



# Hastings and Prince Edward District School Board

*A Great Place to Learn and A Great Place to Work!*

Dwayne Inch, Chair of the Board

Rob McGall, Director of Education

## NOTICE OF MEETING

This notice is to confirm that the next regular meeting of  
**Hastings and Prince Edward District School Board**  
will be held on:

**Monday, September 26, 2011**

**at 7:00 p.m.**

**in the Board Room of the Education Centre  
156 Ann Street, Belleville, Ontario**

The agenda and supporting documents for this meeting are attached to this notice.

If you would prefer to receive an electronic copy of the agenda package, please email  
[phoskin@hpedsb.on.ca](mailto:phoskin@hpedsb.on.ca) .

**Dwayne Inch**  
Chair of the Board

**Rob McGall**  
Director of Education and  
Secretary of the Board

**Trustees:** **Michael Brant**  
*Tyendinaga Mohawk Territory*  
**Bonnie Danes**  
*Centre Hastings*  
**Dwayne Inch**  
*South Prince Edward*  
**Jim Williams**  
*Sidney/Frankford*

**Samuel J. J. Clements**  
*Trenton/CFB Trenton*  
**Thelma Goodfellow**  
*Southeast Hastings*  
**Lucille Kyle**  
*North Hastings*  
**Indigo Christ**  
*Student Trustee*

**Jennifer Cobb**  
*North Prince Edward*  
**Mary Hall**  
*Belleville, Vice-chair*  
**Dave Patterson**  
*Belleville/Thurlow*  
**Ally Martin**  
*Student Trustee*



# Hastings and Prince Edward District School Board

*A Great Place to Learn and A Great Place to Work!*

Dwayne Inch, Chair of the Board

Rob McGall, Director of Education

**BOARD MEETING  
PUBLIC AGENDA**  
Regular meeting of September 26, 2011 – 7:00 p.m.  
Board Room, Education Centre

Section	Item	Report No.	Resp.
<b>A</b>	<b>Call to order</b>		
	Board prayer		
	Delegations/presentations:		
	Approval of agenda		
	Approval of minutes:		
	• June 20, 2011 – regular meeting	A-1	D. Inch
	• September 12, 2011 – special meeting	A-2	D. Inch
	Business arising from the minutes	Handout	D. Inch
	Report from Committee of the Whole Board		
<b>B</b>	<b>Recommendations</b>		
	Report from Executive Committee		
	• Change in venue for November Board Meeting	B-1	D. Inch
	Report from Operations and Finance Committee		
	• Architect Selection	B-2	D. Patterson
	Report from Program and Human Resources		
	• AiM – Achievement in Motion for Student Success System Plan Year 2	B-3	T. Goodfellow
<b>C</b>	<b>Information</b>		
	Calendar of events	C-1	R. McGall
	Report from the Chair	Verbal	D. Inch
	Report from Executive Committee	Verbal	D. Inch
	Report from Operations and Finance Committee	Verbal	D. Patterson
	Report from Program and Human Resources Committee	Verbal	T. Goodfellow
	Reports from staff		
	• Capital projects update	Verbal	D. Rutherford/D. Tregenza
	• Elementary and secondary enrolment update	C-2	D. Rutherford
<b>7:05 p.m.</b>	• Celebrating Learning video	Verbal	C. Portt/C. DeMille/J. Rogers
	Questions, reports and proposals from trustees (including “notices of motion”)	Verbal	All
<b>D</b>	<b>Correspondence</b>		
	Award “Thank You” notes	D-1 Circulated	R. McGall
	CUPE – Early Childhood Educators Awareness Day	D-2	R. McGall

## Adjournment

**Next regular meeting: Monday, October 24, 2011 – 7:00 p.m.**

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# Hastings and Prince Edward District School Board

*A Great Place to Learn and A Great Place to Work!*

Dwayne Inch, Chair of the Board

Rob McGall, Director of Education

## PUBLIC MOTIONS AND REPORTS September 26, 2011

Report	Info.	Decision	Motion
Approval of agenda		X	<b>That the agenda be approved.</b>
A-1 – Approval of minutes of the regular meeting of June 20, 2011		X	<b>That the minutes of the regular meeting of June 20, 2011 be approved.</b>
A-2 – Approval of minutes of the special meeting of September 12, 2011		X	<b>That the minutes of the special meeting of September 12, 2011 be approved.</b>
Report from Committee of the Whole Board	X		<b>Nothing to report.</b>
B-1 – Change in venue for November Board Meeting		X	<b>That Hastings and Prince Edward District School Board hold its regular meeting on November 14, 2011 at Sir John A. Macdonald School, Belleville, as outlined in Board Report No. B-1, dated September 26, 2011.</b>
B-2 – Architect selection		X	<b>That Hastings and Prince Edward District School Board award a project management and architectural design services contract for the new Stirling and Tweed unnamed schools to Ventin Group Limited as contained in the public Board Report No. B-2 dated September 26, 2011.</b>
B-3 – AiM Achievement in Motion for Student Success System Plan Year 2		X	<b>That Hastings and Prince Edward District School Board approve the Year 2, AiM – Achievement in Motion for Student Success System Plan, for the 2011–2012 school year, as contained in Board Report No. B-3 dated September 26, 2011.</b>
C-1 – Calendar of Events	X		For information only.
C-2 – Elementary and secondary enrolment update	X		For information only.
D-1 - Award “Thank You” notes	X		For information only.
D-2 – CUPE – Early Childhood Educators Awareness Day	X		For information only
Adjournment			

- D R A F T -



**HASTINGS AND PRINCE EDWARD DISTRICT SCHOOL BOARD  
PUBLIC MEETING MINUTES  
June 20, 2011**

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**Members present:** M. Brant, S. Clements, J. Cobb, T. Goodfellow, M. Hall, D. Inch, L. Kyle, D. Patterson, J. Williams

**Student Trustees:** A. Martin

**Regrets:** I. Christ

**Absent:** None

**Resource:** C. DeMille, K. Donnell, T. FitzGibbon, R. McGall, M. Norton, C. Portt, J. Rogers, D. Rutherford, M. Savery-Whiteway, D. Tregenza

**Guests:** None

**Minutes:** P. Hoskin

**Call to order**

Vice-chair Hall called the meeting to order at 7:00 p.m.

**Board prayer**

Trustee Cobb said the Board prayer.

Vice-chair Hall welcomed new student trustee Ally Martin from Centennial Secondary School and noted that student trustee Indigo Christ from Moira Secondary School sent her regrets as she is in Mexico.

**Delegations/presentations**

**Science and Technology recognition**

Superintendent FitzGibbon introduced Randy Votary, Curriculum Coordinator, who along with a team of dedicated staff and volunteers, organizes the Quinte Regional Science Fair each year.

Mr. Votary thanked the Board for their support of this program and noted that because of exams, the students were unable to attend the Board meeting. Mr. Votary introduced the Science Fair team of Scott Berry, retired Science teacher, Joanne Peckam teacher and co-chair of the Quinte Regional Science and Technology Fair Committee, and Kyla Reidstra-Wiesner, occasional teacher who attended the Quinte Regional Science and Technology Fair and Canada Wide Science Fair along with Melissa Wright, secondary school teacher. A Slide show was shown of the three students from HPEDSB who attended the Canada Wide Science Fair with their projects. Harry J. Clarke Public School student Govind Pisharodi's project was titled "Biofuels and Fossil Fuels: A Comparison"; Theresa DeCola, Frankford Public School, project "Spirit Mission by Interplanetary Shipping" won a silver medal and scholarship; and Jenny Xue, Moira Secondary School, project "Does Light at Night Boost Appetite? A study on Mice" won a bronze medal and scholarship.

Trustees commented that they look forward each year to attending the Quinte Regional Science Fair and find it very interesting. Trustees applauded the work of the volunteers and their dedication to the students of HPEDSB.

**Student Trustee recognition**

Vice-chair Hall called on former student trustees Carmen Meyette and Emily Tetzlaff and thanked them for their participation on the Board during the past year. The students were presented with a memory box, an honorarium and their nameplates.

**10<sup>th</sup> Annual Great Place awards**

Communications Officer, Kerry Donnell said it was a pleasure to continue this celebration and provided a brief introduction to the 10<sup>th</sup> Annual Great Place Awards. During the past 10 years this award for outstanding contributions to students has been given to 104 individuals or groups made up of HPEDSB staff, volunteers, police, school council members and community members or organizations.

The Great Place Awards Committee was comprised of Karen Chow, Elementary Occasional Teacher representative; Paul Covert, Chair-Parent Involvement Committee; Kerry Donnell, Communications Officer; Mary Hall, Vice-chair of the Board; Sarah Langridge, Student Senator-Prince Edward Collegiate Institute; Sue McKeown, Office Supervisor-Centre Hastings Secondary School; Karen Morrow, Teacher-Bayside Secondary School and Ontario Secondary School Teachers' Federation representative; Steve Payne, Systems Analyst and Canadian Union of Public Employees representative; Tonia Shelmerdine, Vice-principal-Stirling Junior and Primary Schools and Ontario Principals' Council representative; and Emily Tetzlaff, Student Trustee-Trenton High School.

Director Soule invited each of the award recipients to the podium and provided a short overview of the contributions each has made to students in our district.

The 2010/2011 Great Place Award recipients are:

Robin Baranyai, Parent, C.M.L. Snider School  
Melanie Boniface, Secretary – Stirling Primary School  
Scott Boyd, Teacher – Bayside Public School  
Dot Burshaw, Secretary – Education Centre  
Jennifer Cook and Stacey Wagner, Teachers – Sir John A. Macdonald School  
Cindy Kearns, School Council Chair and Parent Volunteer - Madoc Township Public School  
Jo-Anne Peckham, Teacher - College Street Public School  
Jim West, Teacher - Moira Secondary School

**Approval of the agenda**

**Moved: J. Williams**

**Seconded: L. Kyle**

**That the agenda be approved with the addition of Ministry of Education Capital Projects announcement under Reports from Staff.**

Carried

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At 7:40 p.m. the acting Chair called a fifteen minute recess and invited everyone to the Committee Room to congratulate award recipients and enjoy refreshments.

**The meeting resumed at 7:58 p.m.**

#### **Election of the Chair**

Trustee Goodfellow commended Vice-chair Hall for stepping in as chair during the recent illness and loss of Chair Pitman.

Director Soule, Secretary of the Board, chaired the meeting for the election process. Director Soule reviewed the election process to be followed as outlined in Board Policy No. 2 Governance By-laws and Standing Rules.

**It was declared that:**

**Superintendent Rutherford and Senior ITS Officer, Matt Norton will be scrutineers for the elections.**

**There were no objections.**

Director Soule called for nominations for the position of chair for the period June 2011 to November 2011.

Trustee Cobb nominated Trustee Inch and Trustee Patterson seconded the nomination.

Trustee Inch accepted the nomination.

The Director called for nominations for the position of Chair a second and third time.

No other nominations.

It was declared that Dwayne Inch would be chair of the board for balance of the term, June 2011 to November 2011.

#### **Remarks by the Board chair**

Chair Inch thanked fellow trustees for their support noting that they were large shoes to fill. He thanked Vice-chair Hall for filling in as chair.

Chair Inch proceeded with the agenda.

#### **Chair of Operations and Finance**

Chair Inch called for nominations for chair of the Operations and Finance Committee.

Trustee Cobb nominated Trustee Patterson and Trustee Kyle seconded the nomination.

Trustee Patterson accepted the nomination.

Chair Inch called for nominations a second time.

Trustee Clements nominated Trustee Brant and Vice-chair Hall seconded the nomination.

Trustee Brant declined the nomination.

Chair Inch called for nominations a third time.

There were no other nominations.

It was declared that Trustee Patterson would be chair of the Operations and Finance Committee for the balance of the term.

**Election of Ontario Public School Boards' Association (OPSBA) representative**

Director Soule provided assistance with the election of the OPSBA representative.

Director Soule called for nominations for the position of OPSBA representative.

Trustee Williams nominated Vice-chair Hall. The nomination was seconded by Trustee Brant.

Vice-chair Hall declined the nomination.

Director Soule called for nominations a second time.

Vice-chair Hall nominated Trustee Goodfellow and Trustee Williams seconded the nomination.

Director Soule called for nominations a third time.

There were no further nominations.

It was declared that Trustee Goodfellow would be the Ontario Public School Boards' Association representative for the period June 2011 to May 2012.

Director Soule called for nominations for the position of Alternate representative with the Ontario Public School Boards' Association.

Trustee Williams nominated Vice-chair Hall and Trustee Cobb seconded the motion.

Vice-chair Hall accepted the nomination.

Director Soule called for nominations a second and third time. There were no further nominations.

It was declared that Vice-chair Hall would be the alternate representative with the Ontario Boards' Association for the period June 2011 to May 2012.

**Approval of minutes**

**Moved: D. Patterson**

**Seconded: M. Hall**

**That the minutes of the regular meeting of May 24, 2011 be approved with correction.**

It was noted that Student Trustee Ally Martin's name was incorrect on Page 4.

Carried

**Moved: J. Williams**  
**Seconded: J. Cobb**

**That the minutes of the special meeting of June 7, 2011 be approved as corrected.**

It was noted that on Page 2, the report from Executive Committee should read "Board Policy No. 2 Governance By-Laws and Standing Rules".

Carried

**Moved: M. Hall**  
**Seconded: M. Brant**

**That the minutes of the special meeting of June 13, 2011 be approved as corrected.**

It was noted that the reference to Board Report No. B-1 should be removed from the motion regarding ratification of the Association of Professional Student Services Personnel collective agreement.

Carried

**Business arising from the minutes of the regular meeting of May 24, 2011**

- None

**Business arising from the minutes of the special meeting of June 7, 2011**

- None

**Business arising from the minutes of the special meeting of June 13, 2011**

- None

**Report from the Committee of the Whole Board**

There were no recommendations from the Committee of the Whole.

**Recommendations**

**Report from Budget Committee  
2011-2012 Budget**

**Moved: D. Patterson**  
**Seconded: J. Williams**

**That Hastings and Prince Edward District School Board approve the 2011-2012 Budget in the amount of \$190,388,623 as contained in Board Report No. B-1 dated June 20, 2011.**

Carried

**Report from the Executive Committee  
Board Policy No. 3-A Delegations and Presentations**

Moved: T. Goodfellow  
Seconded: D. Inch

**That Hastings and Prince Edward District School Board approve the changes to Board Policy No. 3-A Delegations and Presentations, as contained in Board Report No. B-2, dated June 20, 2011.**

It was requested that the name of the form be referred to before the form number in Appendix A Policy 3-A Delegations and Presentations item 3.2.

Carried

**Report from Operations and Finance Committee  
Borrowing resolution**

Moved: S. Clements  
Seconded: T. Goodfellow

**That Hastings and Prince Edward District School Board, in order to meet current 2011-2012 expenditures, approve the attached resolution authorizing the borrowing of a sum of up to twelve million dollars (\$12,000,000) outstanding at any one time as contained in Board Report No. B-3 dated June 20, 2011.**

Trustee Clements noted that this is the same borrowing limit approved in 2010 and was more than adequate.

Carried

**Annual Accessibility Plan**

Moved: M. Hall  
Seconded: D. Patterson

**That Hastings and Prince Edward District School Board approve the Annual Accessibility Plan for the period September 2011 to August 2012 as contained in Board Report No. B-4, dated June 20, 2011.**

Vice-chair Hall commented that the Board is required to annually review our Accessibility Plan to ensure it addresses barriers to persons with disabilities. Controller of Facility Services, Don Tregenza, responded to trustee questions and noted that accessibility training is to be completed by January 2013.

Carried

**Report from Program and Human Resources Committee  
Special Education plan**

Moved: J. Williams  
Seconded: L. Kyle

**That Hastings and Prince Edward District School Board approve the amendments to the Special Education Plan 2011-2012 as contained in Board Report No. B-5 dated June 20, 2011.**

Superintendent Rogers noted that a revised Appendix B which corrects the data originally reported had been distributed.

Carried

### **Information**

#### **Calendar of events**

The calendar was reviewed. Director Soule noted that there would be a trustee retreat with the new director, Rob McGall, on September 19, 2011. Details and location will follow.

Student Trustee Tetzlaff advised that the Trenton High School graduation was at 6:00 p.m. and not 7:00 p.m. as noted on the calendar.

#### **Report from Chair (acting)**

Vice-chair Hall reminded everyone that this was the last Board meeting for Director Soule as she is retiring effective August 31, 2011. Director Soule congratulated the Board for the way they have worked through and handled some very difficult situations and processes lately. Trustee governance training has been initiated, a process has been put in place to fill the vacancy on the Board, a new union contract has been signed and the Principal/Vice-principal Terms of Employment agreement has been finalized. She thanked the Board for their support and noted that they are in good shape for the upcoming year.

#### **Report from Executive Committee**

Vice-chair Hall reported on the following items from the Executive Committee meeting that took place on June 6, 2011:

- Board Policy No. 3-A Delegations and Presentations
- Review of agendas

#### **Operations and Finance Committee**

Chair Inch reported on the following items from the Operations and Finance Committee meeting that took place on June 13, 2011:

- Recommendations borrowing resolution
- Accessibility plan
- Capital projects update
- Trustee expense reimbursement
- Operations and Finance Committee meeting start time discussed

#### **Program and Human Resources Committee**

Trustee Goodfellow reported on the following items from the Program and Human Resources Committee meeting that took place on June 13, 2011:

- Text book approval was deferred to September
- Special Education plan was approved
- Time change for Program and Human Resources meeting
- Information Technology Advisory Committee reported on pilot projects
- Update on implementation of full day kindergarten
- Report from the Frink Centre

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**Reports from Staff**

**Ministry of Education new schools announcement**

A press release from the Ministry of Education regarding the building of forty two new schools across the province two of which will be in our district. Superintendent Rutherford noted that of the eight business cases submitted in January, the consolidation of the three Stirling schools into one 600 pupil complex and the joining of SH Connor School and Tweed-Hungerford Senior Public School into one 350 pupil school were approved by the Ministry. Additional information is expected from the Ministry regarding timelines.

**Board and Committee Meeting Schedule 2011-2012**

Director Soule noted that the Operations and Finance Committee and Program and Human Resources Committee meeting times will be switched for months of November, March and June. A revised Board and Committee Meeting Dates schedule has been distributed to trustees.

**Reports from Trustees – Board committees and events**

Trustees provided updates on events they attended:

- Leadership development
- Mental health summit
- Special Education Advisory Committee meeting
- Aboriginal Education Steering Committee meeting
- Prince Edward Collegiate Institute Aboriginal Awareness Symposium

**Report from Student Trustees:**

- Nothing to report.

**Trustee proposals and queries**

- None

**Correspondence**

**Condolence cards**

A package of condolence cards and letters regarding the recent passing of Chair Pitman was circulated.

**Ministry of Education: Approval of 2011-2012 School Year Calendar**

The Director advised that this is approval of the 2011-2012 proposed school year calendar that was submitted to the Ministry of Education. Calendars will be distributed during the summer.

**Adjournment**

The meeting was adjourned at 8:55 p.m.

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Chair

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Secretary



- D R A F T -  
**HASTINGS AND PRINCE EDWARD DISTRICT SCHOOL BOARD**  
**SPECIAL PUBLIC MEETING MINUTES**  
**September 12, 2011**

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**Members present:** M. Brant, S. Clements, J. Cobb, T. Goodfellow, M. Hall, D. Inch, L. Kyle, D. Patterson, J. Williams

**Student Trustees:** I. Christ, A. Martin

**Regrets:** None

**Absent:** None

**Resource:** C. DeMille, K. Donnell, T. FitzGibbon, R. McGall, M. Norton, C. Portt, J. Rogers, D. Rutherford, M. Savery-Whiteway, D. Tregenza

**Guests:** None

**Minutes:** P. Hoskin

**Call to order**

Chair Inch called the meeting to order at 6:15 p.m.

**Delegations/presentations**

None.

**Approval of the agenda**

**Moved:** T. Goodfellow

**Seconded:** J. Cobb

**That the agenda be approved.**

Carried

**Report from the Committee of the Whole Board**

**Moved:** J. Cobb

**Seconded:** J. Williams

**That Hastings and Prince Edward District School Board approve the following recommendation from the Committee of the Whole Special Meeting of September 12, 2011:**

- 1. Trustee Representative for Centre Hastings**

Vice Chair Hall read the following motion which was moved by Trustee Williams, seconded by Trustee Paterson and approved at the Committee of the Whole Special Meeting, September 12, 2011.

**That Hastings and Prince Edward District School Board approve the appointment of Bonnie Danes as trustee to fill the trustee vacancy representing the electoral districts of Municipality of Centre Hastings, Municipality of Marmora and Lake, Madoc Township and Stirling-Rawdon Township, as defined in the *Education Act Part VII Section 221.1 Vacancies*, for the period September 12, 2011 to November 30, 2014, and as contained in Committee of the Whole Report B-1 dated September 12, 2011.**

Carried

Director McGall thanked trustees for their time and energy to bring this decision forward. Of the eighteen applications, seven candidates were interviewed and a selection made so that we can move forward as a full board this evening.

Chair Inch invited the new trustee representative for Centre Hastings, Bonnie Danes, to the board table. Mrs. Danes read and signed the Declaration of Office and Oath of Allegiance. Chair Inch congratulated Ms. Danes and welcomed her to the board.

#### **Recommendations**

None

#### **Information**

#### **Reports from Staff**

##### **Trustee vacancies on Committees**

Director McGall stated the trustee vacancy had created a vacancy on the Audit, Program and Human Resources and Safe Schools Advisory Committees.

Superintendent Rutherford noted that this is a new committee created through Government legislation which takes over some of the responsibilities of the Finance Committee. The committee is required to meet at least three times per year or more if necessary.

Superintendent FitzGibbon advised that the Program and Human Resources Committee meets monthly beginning at 5:30 p.m. on most dates.

Superintendent Savery-Whiteway stated that the Safe Schools Advisory Committee meets twice annually, in the fall and the spring. The committee reviews Ministry of Education legislation and usually lasts a half day.

The Chair called for a volunteer for the Audit Committee to which Trustee Patterson agreed to sit on the committee.

Chair Inch called for a volunteer to sit on the Program and Human Resources Committee to which Trustee Danes agreed to fill the vacancy.

Chair Inch called for a volunteer to sit on the Safe Schools Advisory Committee to which Trustee Kyle agreed to fill the vacancy.

Chair Inch thanked the trustees for stepping forward to fill these vacancies.

**Adjournment**

The meeting was adjourned at 6:29 p.m.

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Chair

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Secretary



**Decision**   X   **Information**       

**To:** The chair and members of the Hastings and Prince Edward District School Board

**From:** Dwayne Inch, Chair, Executive Committee  
Rob McGall, Director of Education and Secretary of the Board

**Re:** **Location of the regular November Board meeting**

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**Purpose**

To seek approval to relocate the November 14, 2011 regular meeting of the Board to Sir John A. Macdonald School, Belleville.

**Background**

Article VII, Meetings of the Board contained in Board Policy 2 - By-laws states that the regular meetings of the Board will be held at the Education Centre unless otherwise determined by resolution of the Board. The Board has determined that it is reasonable to hold one meeting per year at an alternate location.

**Current situation**

In the past Board meetings have been moved offsite to schools within our district. This practice supports AiM – Achievement in Motion for Student Success System Goal – Community Connections. Sir John A. Macdonald School is located in Belleville within the Centennial School Group area and was one of four schools in Hastings and Prince Edward to undergo significant renovations over the summer as part of the district facility renewal strategy.

**Appendices** - None

**Recommendation**

**Moved:**

**Seconded:**

**That Hastings and Prince Edward District School Board hold its regular meeting on November 14, 2011 at Sir John A. Macdonald School, Belleville, as outlined in Board Report B-1, dated September 26, 2011.**

Respectfully submitted,

**Dwayne Inch**  
Chair, Executive Committee

**Rob McGall**  
Director of Education and Secretary to the Board

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**Decision**   X   **Information**       

**To:** The Chair and Members of the Hastings and Prince Edward District School Board

**From:** Dave Patterson, Chair, Operations and Finance Committee  
Dave Rutherford, Superintendent of Business Services  
Don Tregenza, Controller of Facility Services

**Re: Request for Proposal – RFP #1101-009  
Project management and architectural services for the new Stirling and  
Tweed consolidated unnamed schools**

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### **Background**

The Ministry of Education has approved funding of \$19.2 Million for construction of new schools in Stirling and Tweed to replace and consolidate the existing school buildings. As part of the design process the board will require the services of a project manager and architect to prepare the necessary preliminary design concepts and tender documents.

### **Current situation**

A total of 15 RFP submissions were received by August 23, 2011. An analysis of the submissions was performed which examined each proponent's qualifications, experience, project management skills, understanding of the 21<sup>st</sup> Century design concept for student needs, extent of services and proposed fees.

Proposals were received from:

<b>Company</b>	<b>% Fee of Construction Cost</b>
AECOM	10.2
Ameresco Canada	9
Barry Bryan Associates	5.95
CS&P Architects	8.9
DIALOG	5.65
Icon Architects	5.9
Kearns Mancini Architects	9
Kneider Architects	11
Lennis Trotter Architect	7
METTKO	11.99
Moriyama and Techima Architects	8.89
P2I Strategies	8.25
Snyder and Associates	7.34
Ventin Group Limited	5.35
ZAS Architects/Colborne and Kembel Architects	5.9



After a detailed analysis of each submission, Ventin Group Limited achieved the highest score ranking. It is proposed to use the same proponent for both projects with the intent to achieve some saving though partial duplication of design. Ventin Group has offered the lowest cost fee proposal.

Ventin Group is based in Brantford and maintains a satellite project management office in Belleville. They have extensive school project experience throughout Ontario and offered excellent references. Operations and Finance Committee Report No. B-1 was presented and approved at the meeting of September 12, 2011 and is now being brought forward for Board approval.

### **Recommendation**

Moved: T. Goodfellow  
Seconded: S. Clements

**That Hastings and Prince Edward District School Board award a project management and architectural design services contract for the new Stirling and Tweed unnamed schools to Ventin Group Limited as contained in the public Board Report No. B-2 dated September 26, 2011.**

Respectfully submitted,

**Dave Patterson, Chair  
Operations and Finance Committee**

**Dave Rutherford  
Superintendent of Business Services**

**Donald S. Tregenza  
Controller of Facility Services**



**Decision   X   Information**

**To:** The Chair and Members of Hastings and Prince Edward District School Board

**From:** Thelma Goodfellow, Chair, Program and Human Resources Committee  
Rob McGall, Director of Education and Secretary of the Board

**Re:    **AiM – Achievement in Motion for Student Success System Plan, 2011-2012****

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**Purpose**

To approve the Year 2 AiM – Achievement in Motion for Student Success System Plan for the 2011-2012 school year.

**Background**

The draft Year 2 System Plan was presented at the AiM System Meeting held on September 1, 2011 and has been made available to employee and community groups, federations, unions and trustees for review and feedback. The draft System Plan has also been posted on the web site. Feedback was collected and considered in making the final revisions to the draft plan.

**Current situation**

The attached System Plan was reviewed at the Operations and Finance Committee meeting on September 12, 2011 and was presented to the Program and Human Resources Committee for approval on September 19, 2011.

**Appendix**

AiM – Achievement in Motion for Student Success System Plan, Year 2 - 2011-2012

**Recommendation**

Moved:       L. Kyle  
Seconded:    B. Danes

**That Hastings and Prince Edward District School Board approve the Year 2, AiM – Achievement in Motion for Student Success System Plan, for the 2011–2012 school year, as contained in Board Report No. B-3 dated September 26, 2011.**

Respectfully submitted,

**Thelma Goodfellow, Chair  
Program and Human Resources Committee**

**Rob McGall  
Director of Education and Secretary of the Board**



# AiM—Achievement in Motion for Student Success System Plan

DRAFT Year 2, 2011-2012



## SYSTEM GOAL - SUCCESS FOR EACH STUDENT

Hastings and Prince Edward District School Board is a system of character that delivers a quality learning experience to support high levels of achievement for each student.

**SUCCESS FOR EACH STUDENT ACTION PLAN 1**      **RESPONSIBILITY:** We have a sense of duty to fulfill commitments. We take ownership for our own thoughts and actions. We are reliable and accountable in our words and actions.

Develop processes to create a culture of collective responsibility for high levels of student achievement for 21<sup>st</sup> Century learners who are resilient, critical-thinking global citizens and who can effectively communicate, collaborate and problem solve.

ACTION STEPS	Lead and partners	Timelines	Financial sources	Indicators of progress	Evidence of success
1. Complete monitoring the implementation of the January 2011 to December 2011 Board Improvement Plan for Student Achievement and School Improvement Plans for Student Achievement.	T. FitzGibbon C. Portt M. Prendergast Curriculum Serv. Information and Technology Special Ed. Serv.	September to December 2011	Ministry of Ed. and Board	<ul style="list-style-type: none"> <li>• Superintendent and assistant superintendent school visits to monitor implementation of strategies, artifacts of instructional development and evidence of student achievement.</li> <li>• Professional development at principal meetings addresses specific elements of Board Improvement Plan for Student Achievement (BIPSA)/School Improvement Plan for Student Achievement (SIPSA) implementation.</li> <li>• Collaborative inquiry, job-embedded professional learning and networking initiatives address implementation of evidenced-based instructional strategies.</li> <li>• Learning partners and coaches provide ongoing school-based support to clusters of elementary and/or secondary schools/teachers in the implementation of their SIPSA.</li> </ul>	Student achievement goals demonstrate students are achieving at Levels 3 or 4, or according to the goals of their learning plans. <b>READING</b> <ul style="list-style-type: none"> <li>• Primary: 51% to 58%</li> <li>• Junior: 65% to 70%</li> <li>• OSSLT Applied: 67% to 72%</li> </ul> <b>WRITING</b> <ul style="list-style-type: none"> <li>• Primary: 56% to 63%</li> <li>• Junior: 56% to 63%</li> <li>• OSSLT Applied: 67% to 72%</li> </ul> <b>NUMERACY</b> <ul style="list-style-type: none"> <li>• Primary: 59% to 65%</li> <li>• Junior: 47% to 55%</li> <li>• Grade 9 Academic: 81% to 84%</li> <li>• Grade 9 Applied: 48% to 55%</li> </ul> <b>PATHWAYS</b> <ul style="list-style-type: none"> <li>• 8 credits by end of Gr. 9; Applied Math 74% to 78%</li> <li>• Achieving Level 3 or 4 in all Applied subjects, 36% to 50%</li> </ul> <b>COMMUNITY, CULTURE &amp; CARING</b> <ul style="list-style-type: none"> <li>• Baseline target date TBD, 2011 Learning Skills and Work Habits</li> </ul>



# AiM—Achievement in Motion for Student Success System Plan



## DRAFT Year 2, 2011-2012

<p>2. Develop and implement the January to December 2012 Board Improvement Plan for Student Achievement that reflect the 21<sup>st</sup> Century learner and learning environment.</p>	<p>T. FitzGibbon C. Portt M. Prendergast Curriculum Serv. Information and Technology Special Ed. Serv</p>	<p>September to December 2011 develop BIPSA  January to December 2012 implement BIPSA</p>	<p>Ministry of Ed. and Board</p>	<ul style="list-style-type: none"> <li>• Conduct a needs assessment analysis of various sets of data (EQAO, school-based student achievement, program, perceptual, demographic, etc.).</li> <li>• Analyze data from the 2010-2011 district reviews.</li> <li>• Conduct a system-level self-assessment using the School Effectiveness Framework with multiple departments and representative educators across both panels.</li> <li>• Based on data: develop BIPSA goals that are aligned K-12, identify student achievement targets that set high and attainable expectations for success, focus on high yield instructional practices that result in critical thinking skills and reflect 21<sup>st</sup> Century learning environments, and outline processes for monitoring the implementation and progress of the BIPSA at the school/classroom level.</li> <li>• Schools develop their SIPSAs in alignment with the BIPSA and according to school-based data and identified improvement needs through the school self-assessment process.</li> </ul>	<ul style="list-style-type: none"> <li>• System needs assessments, data from 2010-2011 district reviews and collaborative planning with educators across the system result in the development and implementation of the BIPSA.</li> <li>• School-based assessments, data from 2010-2011 district reviews and collaborative planning with school staff result in the development and implementation of the SIPSA.</li> </ul>
<p>3. Continue to build knowledge and develop effective implementation practices at the school and classroom level for Procedure 388: Growing Success Assessment, Evaluation and Reporting, Grades 1 to 12.</p>	<p>C. Portt M. Prendergast Curriculum Serv. Information and Technology Special Ed. Serv.</p>	<p>September 2011 to June 2012</p>	<p>Ministry of Ed. and Board</p>	<ul style="list-style-type: none"> <li>• Revise the procedure based upon feedback and consultation with work groups and continue implementation.</li> <li>• Make revisions to the reporting templates, as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Classroom instructional practices reflect assessment for, as and of learning.</li> <li>• Reporting templates reflect Ministry of Education and Board procedural requirements.</li> </ul>



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## DRAFT Year 2, 2011-2012

				<ul style="list-style-type: none"> <li>Provide continued professional development to principals and teachers, during administrator meetings, on PA Days and as part of school-based job-embedded initiatives and through the use of learning partners, coaches and the support of system personnel (i.e. coordinators).</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation and reporting practices reflect procedure requirements.</li> </ul>
<p>4. Continue to build knowledge and develop effective implementation practices at the school and classroom level for Full-day Kindergarten early learning sites and programs.</p>	<p>T. FitzGibbon Curriculum Serv. Information and Technology, Facility Services Special Ed. Serv.</p>	<p>September 2011 to June 2012</p>	<p>Ministry of Ed. and Board</p>	<ul style="list-style-type: none"> <li>Establish staffing (teacher and designated early childhood educator) for all Year 1 and 2 sites.</li> </ul>	<ul style="list-style-type: none"> <li>Full-day Kindergarten classes are implemented in Year 1 sites and new programs in Year 2 sites (York River, two classes; Prince Charles (B), three classes).</li> </ul>
				<ul style="list-style-type: none"> <li>Provide programming resources and professional development to principals, teachers and designated early childhood educators (DECEs) to create play-based learning kindergarten environments.</li> <li>Establish early learning network meetings with teachers and DECEs to implement effective instructional classroom strategies to improve student literacy development.</li> <li>Address facility needs at Year 2 and 3 sites.</li> <li>Continue participation on the local early learning work group to address Year 3 to 5 site implementation and community partnerships (i.e. extended day).</li> </ul>	<ul style="list-style-type: none"> <li>Play-based learning programs are implemented in Year 1 and 2 sites, reflecting teacher-designated early childhood educator (DECE) collaborative planning and instruction.</li> <li>Student literacy work demonstrates achievement that meets or extends the overall expectations of the draft Full-day Early Learning Kindergarten program.</li> </ul>
				<ul style="list-style-type: none"> <li>Continue communications with community partners and parents regarding play-based learning programs and survey for viability of extended day programs.</li> </ul>	<ul style="list-style-type: none"> <li>Parent survey determines viability of extended day programs.</li> </ul>



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## DRAFT Year 2, 2011-2012

<p>5. Conduct a French Immersion review to determine the viability of early immersion, Kindergarten to Grade 3.</p>	<p>T. FitzGibbon N. Vickers Curriculum Serv.</p>	<p>September to December 2011</p>	<p>Board</p>	<ul style="list-style-type: none"> <li>Establish a French Immersion review team to consult with schools and the broader community, gather and analyze data, and provide recommendations to the senior team regarding viability of early immersion.</li> <li>Establish timelines for consultation, data review and delivery of a recommendation report by December 2011.</li> </ul>	<ul style="list-style-type: none"> <li>A French Immersion review and recommendation report is submitted to the senior team by December 2011.</li> </ul>
<p>6. Build knowledge and develop implementation of Applied Behaviour Analysis strategies at the school and classroom levels for students with Autism Spectrum Disorder (ASD).</p>	<p>J. Rogers C.DeMille</p>	<p>Ongoing</p>	<p>Ministry funding</p>	<ul style="list-style-type: none"> <li>Project plan is developed.</li> <li>Professional development is provided for teachers and educational assistants.</li> </ul>	<ul style="list-style-type: none"> <li>Number of training sessions is tracked by month.</li> </ul>
				<ul style="list-style-type: none"> <li>Ongoing classroom support provided through Special Education Services.</li> </ul>	<ul style="list-style-type: none"> <li>Seamless transitions for students from Intensive Behaviour Intervention to Applied Behaviour Analysis are tracked by month.</li> <li>Overview of training and transitions is provided to Special Education Advisory Committee.</li> </ul>
				<ul style="list-style-type: none"> <li>Resources are developed and shared through the Resource Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Resources are posted on Resource Centre website as they become available.</li> <li>Ministry reports completed by June 2012.</li> </ul>
<p>7. Conduct a review of identification processes and services provided by Special Education Services as outlined in the Special Education Plan for students who may be:</p> <ul style="list-style-type: none"> <li>- Gifted</li> <li>- Blind and low vision</li> <li>- Deaf/deaf and hard-of-hearing</li> </ul>	<p>J. Rogers C. DeMille</p>	<p>December 2011</p>	<p>Department budget</p>	<ul style="list-style-type: none"> <li>Review current practices.</li> </ul>	<ul style="list-style-type: none"> <li>Current practices reviewed by October 2011.</li> </ul>
				<ul style="list-style-type: none"> <li>Gather identification criteria, processes and services provided by other school boards.</li> </ul>	<ul style="list-style-type: none"> <li>Information is gathered by November 2011.</li> </ul>
				<ul style="list-style-type: none"> <li>Create an identification and services flow chart.</li> <li>Consultation with key stakeholders (SES, SEAC).</li> </ul>	<ul style="list-style-type: none"> <li>Identification and services flow chart completed for consultation by January 2012.</li> </ul>
				<ul style="list-style-type: none"> <li>School administrators and ISRTs/ISEHs are trained on the new identification process and any service refinements.</li> </ul>	<ul style="list-style-type: none"> <li>Training completed by February 2012</li> </ul>



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## DRAFT Year 2, 2011-2012

8. Review Grade 9 Locally Developed English and Math Courses (with modifications) and develop Grade 10 Locally Developed English and Math Courses (with modifications).	J. Rogers C. DeMille	December 2011	Ministry funding	<ul style="list-style-type: none"> <li>Work group is established to develop Grade 10 courses.</li> </ul>	<ul style="list-style-type: none"> <li>Work group established by September 2011.</li> <li>Grade 10 Locally Developed English and Math (with modifications) completed by December 2011.</li> </ul>
				<ul style="list-style-type: none"> <li>Host a meeting for teachers of Grade 9 Locally Developed English and Math to discuss and share best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Teacher network meeting occurs by December 2011.</li> </ul>
				<ul style="list-style-type: none"> <li>Revisions are made to locally developed Grade 9 program documents as required.</li> </ul>	<ul style="list-style-type: none"> <li>Revised documents (if necessary) are provided to system by January 2012.</li> </ul>

<b>SUCCESS FOR EACH STUDENT ACTION PLAN 2</b>	<b>COOPERATION:</b> We work together as a team for a common good. We value the opinions of others and show a willingness to work towards a common goal.
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Access and utilize facility, technological and knowledge based resources to support 21<sup>st</sup> Century learning environments and learners.

ACTION STEPS	Lead and partners	Timelines	Financial sources	Indicators of progress	Evidence of success
1. Develop an environmental procedure that promotes environmental education and responsible management.	T. FitzGibbon D. Tregenza N. Pfeiffer	By Nov. 30	Staff time	<ul style="list-style-type: none"> <li>A work group is created.</li> <li>Guiding principles are developed.</li> <li>Meetings are scheduled.</li> </ul>	<ul style="list-style-type: none"> <li>A procedure is developed and released.</li> </ul>
2. Identify future facility consolidation options for consideration by the Student Enrolment/School Capacity Committee.	R. McGall D. Rutherford S. Smith	Winter 2012		<ul style="list-style-type: none"> <li>Student Enrolment/School Capacity Committee meets and confirms the location of an accommodation review(s).</li> </ul>	<ul style="list-style-type: none"> <li>Accommodation review(s) begin.</li> </ul>
3. Select architect and designs for new schools in Stirling and Tweed.	D. Rutherford J. Rogers M. Savery-Whiteway D. Tregenza	September 2011 to June 2012	Capital funding	<ul style="list-style-type: none"> <li>Request for Proposals (RFP) for architect and project manager are developed.</li> </ul>	<ul style="list-style-type: none"> <li>Architect and project manager are selected by October 2011.</li> </ul>
			Staff time	<ul style="list-style-type: none"> <li>Design parameters, including community representation, are developed through consultation.</li> </ul>	<ul style="list-style-type: none"> <li>Designs are finalized by January 2012.</li> </ul>



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## DRAFT Year 2, 2011-2012

				<ul style="list-style-type: none"> <li>Tender specifications are developed.</li> </ul>	<ul style="list-style-type: none"> <li>Tenders are issued by May 2012 and awarded by June 2012.</li> <li>Construction begins by July 2012.</li> </ul>
4. Develop a Full-day Kindergarten capital plan for Years 3, 4 and 5.	D. Rutherford D. Tregenza T. FitzGibbon	Year 3, 4 & 5	Staff time	<ul style="list-style-type: none"> <li>Funding is confirmed.</li> <li>Renovation plans and specifications are developed.</li> </ul>	<ul style="list-style-type: none"> <li>Projects are tendered as funding is confirmed.</li> </ul>
5. Review and analyze components of the budget in order to meet provincial funding constraints while supporting the AiM System Plan.	D. Rutherford M. Savery-Whiteway	September 2011 to June 2012	Staff time	<ul style="list-style-type: none"> <li>A multi-year funding projection is completed.</li> </ul>	<ul style="list-style-type: none"> <li>An expenditure reduction plan is created.</li> </ul>
6. Continue to develop and implement privacy and information management practices.	M. Norton S. Smith	September 2011 to June 2012	Release time for training	<ul style="list-style-type: none"> <li>Records and information management procedures and records retention schedules are developed.</li> </ul>	<ul style="list-style-type: none"> <li>A procedure is approved by Administrative Council and released by fall 2011.</li> </ul>
				<ul style="list-style-type: none"> <li>Employees are trained on records management procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Records management training for administrative users is completed by June 2012.</li> </ul>
7. Build system knowledge through collaboration between Information and Technology Services and Facility Services to make improvements to the infrastructures that support administration, instruction and district operations.	M. Norton D. Tregenza  Curriculum Services  Facility Services  Financial Services  Information and Technology Services  Human Resources Services  Special Education Services	2011-12 school year	ITS budget	<ul style="list-style-type: none"> <li>A staff planning day to review resources and knowledge that may be shared between departments is scheduled for fall 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Report complete by December 2011 outlining proposed action plan and proposed projects.</li> </ul>
				<ul style="list-style-type: none"> <li>A communication plan and report are created to identify required resources and proposed action including future projects.</li> </ul>	<ul style="list-style-type: none"> <li>Projects to be evaluated may include those listed in this Action Step along with:               <ul style="list-style-type: none"> <li>standardized system infrastructure documentation review of reduced energy consumption of IT equipment;</li> <li>installation of school energy use display monitors; and</li> <li>integration of building security with video surveillance systems.</li> </ul> </li> </ul>
				<ul style="list-style-type: none"> <li>The wide area network (WAN) is upgraded for an increase in Internet bandwidth with higher capacity to secondary schools and selected elementary schools by fall 2011.</li> </ul>	<ul style="list-style-type: none"> <li>Users experience a noticeable increase in the speed of Internet browsing (qualitative measures).</li> <li>Users are able to more reliably and more quickly access Web 2.0 tools and district resources, such as Maplewood, web resources and email (quantitative and qualitative measures).</li> </ul>



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**DRAFT Year 2, 2011-2012**



				<ul style="list-style-type: none"> <li>All schools have Wi-Fi installed and accessible by June 2012.</li> </ul>	<ul style="list-style-type: none"> <li>Students and staff are accessing Internet based resources with their own equipment (quantitative measures).</li> <li>There is an increase use of mobile devices as measured by the Wi-Fi reporting tools (quantitative measures).</li> <li>Schools are making a cultural shift to allow mobile devices to be used in the classroom to support 21st Century learning, as measured by surveys and anecdotes by staff and students (qualitative measures).</li> </ul>
				<ul style="list-style-type: none"> <li>Elementary schools continue to have their video surveillance systems upgraded to the district standard by January 2012.</li> </ul>	<ul style="list-style-type: none"> <li>Staff and students understand that the systems are in place as a safety measure and feel more secure as a result (qualitative measures).</li> <li>School administrators are able to use the system to reduce the number of negative incidents in the school as measured by the monthly incident report (quantitative measures).</li> </ul>
				<ul style="list-style-type: none"> <li>A new elementary evergreening plan is implemented by – January 2012.</li> </ul>	<ul style="list-style-type: none"> <li>Elementary schools receive new and reliably working mobile devices (qualitative and quantitative measures).</li> <li>Students and staff are using mobile devices and making the shift from the 20<sup>th</sup> Century lab approach to the more accessible and differentiated 21<sup>st</sup> Century approach (quantitative and qualitative measures).</li> <li>An increase in training for evergreened schools is provided by the System Educational Technology Supports (quantitative measures).</li> </ul>
				<ul style="list-style-type: none"> <li>Investigate and prioritize efficiencies within the existing enterprise resource planning systems (purchasing, finance, payroll and human resources).</li> </ul>	<ul style="list-style-type: none"> <li>Existing project plans are re-visited and updated by winter 2012 to accommodate changes in technology.</li> </ul>



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## DRAFT Year 2, 2011-2012

<p>8. Conduct a pilot study of mobile device/assistive technology (e.g., laptop) use in the classroom:</p> <ul style="list-style-type: none"> <li>- as a communication and learning tool;</li> <li>- to enhance technology use; and review for effectiveness; as funding permits.</li> </ul>	<p>J. Rogers C. DeMille C. Portt M. Norton</p>	<p>September 2011 – April 2012</p>	<p>Department budgets, as funding permits</p>	<ul style="list-style-type: none"> <li>• Explore funding sources to obtain mobile devices for the pilot study (e.g., iPads, MP3 players, iPods, elementary and secondary Special Equipment Amount laptops).</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor individual student outcomes (increased use, increased social interaction, increased participation, and confidence in use).</li> <li>• Monitor student access to the curriculum.</li> </ul>
				<ul style="list-style-type: none"> <li>• Establish pilot sites/field study candidates and research questions based on a collaborative inquiry process (as previously conducted through a Managing Information for Student Achievement (MISA) project with Special Education Services), and including the criteria established by the Instructional Technology Advisory Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot sites are selected through an application process.</li> <li>• Pilot project/study data are compiled, analyzed and shared.</li> <li>• Participants are surveyed to determine improvement in project objectives.</li> </ul>
				<ul style="list-style-type: none"> <li>• Training provided to ISRTs, ISEHs and Curriculum Services, Special Education Services and Information &amp; Technology Services on the effective use of mobile devices.</li> </ul>	<ul style="list-style-type: none"> <li>• Participants are using the devices and customizing them in ways that support their learning and student learning.</li> <li>• Collect and analyze data.</li> <li>• Plan for next steps.</li> </ul>

**SUCCESS FOR EACH STUDENT ACTION PLAN 3**      **INTEGRITY:** We do what is right for ourselves and others. We demonstrate values and ethics that are good for all. We speak directly, clearly and respectfully.

Establish processes that build healthy relationships, develop student well-being and ensure safe, caring and inclusive schools 21<sup>st</sup> Century schools.

ACTION STEPS	Lead and partners	Timelines	Financial sources	Indicators of progress	Evidence of success
<p>1. Continue with the Working Together for Kid's Mental Health Demonstration Project.</p>	<p>J. Pohlman-Brogee C. Demille</p>	<p>Ongoing</p>	<p>Department budget</p>	<ul style="list-style-type: none"> <li>• Gather data regarding the use of assessment tools.</li> <li>• Work with community and ministry partners to implement components of project (extend the use of screening tools for school staff to all schools in the district)</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot project results are compiled and shared with stakeholders.</li> </ul>



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2. Increase awareness and understanding of Mental Health literacy, support and treatment.	J. Pohlman-Brogee C. Demille	Ongoing	Department budget	<ul style="list-style-type: none"> <li>Investigate and select or develop information materials regarding mental health literacy.</li> <li>Develop a project plan to provide information to various audiences (staff, students, parents/guardians and the community).</li> </ul>	<ul style="list-style-type: none"> <li>Information sessions are tracked within the district.</li> </ul>
				<ul style="list-style-type: none"> <li>Create a link on the board website that provides relevant mental health information and links to services.</li> <li>Investigate shared training opportunities with community partners.</li> </ul>	<ul style="list-style-type: none"> <li>Website is developed and resources are posted.</li> </ul>
3. Develop project plan to implement the components of Year 4 Ministry Equity and Inclusive Education Framework.	C. Portt C. Goerke S. Smith	Ongoing	Department budget, as funding permits	<ul style="list-style-type: none"> <li>Participate in activities supported by the Eastern Ontario Equity and Inclusive Education Network.</li> </ul>	<ul style="list-style-type: none"> <li>Numbers of information and training sessions are tracked.</li> </ul>
			Ministry of Ed. funding	<ul style="list-style-type: none"> <li>Equity and Inclusive Education Advisory Committee meets twice.</li> <li>Opportunities are identified for students, administrators, teachers, support staff, and trustees to participate in equity and inclusive education training and leadership initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Equity and Inclusive Education Advisory Committee meets fall and spring</li> </ul>
4. Complete the consultation for and finalize Procedure 393: Police Protocol.	M. Savery-Whiteway S. Steele	September 2011	Ministry of Education	<ul style="list-style-type: none"> <li>Procedure 393: Police Protocol is developed.</li> </ul>	<ul style="list-style-type: none"> <li>Procedure 393: Police Protocol is released and posted on the website.</li> </ul>
				<ul style="list-style-type: none"> <li>School administrators are trained on the procedure.</li> </ul>	<ul style="list-style-type: none"> <li>Training has occurred on specific dates.</li> </ul>
				<ul style="list-style-type: none"> <li>Data is collected to address additional training needs for employees and community partners related to the Community Threat Assessment Protocol.</li> </ul>	<ul style="list-style-type: none"> <li>A survey is conducted with employees and community partners.</li> </ul>
5. Expand restorative practices awareness and training.	C. DeMille M. Savery-Whiteway	2011-2012 school year	Department budget	<ul style="list-style-type: none"> <li>Training for restorative circles is expanded to build community, foster relationships and enhance student well-being.</li> </ul>	<ul style="list-style-type: none"> <li>Restorative practices training dates are set.</li> <li>Training is completed.</li> </ul>



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	S. Steele J. Pohlman- Brogee	September to December for pilot project  Winter 2012 for data analysis	Student Success budget	<ul style="list-style-type: none"> <li>A restorative practices pilot project is conducted to enhance self-regulation, and assist in creating respectful and inclusive learning and working environments through the philosophies of Restorative Practices.</li> </ul>	<ul style="list-style-type: none"> <li>Two schools are selected through an application process and receive intensive Restorative Practices direction and support.</li> <li>Pilot is completed and data is analyzed.</li> </ul>
6. Develop procedures to support students with special education needs: - service dogs in schools; and - medical procedure (revised).	J. Rogers	September to December 2011	Staff time and department budget	<ul style="list-style-type: none"> <li>Procedures are developed.</li> <li>Tri-Board Student Transportation Services personnel are consulted regarding procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Procedures are released and posted on the website.</li> </ul>
				<ul style="list-style-type: none"> <li>School administrators and ISRTs/ISEHs are trained on the procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Training is completed by September 30, 2011.</li> <li>Other employees are trained as required.</li> </ul>



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## SYSTEM GOAL – EMPLOYEE EXCELLENCE

Hastings and Prince Edward District School Board is a system of character where every employee is valued, benefits from opportunities to learn and grow, and is engaged in, and contributes to, the success of each student.

**EMPLOYEE EXCELLENCE ACTION PLAN 1**      **RESPECT:** We value ourselves, others and our environment. We give consideration to the thoughts and actions of others. We treat others as we would want to be treated ourselves, with courtesy, dignity and cooperation.

Focus and enhance the 21<sup>st</sup> Century leadership development plan with emphasis on building relationships and developing people.

ACTION STEPS	Lead and partners	Timelines	Financial sources	Indicators of progress	Evidence of success
1. Continue to refine the Board Leadership Development Strategy with goals and action steps focused on critical thinking, communication and collaboration.	M. Savery-Whiteway C. DeMille K. Fox S. Taylor	Review September 2011, December 2011 and March 2011	Ministry of Education	<ul style="list-style-type: none"> <li>Professional learning opportunities for new, experienced and aspiring staff focused on:               <ul style="list-style-type: none"> <li>mentoring</li> <li>succession planning</li> <li>coaching</li> <li>performance appraisals</li> <li>professional development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Training opportunities are developed for all employee groups.</li> <li>Board Leadership Development Strategy is updated and communicated to employees and Ministry of Education.</li> <li>Board Leadership Development Steering Committee reviews the process and determines next steps.</li> </ul>
2. Support full system implementation of the support staff performance appraisal process.	K. Fox	Fall 2011	Department budget	<ul style="list-style-type: none"> <li>Pilot completed by June 2011.</li> <li>Full rollout in fall 2011.</li> </ul>	<ul style="list-style-type: none"> <li>In-service for site supervisors/principals is conducted.</li> <li>Implementation is completed.</li> </ul>
3. Develop the Senior Management Performance Appraisal tool and pilot project in alignment with Ministry of Education direction.	M. Savery-Whiteway	2011-2012 school year	Department budget	<ul style="list-style-type: none"> <li>Receipt of Ministry of Education guidelines.</li> <li>Development of a Board procedure.</li> <li>In-service is offered to the senior team.</li> </ul>	<ul style="list-style-type: none"> <li>Senior Management Performance Appraisal process is developed and implemented.</li> <li>Process is reviewed with participants to determine next steps</li> </ul>
4. Establish a steering committee to investigate support staff mentoring and develop an action plan.	K. Fox	Winter 2012	Department budget	<ul style="list-style-type: none"> <li>Committee is established.</li> <li>An inventory of best practices is established and reviewed.</li> <li>An action plan is developed for senior team approval.</li> <li>Design pilot.</li> </ul>	<ul style="list-style-type: none"> <li>Committee meetings are scheduled.</li> <li>Action plan based on review of best practices and current research is developed.</li> </ul>



# AiM—Achievement in Motion for Student Success System Plan



## DRAFT Year 2, 2011-2012

5. Review and update recruiting and hiring processes for academic and support staff to ensure fair and transparent practices and alignment with recommendations from the 2010 Operational Review.	M. Savery-Whitway K. Fox S. Taylor	Fall 2011	Department budget	<ul style="list-style-type: none"> <li>• Research other school boards.</li> <li>• A draft procedure is developed and released by September 2011.</li> <li>• Procedures are built into annual communications/orientations for employees applying to positions.</li> </ul>	<ul style="list-style-type: none"> <li>• Procedures are approved and communicated to the system.</li> <li>• Review dates for the procedures are established.</li> </ul>
6. Develop a process to collect data, review trends and identify needs for exit interviews in order to enhance and improve relationships with employees as per recommendation from the 2010 Operational Review.	M. Savery-Whitway K. Fox S. Taylor	June 2012	Department budget	<ul style="list-style-type: none"> <li>• Research other boards.</li> <li>• Develop guidelines in consultation with the senior team and others.</li> <li>• Develop and communicate a procedure.</li> <li>• Pilot project during the 2011-2012 school year.</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot project is completed.</li> <li>• Data is analyzed and an action plan is developed.</li> </ul>
7. Review and expand supports related to employees who are declared redundant through ongoing revisions to procedures and in cooperation with employee groups. Align staffing levels to funding.	M. Savery-Whitway K. Fox S. Taylor	June 2012	Department budget  Refer to Action Plan 2, Action Step 4	<ul style="list-style-type: none"> <li>• Establish a work group to explore possible supports and best practices regarding communication.</li> </ul>	<ul style="list-style-type: none"> <li>• A work group is established and meets several times during the school year.</li> </ul>
8. Identify issues and complete preparations related to renewal of employee agreements.	M. Savery-Whitway K. Fox S. Taylor	2011-2012 school year	Staff time	<ul style="list-style-type: none"> <li>• Begin preparation for 2012 negotiations/discussions/consultations for employee groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing preparation for 2012 negotiations/discussions/consultations for employee groups.</li> </ul>



# AiM—Achievement in Motion for Student Success System Plan

## DRAFT Year 2, 2011-2012



**EMPLOYEE EXCELLENCE ACTION PLAN 2**      **CARING:** We demonstrate concern for self and others. We show empathy and express genuine concern. We consider the long-term effect of our actions.  
**HUMOUR:** We celebrate the fun in life. We lighten the emotions of others by interacting in a joyful manner.

Promote wellness as a joint responsibility to enhance a caring, safe, healthy and inclusive workplace.

ACTION STEPS	Lead and partners	Timelines	Financial sources	Indicators of progress	Evidence of success
1. Collaborate with an external provider to design and facilitate a wellness and inclusivity survey of all employees.	D. Rutherford M. Savery-Whiteway A. Dagenais	By December 31, 2011	Wellness Committee budget	<ul style="list-style-type: none"> <li>• Survey questions are compiled.</li> <li>• A communication plan is developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Survey is conducted.</li> </ul>
2. Analyze survey results and develop recommendations.	D. Rutherford M. Savery-Whiteway A. Dagenais	Winter 2012	Staff time	<ul style="list-style-type: none"> <li>• Results are tabulated and recommendations developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Future wellness initiatives are identified.</li> </ul>



# AiM—Achievement in Motion for Student Success System Plan

DRAFT Year 2, 2011-2012



## SYSTEM GOAL – COMMUNITY CONNECTIONS

Hastings and Prince Edward District School Board is a system of character that supports the success of each student through effective community relationships, and safe, respectful, inclusive learning and working environments.

<b>COMMUNITY CONNECTIONS ACTION PLAN 1</b>	<p><b>CARING:</b> We demonstrate concern for self and others. We show empathy and express genuine concern. We consider the long-term effect of our actions.</p> <p><b>COOPERATION:</b> We work together as a team for a common good. We value the opinions of others and show a willingness to work towards a common goal.</p> <p><b>RESPECT:</b> We value ourselves, others and our environment. We give consideration to the thoughts and actions of others. We treat others as we would want to be treated ourselves, with courtesy and dignity.</p>
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Collaborate with parents/guardians and the community to help students become 21<sup>st</sup> Century learners, and develop into skilled, knowledgeable, caring citizens who contribute to society both locally and globally.

ACTION STEPS	Lead and partners	Timelines	Financial sources	Indicators of progress	Evidence of success
1. Cultivate community relationships that support public education in the development of 21 <sup>st</sup> Century learners who will become global citizens of the future.	R. McGall J. Rogers M.deSnoo K. Donnell P. Fong C. Goerke N. Pfeiffer S. Smith	Fall 2011	Department budget	<ul style="list-style-type: none"> <li>A list of existing community partnerships, including legislated committees is compiled as a benchmark. Refer to Community Key publication as a starting point.</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive list is ready for review by Administrative Council by November 2011. The list is posted on the HPE and school websites. The data is incorporated into key messages (refer to Action Plan 2).</li> </ul>
				<ul style="list-style-type: none"> <li>A School District Survey for external and internal audiences is developed, and focus group sessions scheduled to seek input on future board direction.</li> </ul>	<ul style="list-style-type: none"> <li>School District Survey is conducted between September 1 and October 28, 2011.</li> </ul>
				<ul style="list-style-type: none"> <li>Results are analyzed to determine target areas to build upon within Community Connections (i.e. how are we doing as a facility provider, ISP, HPELF, community partner?)</li> </ul>	<ul style="list-style-type: none"> <li>Results compiled and analyzed by early December and initial release at December AiM Update Meeting.</li> <li>Results are made public by spring 2012.</li> </ul>
				<ul style="list-style-type: none"> <li>The number of times employees are involved in community meetings and speaking engagements are tracked and included in corporate messaging.</li> </ul>	<ul style="list-style-type: none"> <li>A baseline number is established and analyzed to determine the degree to which HPEDSB employees are involved with the community.</li> <li>The data is incorporated into key messages</li> </ul>



# AiM—Achievement in Motion for Student Success System Plan

**DRAFT Year 2, 2011-2012**



					(refer to Action Plan 2).
				<ul style="list-style-type: none"> <li>Multi-ministry provincial strategy about children’s mental health.</li> </ul>	<ul style="list-style-type: none"> <li>Indication of partnerships.</li> </ul>
	J. Rogers M. Prendergast			<ul style="list-style-type: none"> <li>The Crown Ward Education Championship Team prepares a document to increase the educational opportunities for students in care of the CAS.</li> </ul>	<ul style="list-style-type: none"> <li>Document is finalized and released by fall 2011.</li> </ul>
				<ul style="list-style-type: none"> <li>The Integration with Education Committee (IWE) prepares a document about Grade 8 to 9 transitions for at-risk students through IWE.</li> </ul>	<ul style="list-style-type: none"> <li>Document is finalized and released by fall 2011.</li> </ul>
2. Enhance community access to board facilities to strengthen relationships, break down barriers and enhance the school board value to communities.	S. Smith	Winter 2012	Department budget	<ul style="list-style-type: none"> <li>Evaluate community use of schools by internal and external audiences through surveys.</li> </ul>	<ul style="list-style-type: none"> <li>Surveys are conducted by December 2011.</li> <li>Results compiled and analyzed by February 2012.</li> <li>Results are made public by spring 2012.</li> </ul>
				<ul style="list-style-type: none"> <li>Opportunities for shared use of space are reviewed on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>Services and supports available to students are improved. Relationships between the board, community partners and the public are enhanced as evidenced by an increase in the number of service partnerships.</li> </ul>



# *AiM—Achievement in Motion for Student Success* System Plan

## DRAFT Year 2, 2011-2012



**COMMUNITY CONNECTIONS ACTION PLAN 2**

**COOPERATION:** We work as a team for a common good. we value the opinions of others and show a willingness to work together towards a common goal.  
**HONESTY:** We choose to live truthfully. We communicate and act in a sincere and respectful way.  
**TRUSTWORTHINESS:** We can all be counted on to do what is right. We instill confidence in one another through our actions.

Promote Hastings and Prince Edward District School Board as the 21<sup>st</sup> Century school system of choice in the communities we serve.

ACTION STEPS	Lead and partners	Timelines	Financial sources	Indicators of progress	Evidence of success
1. Develop key messages using consistent language to be shared internally and externally.	M.deSnoo K. Donnell C. Goerke S. Smith	Fall 2011	Department budget	<ul style="list-style-type: none"> <li>Programs and services and other factors that distinguish HPEDSB from other school systems are determined.</li> </ul>	<ul style="list-style-type: none"> <li>A report, with recommendations on next steps, is provided to Administrative Council by October 2012.</li> </ul>
				<ul style="list-style-type: none"> <li>Messaging for specific target audiences, such as employees, students and/or the community, is identified and promoted through various communication tools.</li> </ul>	<ul style="list-style-type: none"> <li>Messaging is developed by November 2012, with evidence of it being used with Student Senate, AiM Update Meetings, Administrator Meetings, department and community partner meetings, and in requests for proposals and tenders.</li> <li>Employees and students demonstrate being role models/ambassadors for HPEDSB.</li> <li>Employees role model for each other as ambassadors by speaking up/standing up to co-workers who do not speak positively about HPEDSB.</li> </ul>



Decision \_\_\_\_\_ Information  X

**To:** The Chair and Members of Hastings and Prince Edward District School Board

**From:** Rob McGall, Director of Education and Secretary of the Board

**Re: Calendar of events**

**Purpose:**

To provide a list of upcoming meetings, conferences and conventions.

<b>Board and Committee meetings</b>			
<b>DATE</b>	<b>TIME</b>	<b>EVENT</b>	<b>LOCATION</b>
Monday, October 3, 2011	2:30 p.m.	Executive Committee Meeting	Board Committee Room
Tuesday, October 11, 2011	7:00 p.m.	Operations & Finance Committee Meeting	Board Committee Room
Monday, October 17, 2011	5:30 p.m.	Program & H.R. Committee Meeting	Board Committee Room
Monday, October 24, 2011	6:00 p.m.	COW & Public Board Meeting	Board Committee Room/ Board Room
Wednesday, October 27, 2011	5:00 p.m.	Special Education Advisory Committee Meeting	Board Committee Room

<b>Conferences and Conventions</b>			
None at this time			

<b>System and School Events</b>			
<b>DATE</b>	<b>TIME</b>	<b>EVENT</b>	<b>LOCATION</b>
Monday, September 26	11:30 a.m.	Terrific Kids Assembly	Prince Charles Public School, Belleville
Monday, September 26	7:00 p.m.	School Council Meeting	Pinecrest Memorial School
Monday, September 26	6:30 p.m.	School Council Meeting	Harry J. Clarke Public School
Monday, September 26	6:00 p.m.	School Council Elections Meeting	Madoc Township Public School
Monday, September 26	6:30 p.m.	School Council Elections	Bird's Creek Public School
Monday, September 26	6:30 p.m.	School Council Meeting and Elections	Athol-South Marysburgh Public School
Tuesday, September 27	5:00-8:00 p.m.	Open House & School Council / Elections (7-8 pm)	Frankford Public School
Tuesday, September 27	2:30 p.m.	Terrific Kids Assembly	Athol-South Marysburgh Public School
Wednesday, September 28	2:00 p.m.	Terrific Kids Assembly	V.P. Carswell Public School
Wednesday, September 28	7:00 p.m.	School Council Meeting	Bayside Secondary School
Wednesday, September 28	9:30 a.m.	Terrific Kids Assembly	Sophiasburgh Central School
Wednesday, September 28	(p.m.)	Terry Fox Run	Sophiasburgh Central School
Wednesday, September 28	6:30 p.m.	School Council Meeting	Sophiasburgh Central School
Wednesday, September 28	8:30 a.m.	Terry Fox Run	Centre Hastings Secondary School



<b>DATE</b>	<b>TIME</b>	<b>EVENT</b>	<b>LOCATION</b>
Wednesday, September 28	2:00 p.m.	Terry Fox Run	Prince Charles Public School, Trenton
Wednesday, September 28	2:30 p.m.	Terry Fox Run at Mt. Tabor, Milford	Athol-South Marysburgh Public School
Thursday, September 29	5:30 p.m.	School Council Meeting	V.P. Carswell Public School
Tuesday, October 4	10:30 a.m.	Trenton High School Track Quest Project - Presentation Ceremony	Trenton High School Sports Field
Wednesday, October 5	1:15 p.m.	Junior Awards Ceremony	Quinte Secondary School
Wednesday, October 5	9:30 a.m.	Terrific Kids Assembly	Frankford Public School
Wednesday, October 5	9:00 a.m.–3:00 p.m.	Grade 4/5 to Agribition	Stirling, Ontario
Wednesday, October 5	8:00-11:00 a.m.	Terry Fox Run	Trenton High School
Thursday, October 6	5:00 p.m.	School Council Meeting and Elections	Quinte Secondary School
Saturday, October 8 and Sunday, October 9	10:00 a.m.-5:00 p.m.  10:00 a.m. – 1:00 p.m.	50 <sup>th</sup> Anniversary Celebration / Open House – 1:00 p.m. Official Ceremony  Open House	Madoc Township Public School
Wednesday, October 12	7:00 p.m.	School Council Meeting	Kente Public School
Thursday, October 13	5:00 – 7:00 p.m.	Meet the Teacher BBQ & Bell Run	Athol/South Marysburgh Public School
Thursday, October 13	6:30 p.m.	Recognition Awards Night	Trenton High School
Monday, October 17	11:30 a.m.	Terrific Kids Assembly	Prince Charles Public School, Belleville
Tuesday, October 18	6:30 a.m.	School Council Meeting	Centre Hastings Secondary School
Thursday, October 20	5:00-7:00 p.m.	Parent/Teacher Interviews	Centre Hastings Secondary School
Thursday, October 20	3:30 – 6:00 p.m.	Parent/Teacher Interviews	Bayside Secondary School
Thursday, October 20	4:30-7:00 p.m.	Parent/Teacher Interviews	Trenton High School

Please refer to the System Calendar of Events, school websites and newsletters for a complete listing of school and system activities.

Respectfully submitted,

**Rob McGall**  
Director of Education and Secretary of the Board



**Hastings and Prince Edward  
District School Board**

**Board Report No. C-2  
Page 1  
September 26, 2011**

**Decision      Information      X**

**To:** The Chair and Members of the Program and Human Resources Committee

**From:** Dave Rutherford, Superintendent, Business Services  
Mandy Savery-Whiteway, Superintendent of Education, Human Resources Support Services

**Re:      Enrolment update**

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**Purpose**

To update trustees on September 2011 school enrolments.

**Background**

Each September administration collects elementary and secondary enrolments, compares them to budget projections and determines the impact on teaching staff and school organizations in order to address provincial class size guidelines and match funding to expenditures.

**Current situation**

Elementary enrolments were collected on September 9 and secondary enrolments on September 19. Appendix 1 summarizes the enrolment totals and compares those totals to the projections provided for in the budget as well as the previous year.

Elementary

Elementary enrolment on September 9 was 9,452, compared to a projection of 9,448.50. While elementary numbers in total are at projection, Kindergarten numbers are above projection. Much of this is in full-day Kindergarten (FDK) where we are in year two of a five-year implementation plan. Current FDK student numbers are 434 students in 17 full-day Kindergarten classes. This compares to a Ministry of Education funded allocation of 390 students in 15 classes.

Secondary

Secondary enrolments collected on September 19 are projected to be very close to projection on the October 31 count date (5,838 vs 5,843). Secondary enrolments are currently in a period of decline as lower numbers of elementary school students graduate to secondary school.

Administration is in the process of finalizing the impact on staff needs and class sizes to determine what adjustments are required.

**Appendices**

Appendix 1 - Enrolment Comparison

Respectfully submitted

**Dave Rutherford  
Superintendent, Business Services**

**Mandy Savery-Whiteway  
Superintendent of Education, Human Resources Support Services**



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SEPTEMBER 2011 ENROLMENT UPDATE

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Summary of Enrolment

<u>ADE</u>	<u>2010-2011 Actual</u>	<u>2011-2012 Projection</u>	<u>2011-2012 Revised Projection</u>	<u>Year over Year Change</u>	<u>Increase over Projection</u>
<b>Elementary</b>					
JK -3	3,981.50	3,961.50	4,010.00	28.50	48.50
4-8	5,568.00	5,487.00	5,442.00	(126.00)	(45.00)
Total Elementary	9,549.50	9,448.50	9,452.00	(97.50)	3.50
<b>Secondary</b>	6,144.00	5,843.00	5,838.00	(306.00)	(5.00)
<b>Total</b>	15,693.50	15,291.50	15,290.00	(403.50)	(1.50)

RECEIVED AUG 29 2011



305 Milner Ave, Suite 801  
Scarborough, ON M1B 3V4  
Phone: 416-299-9739 • Fax: 416-299-3480  
Web: cupe.on.ca E-mail: cupeont@web.net

August 23, 2011

To School Boards,

We are writing to ask that you and your School Board endorse a day of recognition to recognize and celebration the work of Early Childhood Educators and child care staff in your community. This year will mark the 10<sup>th</sup> Anniversary of our Awareness Day which recognizes the education, skills, commitment and dedication of Early Childhood Educators and child care staff.

The Ontario Coalition for Better Child Care (OCBCC), the Canadian Union of Public Employees (CUPE) and our other labour partners supporting child care workers across Ontario are asking that Wednesday October 26, 2011 be recognized as *Child Care Worker & Early Childhood Educator Appreciation Day* in accordance with the attached resolution.

For eleven years, our Appreciation Day has been proclaimed by municipalities across Ontario. With Ontario's new full-day learning program with Early Childhood Educators in the full-day learning classroom, we believe your participation is important to recognize the work of Early Childhood Educators and further awareness of their skills, education and experience to parents and other staff in schools in your school board.

Many children, families and communities benefit from the work of child care workers. Early learning and child care also contributes to the economic life of communities. Research shows the many economic benefits accrued from affordable, accessible high quality early learning and child care. This benefit comes from the number of people employed in the child care industry and because the availability of child care allows parents to work and to contribute to the economic life of society.

There are many ways for your school board to participate in and celebrate this special day. Your school board can sponsor public announcements, display our posters and distribute pins. Like municipalities, your school board can organize events for the day. A list of ideas and examples is attached.

We hope that your proclamation of this day of appreciation, or your active support, will encourage and promote a day of community recognition for Early Childhood Educator and child care staff. Please fax the attached order to request posters and pins to help you raise awareness and celebrate.

Please advise us of your participation in this day of recognition so that we can acknowledge your school boards role in celebrating child care workers across Ontario on October 26<sup>th</sup>. Please direct any correspondence on proclamations and/or celebration activities to the attention of Kathy Johnson, by mail: CUPE, 305 Milner Ave., Suite 800, Scarborough, ON M1B 3V4, or by fax: 416-292-2839.

Thank you for your consideration.

Yours sincerely,

Handwritten signature of Fred Hahn in black ink.

Fred Hahn  
President, CUPE Ontario

Handwritten signature of Tracy Saarikoski in black ink.

Tracy Saarikoski  
President, OCBCC