenses

T: 03 Information to Trustees

T: 04 Electronic Participation in Board Meetings

T: 05 Negotiation Procedures

SCHEDULE "A"  
BOARD POLICY T: 07 TRUSTEE CODE OF CONDUCT  
**WINDSOR-ESSEX CATHOLIC DISTRICT SCHOOL BOARD**  
**TRUSTEE CODE OF CONDUCT**

*Catholic Faith Community and Culture*

1. Each Windsor-Essex Catholic District School Board Trustee shall, within the duties prescribed in the *Education Act*, its regulations, and other applicable legislation, and reflecting a ministry within the Church:
  - a) Acknowledge that Catholic schools are an expression of the teaching mission of the Church;
  - b) Facilitate the best possible Catholic education according to the programs approved by the Canadian Conference of Catholic Bishops and the provincial Minister of Education;
  - c) Recognize and defend the constitutional right of Catholic education and the democratic and corporate authority of the Board;
  - d) Ensure the affairs of the Board are conducted with openness, justice and compassion;
  - e) Work to improve personal knowledge of current Catholic educational research and practices;
  - f) Affirm a strong sense of Christian Catholic Community;
  - g) Provide support, encouragement and prayer for the efforts of all persons engaged in the ministry of Catholic education in Canada.

*Integrity and Dignity of Office*

2. Trustees of the Board shall discharge their duties loyally, faithfully, impartially and in a manner that will inspire public confidence in the abilities and integrity of the Board.
3. Trustees of the Board shall recognize that the expenditure of school board funds is a public trust and endeavour to see that the funds are expended efficiently, in the best interests of the students.
4. Trustees, as leaders of the Board, must uphold the dignity of the office and conduct themselves in a professional manner, especially when attending Board events, or while on Board property.
5. Trustees shall ensure that their comments are issue-based and not personal, demeaning or disparaging with regard to Board staff or fellow Board members.
6. Trustees shall endeavour to participate in trustee development opportunities to enhance their ability to fulfill their obligations.

### ***Avoidance of personal advantage and conflict of interest***

7. No Trustee shall accept a gift from any person or entity that has dealings with the Board if a reasonable person might conclude that the gift could influence the Trustee when performing his or her duties to the Board. However, this does not, for example, preclude a Trustee from accepting a free ticket or admission to a charitable event or professional development event. Trustees shall refer to and abide by Board Policy A: 12 Code of Ethics/Conflict of Interest when considering an offer of a “gift”.
8. A Trustee shall not use his or her office to advance the Trustee's interests or the interests of any family member or person or organization with whom or with which the Trustee is related or associated.
9. ~~No Trustee shall use his or her office~~ Consistent with the Board’s Hiring and Promotion Policy, a Trustee, or a family member of a Trustee, is not precluded from applying for a job with the Board, however, a Trustee shall not use his or her position, authority or influence to obtain employment with the Board for the Trustee or a family member.

### ***Compliance with Legislation***

10. A Trustee of the Board shall discharge his or her duties in accordance with the *Education Act* and any regulations, directives or guidelines thereunder and comply with the *Municipal Freedom of Information and Protection of Privacy Act*, and any other relevant legislation.
11. Every Trustee of the Board shall uphold the letter and spirit of this Code of Conduct.
12. Every Trustee shall respect and understand the roles and duties of the individual Trustees, Board of Trustees, the Director of Education and the Chair of the Board.

### ***Civil Behaviour***

13. No Trustee shall engage in conduct during meetings of the Board or committees of the Board, and at all other times that would discredit or compromise the integrity of the Board.
14. A Trustee of the Board shall not advance allegations of misconduct and/or a breach of this Code of Conduct that are trivial, frivolous, vexatious, made in bad faith or vindictive in nature against another Trustee of the Board.
15. When expressing individual views, Trustees shall respect the differing points of view of other Trustees on the Board, staff, students and the public.
16. Trustees shall at all times act with decorum and shall be respectful of other Trustees of the Board, staff, students and the public.



17. All Trustees of the Board shall endeavour to work with other Trustees of the Board and staff of the Board in a spirit of respect, openness, courtesy, and co-operation.

### ***Respect for Confidentiality***

18. Every Trustee shall keep confidential any information disclosed or discussed at a meeting of the Board or committee of the Board, or part of a meeting of the Board or committee of the Board, that was closed to the public, and keep confidential the substance of deliberations of a meeting closed to the public, unless required to divulge such information by law or authorized by the Board to do so.
19. No Trustee shall use confidential information for either personal gain or to the detriment of the Board.
20. Trustees shall not divulge confidential information, including personal information about an identifiable individual or information subject to solicitor-client privilege that a Trustee becomes aware of because of his or her position, except when required by law or authorized by the Board to do so.

### ***Upholding decisions***

21. All Trustees of the Board shall accept that authority rests with the Board, and that a Trustee has no individual authority other than that delegated by the Board.
22. Each Trustee shall uphold the implementation of any Board resolution after it is passed by the Board. A proper motion for reconsideration or rescission, if permitted by the Board's Rules of Order, can be brought by a Trustee.
23. A Trustee should be able to explain the rationale for a resolution passed by the Board. A Trustee may respectfully state his or her position on a resolution ~~provided it does not in any way undermine the implementation of the resolution,~~ however as set out in Section 218.1(e) of the Education Act: "A member of the Board shall uphold the implementation of any Board resolution after it is passed by the Board".
24. Each Trustee shall comply with Board policies, procedures, By-Laws, and Rules of Order.
25. The Chair of the Board is the spokesperson to the public on behalf of the Board, unless otherwise determined by the Board. No other Trustee shall speak on behalf of the Board unless expressly authorized by the Chair of the Board or Board to do so. When individual Trustees express their opinions in public, they must make it clear that they are not speaking on behalf of the Board.

## ENFORCEMENT OF CODE OF CONDUCT

### *Identifying a Breach of the Code*

26. A Trustee who has reasonable grounds to believe that a Trustee of the Board has breached the Board's Code of Conduct may bring the alleged breach to the attention of the Board. This is done through the Chair of the Board.
27. Any allegation of a breach of the Code must be brought to the attention of the Chair of the Board no later than six (6) weeks calendar days after the breach comes to the knowledge of the Trustee reporting the breach. Notwithstanding the foregoing, in no circumstance shall an inquiry into a breach of the Code be undertaken after the expiration of ~~six (6)~~ nine (9) months from the time the contravention is alleged to have occurred.
28. Any allegation of a breach of the Code of Conduct shall be investigated following the *Informal* or *Formal* Complaint Procedures below, as the case may be.
29. It is expected that whenever possible, allegations of a breach of the Code of Conduct by a Trustee shall be investigated following the Informal Complaint Procedure. It is recognized that from time to time a contravention of the Code may occur that is trivial, or committed through inadvertence, or an error of judgment made in good faith. In the spirit of collegiality and the best interests of the Board, the first purpose of alerting a Trustee to a breach of the Code is to assist the Trustee in understanding his/her obligations under the Code. Only serious and/or reoccurring breaches of the Code by a Trustee should be investigated following the *Formal Complaint Procedure*.

### *Chair/Presiding Officer*

30. The Code of Conduct applies equally to the Chair of the Board. In the case of an allegation of a breach of the Code by the Chair, wherever a process requires action by the Chair, it shall be modified to read the Vice-Chair of the Board.
31. Each year two alternate Trustees shall be chosen by the Board to be used when the circumstance warrant that one or both Trustees are needed in place of the Chair and/or Vice-Chair of the Board to carry out any of the duties required under this Code of Conduct and Enforcement. In no circumstance shall the Trustee who brought the complaint of a breach of the Code of Conduct be involved in conducting any Formal Inquiry into the complaint.
32. Nothing in this Code prevents the Chair or Presiding Officer of any meeting of the Board or committee of the Board from exercising their power pursuant to s. 207(3) of the *Education Act* to *expel or exclude from any meeting any person who has been guilty of improper conduct at the meeting*. For greater certainty, this may be done at the sole discretion of the Chair or Presiding Officer, as the case may be, and without the necessity of a complaint or conducting an inquiry before an expulsion or exclusion from a meeting. The rationale for this provision is that a Chair or Presiding Officer must have the ability

to control a meeting. Any Trustee who does not abide by a reasonable expulsion or exclusion from a meeting is deemed to have breached this Code.

33. The Chair of the Board or Presiding Officer of any meeting of the Board or committee of the Board shall exercise their powers in a fair and impartial manner having due regard for every Trustee's opinion or views.
34. The Chair of the Board or Presiding Officer shall follow the special rules of order of the Board and/or the adopted Rules of Order and meeting procedures contained in any Policy or By-Law of the Board. A breach of a rule of order should be dealt with at the meeting in question by a Trustee rising to a point of order or appealing a ruling of the Chair in accordance with any applicable rule of order. Once such a motion is dealt with by the Board of Trustees, all Trustees shall abide by that decision and no further action shall be undertaken pursuant to the *Enforcement of the Code of Conduct*, except for persistent improper use of the applicable rules of order by the Chair or Presiding Officer.

### ***Informal Complaint Procedure***

35. The Chair of the Board on his/her [its] own initiative, or at the request of a Trustee of the Board (without the necessity of providing a formal written complaint) who alleges a breach of the Code has occurred, may meet informally with a Trustee of the Board who is alleged to have breached the Code, to discuss the breach. The purpose of the meeting is to bring the allegation of the breach to the attention of the Trustee and to discuss remedial measures to correct the offending behaviour. The Informal Complaint Procedure is conducted in private.
36. The remedial measures may include, for example, a warning, an apology, and/or the requirement of the Trustee to engage in the successful completion of professional development training such as that offered by the Ontario Education Services Corporation *Professional Development Program for School Board Trustees*. If the Chair of the Board and the Trustee alleged to have breached this Code cannot agree on a remedy, then a formal complaint may be brought against the Trustee alleged to have breached this Code and that complaint will be dealt with in accordance with the Formal Complaint Procedure below.

### ***Formal Complaint Procedure***

37. A Trustee who has reasonable grounds to believe that another Trustee of the Board has breached the Board's Code of Conduct may bring the breach to the attention of the Board by first providing to the Chair of the Board, a written, signed complaint setting out the following:
  - (i) the name of the Trustee who is alleged to have breached the Code;
  - (ii) the alleged breach or breaches of the Code;
  - (iii) information as to when the breach came to the Trustee's attention;
  - (iv) the grounds for the belief by the Trustee that a breach of the Code has occurred; and

- (v) the names and contact information of any witnesses to the breach or any other persons who have relevant information regarding the alleged breach.

Except as provided below, if a written complaint is filed with the Chair of the Board then a formal inquiry shall be undertaken, unless the complainant subsequently withdraws the complaint or agrees that the complaint may be dealt with in accordance with the Informal Complaint Procedure.

- 38. In an election year for Trustees, a code of conduct complaint respecting a Trustee who is seeking re-election shall not be brought during the period commencing two months prior to election day and ending after the first Board meeting after the new term of office of the Board commences. If the Trustee accused of a breach of the Code is not re-elected, no inquiry into the alleged breach of the Code by that Trustee shall be undertaken. The limitation period for bringing a complaint shall be extended as necessary.
- 39. The Chair of the Board shall provide to all Trustees of the Board a confidential copy of the complaint within ten (10) days of receiving it. The complaint, any response to the complaint and the investigation of the complaint shall be confidential until it is before the Board of Trustees for a decision as to whether or not the Trustee has breached this Code.

#### ***Refusal to Conduct Formal Inquiry***

- 40. If the Chair and Vice-Chair of the Board are of the opinion that the complaint is out of time, trivial, frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for a formal inquiry, a formal inquiry shall not be conducted and a confidential report stating the reasons for not doing so shall be provided to all Trustees of the Board.
- 41. If the Chair and Vice-Chair of the Board cannot agree on the above then a full formal inquiry shall be conducted.
- 42. If an allegation of a breach of the Code of Conduct on its face is with respect to the non-compliance with a more specific Board Policy with a separate complaint procedure, the allegation shall be processed under that procedure.

#### ***Inquiry***

- 43. If a formal inquiry of an allegation of a breach of the Code of Conduct is undertaken, it shall be done by an outside consultant chosen by the Chair and Vice-Chair.

#### ***Steps of Formal Inquiry***

- 44. The *Statutory Powers Procedure Act* does not apply to anything done regarding the Enforcement of this Code of Conduct. No formal trial-type hearing will be conducted.
- 45. Procedural fairness shall govern the formal inquiry. The formal inquiry will be conducted in private.

46. The formal inquiry may involve both written and oral statements by any witnesses, the Trustee bringing the complaint and the Trustee who is alleged to have breached the Code of Conduct.
47. The Trustee who is alleged to have breached the Code of Conduct shall have an opportunity to respond to the allegations both in a private meeting with the person(s) undertaking the formal inquiry and in writing.
48. It is expected that the formal inquiry will be conducted within a reasonable period of time which will depend on the circumstances of the case. The Trustee who is alleged to have breached the Code of Conduct shall provide a written response to the allegations within 10 days of receiving the written allegation, or such extended period of the time as the investigators deem appropriate in the circumstance.
49. If the Trustee who is alleged to have breached the Code of Conduct refuses to participate in the formal inquiry, the formal inquiry will continue in his/her absence.
50. The final report shall outline the finding of facts, and may contain a recommendation or opinion as to whether the Code of Conduct has been breached if requested to do so by the Chair.

### ***Suspension of Formal Inquiry***

51. If the investigators, when conducting the formal inquiry, discover that the subject-matter of the formal inquiry is being investigated by police, that a charge has been laid, or is being dealt with in accordance with a procedure established under another *Act*, the formal inquiry shall be suspended until the police investigation, charge or matter under another *Act* has been finally disposed of. This shall be reported to the rest of the Board of Trustees.

### ***Decision***

52. The final report shall be delivered to the Board of Trustees, and a decision by the Board of Trustees as to whether or not the Code of Conduct has been breached and the sanction, if any, for the breach shall be made as soon as practical after receipt of the final report by the Board.
53. Trustees shall consider only the findings in the final report when voting on the decision and sanction. No Trustee shall undertake their own investigation of the matter.
54. If the Board of Trustees determine that there has been no breach of the Code of Conduct or that a contravention occurred, although the Trustee took all reasonable measures to prevent it, or that a contravention occurred that was trivial, or committed through inadvertence, or an error of judgment made in good faith, no sanction shall be imposed.

55. The determination of a breach of the Code of Conduct and the imposition of a sanction with respect to a complaint investigated in accordance with the Formal Complaint Procedure must be done by resolution of the Board at a meeting of the Board, and the vote on the resolution shall be open to the public. The resolutions shall be recorded in the minutes of the meeting. The reasons for the decision shall be recorded in the minutes of the meeting. Both resolutions shall be decided by a vote of at least 2/3 of the Trustees of the Board present and voting.
56. Despite s. 207 (1) of the *Education Act*, the part of the meeting of the Board during which a breach or alleged breach of the Board's Code of Conduct is considered may be closed to the public when the breach or alleged breach involves any of the matters described in clauses 207(2) (a) to (e) being:
- (a) the security of the property of the board;
  - (b) the disclosure of intimate, personal or financial information in respect of a member of the board or committee, an employee or prospective employee of the board or a pupil or his or her parent or guardian;
  - (c) the acquisition or disposal of a school site;
  - (d) decisions in respect of negotiations with employees of the board; or
  - (e) litigation affecting the board.
57. The Trustee who is alleged to have breached the Code of Conduct shall not vote on a resolution to determine whether or not there is a breach or the imposition of a sanction. The Trustee who brought the complaint to the attention of the Board may vote on those resolutions.
58. The Trustee who is alleged to have breached the Code of Conduct may be present during the deliberations regarding the above but shall not participate in the deliberations, and shall not be required to answer any questions at that meeting.
59. The Trustee who is alleged to have breached the Code of Conduct shall not in any way, after the final report is completed, influence the vote on the decision of breach or sanction, except as permitted below after these decisions have been made.

### ***Sanctions***

60. If the Board determines that the Trustee has breached the Board's Code of Conduct, the Board may impose one or more of the following sanctions:
- (a) Censure of the Trustee.
  - (b) Barring the Trustee from attending all or part of a meeting of the Board or a meeting of a committee of the Board.
  - (c) Barring the member from sitting on one or more committees of the Board, for the period of time specified by the Board.

61. The Board shall not impose a sanction that is more onerous than the above but may impose one that is less onerous such as a warning or a requirement that the Trustee successfully complete specified professional development courses at the expense of the Board. The Board has no power to declare the Trustee's seat vacant.
62. A Trustee who is barred from attending all or part of a meeting of the Board or a meeting of a committee of the Board is not entitled to receive any materials that relate to that meeting or that part of the meeting and that are not available to members of the public.
63. The imposition of a sanction barring a Trustee from attending all or part of a meeting of the Board shall be deemed to be authorization for the Trustee to be absent from the meeting and therefore, not in violation of the *Education Act* regarding absences from meetings.

### ***Reconsideration***

64. If the Board determines that a Trustee has breached the Board's Code of Conduct the Board shall,
  - (a) give the Trustee written notice of the determination, the reasons for the decision and any sanction imposed by the Board and
  - (b) the notice shall inform the Trustee that he or she may make written submissions to the Board in respect of the determination or sanction by the date specified in the notice that is at least fourteen (14) days after the notice is received by the Trustee; and
  - (c) consider any submissions made by the Trustee and shall confirm or revoke the determination or sanction within fourteen (14) days after the submissions are received.
65. If the Board revokes a determination, any sanction imposed by the Board is revoked.
66. If the Board confirms a determination, the Board shall, within the fourteen (14) days above, confirm, vary or revoke the sanction.
67. If a sanction is varied or revoked, the variation or revocation shall be deemed to be effective as of the date the original determination was made.
68. The Board decisions to confirm or revoke a determination or confirm, vary or revoke a sanction shall be done by resolution at a meeting of the Board and the vote on the resolution shall be open to the public. Both resolutions shall be decided by a vote of at least 2/3 of the Trustees present and voting. The resolutions shall be recorded in the minutes of the meeting together with the reasons for confirming or revoking a determination. The Board shall provide to the Trustee alleged to have breached the Code of Conduct written notice of the decision to confirm or revoke the determination together with reasons for the decision and written notice of any decision to confirm, vary or

revoke a sanction. The Trustee alleged to have breached the Code of Conduct shall not vote on those resolutions. The Trustee who brought the complaint may vote.

69. The Trustee who is alleged to have breached the Code of Conduct may be present during the deliberations regarding the above but may not participate in the deliberations and shall not be required to answer any questions at that meeting.

70. If appropriate, the original sanction may be stayed pending the reconsideration by the Board of the determination or sanction.

**ACKNOWLEDGEMENT AND UNDERTAKING**

I confirm that I have read, understand and agree to abide by the Board's Code of Conduct and the Enforcement Procedures.

**DATE:** ▶

**SIGNATURE:**

\_\_\_\_\_

**Please Print Name:**

\_\_\_\_\_





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

**Meeting Date:**  
January 26, 2016

## BOARD REPORT

**Public**  **In-Camera**   
**PRESENTED FOR:** Information  Approval   
**PRESENTED BY:** Senior Administration  
**SUBMITTED BY:** Paul A. Picard, Director of Education  
 Cathy Geml, Associate Director of Education  
**SUBJECT: EXPANSION OF ELEMENTARY FRENCH IMMERSION PROGRAM**

### RECOMMENDATION:

**That approval be given to the establishment of a dual track English and French Immersion program at St. John the Baptist Catholic Elementary School beginning September 2016; and**

**That approval be granted to include boundary adjustment for the above French Immersion site; and**

**That Administration provide a comprehensive implementation plan for the expansion of French Immersion at St. John the Baptist, including financial considerations to the Board.**

### SYNOPSIS:

As part of the initial five-year plan submitted to the Board in February 2011, the French Immersion Advisory Committee (FIAC) was directed to explore the possibility of expanding the elementary French Immersion program. This report seeks conceptual approval towards the establishment of one additional elementary French Immersion site in the Belle River area.

### BACKGROUND COMMENTS:

- Based on the 2014 French Immersion feasibility study, data analysis has shown a great interest for French immersion in the area of Belle River /Lakeshore.
- January 11<sup>th</sup>, In-camera Board Meeting approved in principle the expansion of French Immersion into Belle River. A dual track French Immersion program will be offered at St. John the Baptist Catholic Elementary School for September 2016.

- On January 14<sup>th</sup>, information was provided to the French Immersion Advisory Committee on the potential expansion of a new French Immersion program at St. John the Baptist Catholic Elementary School in Belle River.
- On January 19<sup>th</sup> information regarding French Immersion was provided to St. John the Baptist School Advisory Council.
- On January 27<sup>th</sup> a French Immersion information night for interested parents will be held at St. John the Baptist.
- JK/SK registration for the proposed French Immersion site will occur during the system-wide registration on February 16<sup>th</sup> –February 26<sup>th</sup> including the JK Open House on February 17<sup>th</sup>.

- 

**Implementation recommendations for the establishment of a dual track English and French Immersion program at St. John the Baptist Catholic Elementary School site:**

- In 2016-17 French Immersion will initially be available in JK/SK and Grade 1, with a new grade added each subsequent year. Based on sufficient interest, program requirements and qualified staff, Grade 2 may begin in September 2016.
- The English track from JK-8 will continue at St. John the Baptist Catholic Elementary School.
- The French Immersion boundary for St. John the Baptist Catholic Elementary School would encompass families /students from the Belle River/Lakeshore areas (St. John the Baptist, *St. John the Evangelist*, *St. William*, *Our Lady of Annunciation*). See Appendix A & B

Currently, there are six Board wide previously approved elementary French Immersion sites in operation. Based on last year's feasibility study results and in consultation with the Belle River/Lakeshore areas, the Board of Trustees is recommending Senior Administration to further explore the establishment of a French Immersion program at St. John the Baptist Catholic Elementary School beginning September 2016.

**FINANCIAL IMPACT:**

In accordance with Board By-Law 13:04, *Identify Source of Funding*, no new program or service shall be implemented, and no existing ones shall be altered, without the approval of the Board. Approval shall only be granted if the source of funding for the specific program or service or alteration has been identified by the Director as coming from one or more of the following:

- Additional grants that are being provided by the Province
- New revenues raised by the Board
- Savings generated through reductions in other areas; and
- Budget surpluses once the accumulated operating and capital deficit have been eliminated.

The estimated incremental expenditures from the new French Immersion programming at St. John the Baptist are \$521,960. A detailed breakdown of expenses is presented in Appendix C. This pressure is required to be funded through the sources identified in the Board By-Law noted above. An analysis considering each funding option is presented below.

**Additional grants that are being provided by the Province**

It is estimated that an additional \$219,944 of Grants for Student Needs (GSN) revenue will be generated through the Pupil Foundation, School Foundation and other special purpose grants.

**New revenues raised by the Board**

No new anticipated revenues have been identified.

**Savings generated through reductions in other areas**

\$46,896 of the remaining contingency in 2015-16 will be used fund any upfront costs the Board will incur this year with the additional savings being generated through reductions to be identified in the 2016-17 budget development process.

**Budget surpluses once the accumulated operating and capital deficit have been eliminated**

As the Board's accumulated capital deficit has not been eliminated, this option is not available.

**TIMELINES**

Pending Board approval, implementation of the French Immersion program at St. John the Baptist would commence September 2016.

**APPENDICES:**

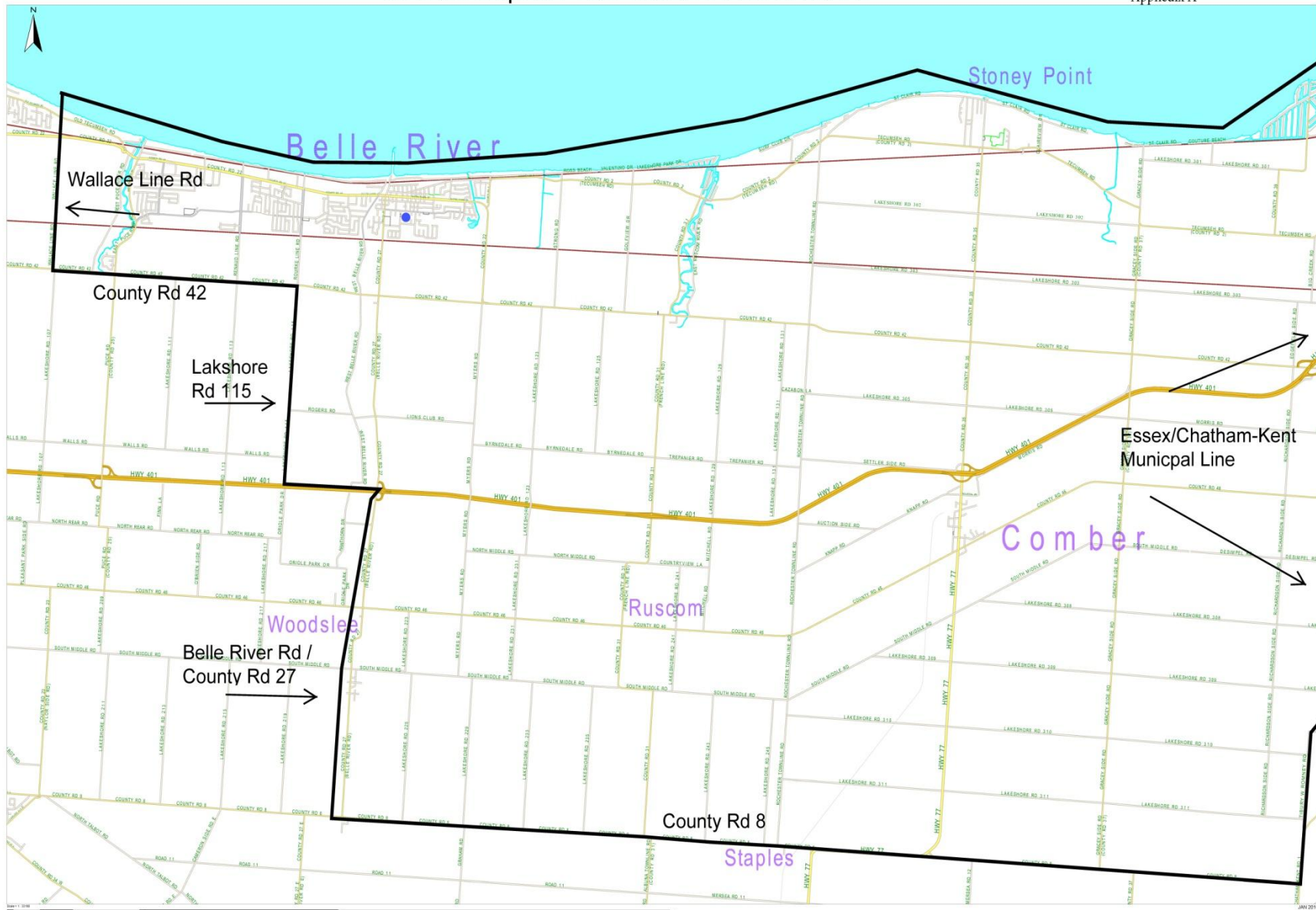
- Appendix A: Description and Map of boundary area for St. John the Baptist site
- Appendix B: For reference only: County Elementary School Map-Expansion of Elementary French Immersion Program
- Appendix C: 2016-17 Estimated Incremental Expenditures- St. John the Baptist French Immersion

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	January 19, 2016
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	January 19, 2016
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	January 19, 2016

### St John Baptist PROPOSED FI BOUNDARY

Appendix A



Appendix A (2)

**St John the Baptist  
Proposed French Immersion Boundary**

*Written description*

**North:**

Lake St Clair

**East:**

Essex/Chatham-Kent Municipal line

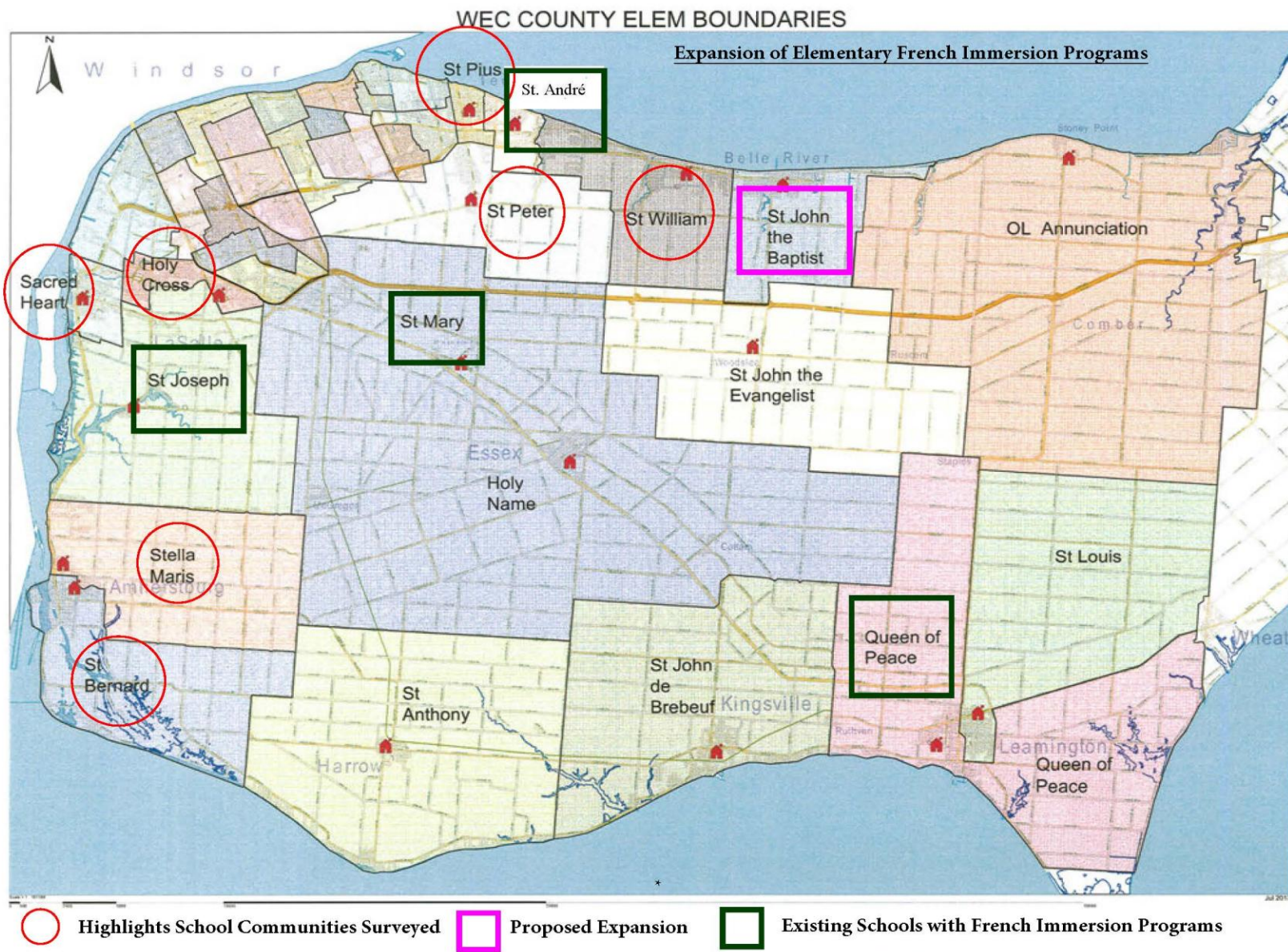
**South:**

County Rd 8

**West:**

From County Rd 8 north along Belle River Rd (County Rd 27) to Hwy 401. Both sides included. West along Hwy 401 to Lakeshore Rd 115, north to County Rd 42, west to Wallace Line Rd, north to Lake St Clair.

APPENDIX B



## Appendix C

**Windsor-Essex Catholic District School Board  
Estimated Incremental Expenditures**

School:                     **St. John the Baptist**                    

Enrolment Full-Time Equivalent:                     **60.0**                    

<b>Staffing Expenditures:</b>	<b>Full-Time Equivalent</b>	<b>Estimated Incremental Cost</b>	<b>Estimated Incremental Cost Per Pupil</b>
Teachers	3.50	325,493	5,425
Custodian	0.50	25,095	418
Early Childhood Educator	1.00	40,455	674
<b>Subtotal</b>	<b>5.00</b>	<b>\$ 391,043</b>	<b>\$ 6,517</b>
Benefits		56,263	938
<b>TOTAL STAFFING EXPENDITURES</b>		<b>\$ 447,306</b>	<b>\$ 7,455</b>
<b>Building &amp; School Based Expenditures:</b>			
School Operations		1,385	23
School Services/Supplies		5,269	88
<b>TOTAL BUILDING &amp; SCHOOL BASED EXPENDITURES</b>		<b>\$ 6,654</b>	<b>\$ 111</b>
<b>Additional Expenditures</b>			
Signage		\$ 1,000	\$ 17
Transportation		40,000	667
Programming resources		12,000	200
Furniture		3,000	50
Advertising		1,500	25
French Immersion Qualifications		10,500	175
<b>TOTAL ADDITIONAL EXPENDITURES</b>		<b>\$ 68,000</b>	<b>\$ 1,133</b>
<b>TOTAL INCREMENTAL EXPENDITURES</b>		<b>\$ 521,960</b>	<b>\$ 8,699</b>
<b>TOTAL INCREMENTAL REVENUE</b>		<b>\$ 219,944</b>	