# COMMITTEE OF THE WHOLE BOARD
## PUBLIC SESSION AGENDA
**Monday, March 9, 2020 @ 6:00 p.m.**  
**Education Centre, Board Room**

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<thead>
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<th>Item</th>
<th>Report No.</th>
<th>Responsibility</th>
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<td><strong>A</strong> Call to order</td>
<td>Delegations/presentations:</td>
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<td></td>
<td>• None</td>
<td></td>
<td>L. Kyle</td>
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<td></td>
<td>Approval of agenda</td>
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<td>L. Kyle</td>
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<td>Approval of minutes:</td>
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<td>• Regular meeting – February 10, 2020</td>
<td>A-1</td>
<td>L. Kyle</td>
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<td><strong>B</strong> Recommendations/Reports</td>
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<td>B-1</td>
<td>N. Pfeiffer/K. Horrigan</td>
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<td><strong>C</strong> Information</td>
<td>Report from Executive Committee</td>
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<td>Questions, Reports and Proposals from Trustees</td>
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<td><strong>D</strong> Correspondence</td>
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<td>D-1</td>
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## Adjournment
**Adjournment from the public session, move to closed session**  
| Verbal | L. Kyle |

Next Committee of The Whole Public session: **Monday, April 23, 2020 @ 6:00 p.m.**  
**Board Room, Education Centre**

Student Trustees: K. Brant, M. Davis, R. Gentle,

Regrets: S. Binder, M. Brant, S. Hutchison,


Guests: None

Minutes: D. Lucas, Administrative Assistant

Call to order
Chair Kyle called the meeting to order at 6:00 p.m.

Delegations/presentations
• There were no delegations or presentations.

Approval of the agenda
Mover: J. Cobb
Seconder: B. Danes

That the agenda for the February 10, 2020 Committee of the Whole public session is approved.

Approval of the minutes
Mover: K. McConnell
Seconder: A. Kelly

That the minutes for the January 13, 2020 Committee of the Whole public session is approved.

Approval of the minutes
Mover: L. A. Chatten
Seconder: A. Kelly

That the minutes for the January 27, 2020 Committee of the Whole public session is approved.
Business arising from the minutes
Trustee Danes noted that during the meeting held on January 13, 2020, Superintendent Pfeiffer noted that he would be able to provide a detailed report to trustees about the estimated numbers for enrolment. Trustee Danes asked when this information might become available. Superintendent Pfeiffer noted that the information would be forthcoming within the near future and would provide this to Director Monteith for his distribution.

Recommendations
Report B-1: Fire Alarm Renewal at Multiple Sites, Tender 1920-008
Chair Kyle asked Superintendent Pfeiffer and Controller of Facility Services, Kim Horrigan to provide an update on this recommendation. Controller of Facility Services, Kim Horrigan noted that this report is part of the building renewal project for fire alarm system renewals including emergency lighting at several schools that was approved in December, 2019 and an invitation to tender was recently posted for this project and multiple submissions were received. Following the evaluation process, based on price, experience, certifications and references, it is recommended that the following tenders totaling $1,948,148 be awarded to Ferguson Electric and McClement Electric.

Director Monteith noted that this recommendation is being brought to Trustees for discussion, the tender recommendation will come forward to Board on February 24, 2020 for final approval.

Trustee Danes asked where these two firms are located and how many submissions were received. Controller Horrigan noted that Ferguson Electric Company Ltd. is located in Cobourg and McClement Electric Ltd. is located in Kingston. There were a total of five submissions for most sites, some vendors did not bid on all sites.

Trustee Chatten asked if these two electrical contractors had done work for HPEDSB in the past and could an explanation be given as to why the cost for North Hastings High School is so much higher than the other locations. Controller Horrigan noted that these electrical contractors have done work for us in the past and North Hastings High School is much larger than the other schools requiring this work and much of the work involved is considered “end of life” at North Hastings High School.

Mover: J. Cobb
Seconder: K. McConnell

That the Committee of The Whole recommend that Hastings and Prince Edward District School Board award Tender No. 1920-001 to:
• Ferguson Electric Company Ltd. for fire alarm system upgrades at:
  Foxboro Public School in the amount of $129,000,
  Frankford Public School in the amount of $151,000,
  North Hastings High School in the amount of $539,000,
  Park Dale School in the amount of $164,000,
  Trenton High School in the amount of $269,000,
  V.P. Carswell Elementary School in the amount of $68,000.
• McClement Electric Ltd. for fire alarm system upgrades at:
  Bayside Secondary School in the amount of $246,960,
  Harry J. Clarke Public School in the amount of $213,260,
  Prince Charles School (Belleville) in the amount of $167,925,

Carried
Information
Report from Executive Committee
Chair Kyle provided highlights from the February 3, 2020 meeting:
- Strategic Planning, Trustee Retreat scheduled for April 17 and 18, 2020, location yet to be determined,
- Procedure 510: Travel Expense Reimbursement

Report from Staff
Chair Kyle called on Superintendent Pfeiffer to provide an update on Report C-1: 2020-2021 Budget Timelines. Superintendent Pfeiffer noted that the Ministry of Education has a deadline of June 30th for school boards to submit budget estimates for the coming school year. In order to meet the deadline, the Ministry of Education will need to release the Grants for Student Needs in a timely fashion. In the past, these announcements have been made by March 31st. Grant announcements later than March 31st can compromise the budget development process. Senior Administration has developed a budget task analysis with timelines for the 2020-2021 budget. The tasks reflect the key milestones required to compile revenues and expenditures in order to meet a June 30, 2020 deadline.

Trustee Chatten asked if we have received any feedback on the Broadband Modernization. Superintendent Pfeiffer noted that this is generally not in the Grants for Students Needs (GSN) fund, it is usually in the Priorities and Partnership Fund (PPF) and he will definitely bring forward when it is received.

Trustee Danes inquired about decisions around staffing. Superintendent Pfeiffer noted that we will continue to work with the Ministry however they have not released any guidelines.

Trustee Kelly noted that some school board are budgeting using a ratio of 28/1 and does the board seek public input for setting the budget. Superintendent Pfeiffer noted that as per collective agreements, we are budgeting using a ratio 22/1 and also stated that it has not been a past practice to seek public input regarding budgeting.

Chair Kyle called on Superintendent Pfeiffer and Controller of Facility Services, Kim Horrigan to provide an update on Report C-2: 2019-2020 Building Renewal Project Plan. Controller Horrigan noted that each year there are many projects completed to support conditions for student success by renewing infrastructure based on enrolment, program needs, as well as condition assessment reports prepared by the Ministry of Education. Potential projects are reviewed and compiled into a list of proposed building renewal projects based on priority, needs and funding. Projects have been selected based on system priorities including building condition and remaining useful life of building components, health, safety and environmental concerns, pupil accommodation, potential disruption to school operation and central curriculum initiatives. As in previous years, the total value of required infrastructure projects far exceeds available funding making it difficult to complete all projects. A significant portion of the funding provided has been re-aligned to address primary renewal needs identified through the Condition Assessment Program given the Ministry’s direction to focus on major building components and systems. This includes the building substructure (foundation, basement walls), the building shell/superstructure (roof, exterior walls and exterior windows) and systems (HVAC, plumbing, fire protection) that have been identified as reaching their lifespan.

Trustees inquired about capital renovations and additions at a number of locations, such as Eastside Secondary School, Bayside Public School, Prince Edward Collegiate Institute, Madoc Public School and Centre Hastings Secondary School.
Chair Kyle called on Superintendent Elliott to provide an update on Report C-3: 2020-2021 School Year Calendar. Superintendent Elliott shared with trustee’s background information on establishing a school year calendar in accordance with Regulation 304 and Regulation 364/15: School Year Calendar. These regulations set the beginning and end dates for the school year, stipulate school holidays and prescribe the minimum number of instructional days (194) and the maximum number of professional activity days (7), examination days (10) and board designated holidays (2).

Consultation took place with employee groups, parents, school councils and community members about the start and end dates of the school year and placement of professional activity days, examinations days and board holidays in order to ensure the optimum use of school time and to determine transportation of students. Meetings were also held with representatives of Algonquin and Lakeshore Catholic District School Board and Limestone District School Board with whom transportation routes are shared. The Special Education Advisory Committee (SEAC) as well as the Parent Involvement Committee (PIC) will also provide feedback.

The online consultation opened to the public on January 22nd. The feedback received resulted in 739 respondents, 53.7% representing parental voice and 34.2% representing employee feedback. Students, school councils and community members with the other stakeholders who provided feedback. 55.5% of respondents preferred option one, reflecting a start date of August 31st and an end date of June 24th. The proposed dates preferred by the public for the 2020-2021 school year calendar are as follows:

1. **Start of school for employees:** Monday, August 31, 2020
2. **First day of school for students:** Tuesday, September 1, 2020
3. **Winter Break:** Monday, December 21, 2020 to Friday, January 1, 2021
4. **Mid-winter Break:** Monday, March 15 to Friday, March 19, 2021
5. **Semester 1 ends:** Thursday, January 28, 2021
6. **Semester 2 begins:** Monday, February 1, 2021
7. **Last day of school for students:** Thursday, June 24, 2021
8. **Last day of school for employees:** Friday, June 25, 2021
9. **Seven professional activity (PA) days:**
   - Monday, August 31, 2020
   - Friday, October 2, 2020
   - Friday, November 20, 2020
   - Friday, January 29, 2021
   - Friday, April 30, 2021
   - Friday, June 4, 2021
   - Friday, June 25, 2021

The proposed school year calendar is a modified school year calendar, meaning that the start date is one day previous to that proposed by the Ministry of Education. Upon approval from the Board on February 24, 2020 we will have to submit a request for our modified school year calendar to the Ministry of Education for approval by March 1, 2020.

Trustees shared their concerns from the public’s point of view and asked what communication was shared with families to know about the survey for input. Communications Manager, Kerry Donnell noted that the Board’s website advertised that input could be provided, social media connections as well as schools would communicate with families. Trustees noted that there was no communication shared with families from their schools and many families in remote rural areas have no access to internet to know that input could be provided. It was also noted that there was concern about the way the consultation was provided to the public resulted in some people not submitting a selection.

Director Monteith thanked Superintendent Elliott for such a detailed report and noted that this report was prepared for information and discussion and it will be brought to Board for final approval on February 24, 2020.
Chair Kyle called on Superintendent Dostaler to provide an update on Report C-4: Student Services. Superintendent Dostaler shared highlights regarding Student Services:

- Social worker update,
- Child and youth worker update,
- Behaviour support services update, and
- Applied behaviour analysis (ABA) update.

Trustee Chatten asked if safe schools are a part of the ABA or BCBA. Superintendent Dostaler noted that depending on the case there could be a connection, but mostly safe schools is a separate action.

Trustee Kelly asked what portion of students is secondary versus elementary. Superintendent Dostaler noted that the large portion of the 86 would be secondary. Trustee Kelly also wanted to know how many of the child and youth workers are trained in Indigenous Trauma. Superintendent Dostaler noted that most child and youth workers have a great deal of training and exposure in this area.

Chair Kyle called on Superintendent Andrews to provide an update on Human Resources/Staffing update. Superintendent Andrews noted that this spring we are offering the Principal’s Qualification Program (PQP), Part 1 and it is being hosted at Hastings and Prince Edward District School Board by our own staff. The first session for this will be held on Thursday, February 20, 2020.

Chair Kyle noted a discussion took place at the Executive Committee regarding OPSBA discussions between Trustees. It was agreed that OPSBA Information Exchange will be a standing agenda item at the Committee of The Whole meetings.

Director Monteith noted that the Thoughtexchange survey has been extended until the end of February, 2020.

**Questions, reports and proposals from trustees**

Trustee Kelly inquired about the status of Procedure 135: Equity and Inclusivity Education and status about the recommendation from November 25, 2019 regarding Period Poverty. Superintendent Dostaler noted that this procedure will be coming forward to Senior Administration within the near future. Director Monteith noted that he will have to follow up with schools regarding the topic “Period Poverty”.

Adjournment – move directly into closed Committee of The Whole at 8:05 p.m.
To: Chair and Members of the Committee of The Whole

From: Nick Pfeiffer, Superintendent of Business Services  
Kim Horrigan, Controller of Facility Services

Re: Tender 1920-009  
Electrical Distribution and Replacement– Multiple Sites

Purpose  
To approve a tender for electrical distribution and replacement at multiple sites.

Background  
A building renewal project for the renewal and replacement of electrical distribution services at several schools was approved in December 2019.

Current situation  
An Invitation to Tender was recently posted for this project. Following the evaluation process of the multiple submissions received, based on price, experience, certifications and references, it is recommended that the following tenders totaling $1,098,940.57 be awarded:

<table>
<thead>
<tr>
<th>Company</th>
<th>School</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>McClement Electric Ltd.</td>
<td>Bayside Secondary School</td>
<td>$224,690.00</td>
</tr>
<tr>
<td></td>
<td>Foxboro Public School</td>
<td>$71,575.00</td>
</tr>
<tr>
<td></td>
<td>Frankford Public School</td>
<td>$84,290.00</td>
</tr>
<tr>
<td></td>
<td>Tyendinaga Public School</td>
<td>$71,550.00</td>
</tr>
<tr>
<td>Modern Niagara Toronto Inc.</td>
<td>Massassaga- Rednersville Public</td>
<td>$46,181.34</td>
</tr>
<tr>
<td></td>
<td>North Hastings High School</td>
<td>$359,654.23</td>
</tr>
<tr>
<td>Ferguson Electric Ltd.</td>
<td>Trenton High School</td>
<td>$241,000.00</td>
</tr>
</tbody>
</table>
Recommendation

Moved:
Seconded:

That the Committee of The Whole recommend that Hastings and Prince Edward District School Board award Tender No. 1920-009 to:

- McClement Electric Ltd. for electrical distribution upgrades and replacement at:
  - Bayside Secondary School in the amount of $224,690.00
  - Foxboro Public School in the amount of $71,575.00
  - Frankford Public School in the amount of $84,290.00
  - Tyendinaga Public School in the amount of $71,550.00

- Modern Niagara Toronto Inc. for electrical distribution upgrades and replacement at:
  - Massassaga-Rednersville Public School in the amount of $46,181.34
  - North Hastings High School in the amount of $359,654.23

- Ferguson Electric Ltd. for electrical distribution upgrades and replacement at:
  - Trenton High School in the amount of $241,000.00


Respectfully submitted,

Nick Pfeiffer
Superintendent of Business Services

Kim Horrigan
Controller of Facility Services
To: Chair and members of the Committee of The Whole

From: Nick Pfeiffer, Superintendent of Business Services

Re: 2019-20 In-Year Financial Position Update

Purpose
To provide an estimate of the board’s in-year financial position.

Background
The board has established a goal of ensuring effective management of all resources which includes the setting and monitoring of an annual financial budget.

In November 2016, a Multi-Year Financial Recovery Plan to address structural pressures was approved by the board and submitted to the Ministry of Education. The Ministry requested that the board prepare and submit monthly financial updates in accordance with Memorandum 2015: SB10: Interim Financial Reporting. The board has submitted these monthly financial reports since September 2016.

Current situation
The monthly summary financial report submitted to the Ministry in February 2020 is contained in Appendix A and covers the period from the beginning of 2019-20 up to January 31, 2020. There are no changes to the forecast from the revised estimates submitted to the Ministry in December.

The summary financial report shows an in-year surplus for compliance purposes of $80,665 compared to original budget which projected an in-year surplus of $20,007. Overall, the board is tracking very close to the approved balanced budget plan for 2019-20.

Appendices

Respectfully submitted,

Nick Pfeiffer
Superintendent of Business Services
Summary of Financial Results

<table>
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<tr>
<th></th>
<th>Estimates</th>
<th>Revised Estimates</th>
<th>Forecast</th>
<th>In-Year Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Grants</td>
<td>153,745,202</td>
<td>154,650,865</td>
<td>154,650,865</td>
<td>- 0.0%</td>
</tr>
<tr>
<td>Municipal Taxes</td>
<td>41,824,818</td>
<td>42,032,850</td>
<td>42,032,850</td>
<td>- 0.0%</td>
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<tr>
<td>Other</td>
<td>9,053,905</td>
<td>10,022,537</td>
<td>10,022,537</td>
<td>- 0.0%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>204,623,925</td>
<td>206,706,252</td>
<td>206,706,252</td>
<td>- 0.0%</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom</td>
<td>152,441,118</td>
<td>153,655,696</td>
<td>153,655,696</td>
<td>- 0.0%</td>
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<tr>
<td>Other Operating</td>
<td>5,894,910</td>
<td>6,136,020</td>
<td>6,136,020</td>
<td>- 0.0%</td>
</tr>
<tr>
<td>Transportation</td>
<td>15,433,311</td>
<td>15,433,311</td>
<td>15,433,311</td>
<td>- 0.0%</td>
</tr>
<tr>
<td>Pupil Accommodation</td>
<td>25,148,515</td>
<td>25,568,379</td>
<td>25,568,379</td>
<td>- 0.0%</td>
</tr>
<tr>
<td>Other</td>
<td>3,817,871</td>
<td>3,963,987</td>
<td>3,963,987</td>
<td>- 0.0%</td>
</tr>
<tr>
<td><strong>TotalExpenditures</strong></td>
<td>204,603,919</td>
<td>206,625,587</td>
<td>206,625,587</td>
<td>- 0.00%</td>
</tr>
<tr>
<td><strong>In-Year Surplus (Deficit)</strong></td>
<td>20,006</td>
<td>80,665</td>
<td>80,665</td>
<td>- 0.0%</td>
</tr>
<tr>
<td><strong>Prior Year Accumulated Surplus (Deficit)</strong></td>
<td>9,578,037</td>
<td>9,578,037</td>
<td>9,578,037</td>
<td>- 0.0%</td>
</tr>
<tr>
<td><strong>Accumulated Surplus (Deficit) for Compliance</strong></td>
<td>9,598,043</td>
<td>9,658,702</td>
<td>9,658,702</td>
<td>- 0.0%</td>
</tr>
</tbody>
</table>

Changes in Staffing: Budget v. Forecast

Elementary
- JK -3: 4,871 to 4,871, -0.0%
- 4-8: 5,514 to 5,514, -0.0%
- Total Elementary: 10,385 to 10,385, -0.0%

Secondary <21
- Pupils of the Board: 4,276 to 4,223, -2.2%
- Other Pupils: 234 to 237, +1.3%
- Total Secondary: 4,510 to 4,460, -1.1%

Note: Forecast will be based on Jan 31/2020 projection

In-Year Change

JK -3: 50
classroom
JK -3: 50
classroom

Total Changes in Staffing: Budget v. Forecast

Highlights of Changes in Staffing:
- Non-classroom: 150
- Total Board: 150
- Total classroom: 150
- Teachers: 150
- Non-teachers: 150

Note: Actual as of Jan 31/20
To: The Chair and Members of the Committee of The Whole

From: Tina Elliott, Superintendent of Education, Curriculum Services

Re: Draft Policy 19: Board Improvement Plan for Student Achievement

Purpose
To review the draft Policy 19: Board Improvement Plan for Student Achievement, in support of improving student achievement throughout Hastings and Prince Edward District School Board (HPEDSB).

Background
Annually, HPEDSB creates a Board Improvement Plan for Student Achievement (BIPSA) that aligns with the priorities of the HPEDSB Strategic Plan and guides the development of individual School Improvement Plans for Student Achievement (SIPsAs). Although this is a consistent practice for HPEDSB, it does not currently exist within policy or procedure as a required component of the core work of schools, the system, or the Board of Trustees.

Current situation
With the renewed vision of placing students first and increasing student achievement outcomes within HPEDSB, a policy placing student achievement as a core priority of the work of the Board was deemed as essential. In creating Policy 19: Board Improvement Planning for Student Achievement (draft), consistent expectations have been established for the following components of improvement planning across all schools and throughout HPEDSB:

- shared accountability for student achievement;
- processes leading to effective strategic improvement planning;
- guidelines for the responsibilities of the Director of Education, senior administration and school administrators; and
- specific processes for the submission, review, and communication of:
  - the Board Improvement Plan for Student Achievement; and
  - School Improvement Plans for Student Achievement.

Next steps
1. Incorporate feedback from Trustees and members of Senior Administration into the draft of Policy 19: Board Improvement Planning for Student Achievement.
2. Bring forward a recommendation to approve Policy 19: Board Improvement Planning for Student Achievement at a subsequent Committee of The Whole meeting.

Appendix
- Draft Policy 19: Board Improvement Planning for Student Achievement

Respectfully submitted
Tina Elliott, Superintendent of Education, Curriculum Services
Board Improvement Planning for Student Achievement

1) PURPOSE

It is the primary responsibility of individuals within the Hastings and Prince Edward District School Board (HPEDSB) to intentionally engage in ongoing improvement planning processes to promote student achievement. The Board of Trustees will support and promote the core priority of student achievement through a twice-yearly review of progress of the Board Improvement Plan for Student Achievement (BIPSA).

2) ACCOUNTABILITY FOR STUDENT ACHIEVEMENT IN THE DISTRICT

The BIPSA provides a framework of goals and expectations to assist educators achieve the HPEDSB strategic priorities. The BIPSA will:

a) nurture a culture that supports student academic success;

b) foster a professional climate that empowers educators in the role of champions of their students;

c) set and uphold high expectations, while providing early and effective interventions, for all students based on the fundamental belief that all students can learn and meet or surpass curriculum expectations;

d) use student achievement data to make informed decisions;

e) promote effective educational programming for all students in the district;

f) identify and address barriers to access and learning; and

g) support schools in setting goals in student achievement and equity, with a focus on literacy and mathematics including professional learning plans as part of the school improvement planning process.

3) EFFECTIVE STRATEGIC IMPROVEMENT PLANNING

BIPSA success begins with effective strategic improvement planning. The BIPSA will:

a) involve members at all levels of the education community;

b) result in clear goals, timelines, responsibilities and accountability mechanisms; and
c) incorporate an interactive process leading to the refinement of improvement plans which are responsive to the learning needs of students, and promote continuous and sustained improvements in achievement.

4) GUIDELINES

a) It is the responsibility of the Director of Education to oversee that the BIPSA is being implemented and evaluated, and report the achievement of goals to the Board of Trustees in a public meeting twice-yearly, in November and May.

b) It is the responsibility of senior administration to develop, implement and monitor the BIPSA and ensure that it reflects the priorities identified in the Strategic Plan.

c) It is the responsibility of principals to annually develop, implement and monitor a School Improvement Plan.

5) BOARD IMPROVEMENT PLANNING FOR STUDENT ACHIEVEMENT (BIPSA)

a) The Board Improvement Plan for Student Achievement will be completed by senior administration annually in support of increasing student achievement and reflect the values and goals expressed in the Strategic Plan.

b) The BIPSA will be grounded upon the principle of equity to ensure that all students are learning in a culture of hope which drives equity of opportunity within programming and decision making, influencing equity of outcome.

c) The BIPSA will be designed upon completion of the review of SIPSAs to address trends emerging from the analysis of student-level and school-level learning needs.

d) The BIPSA will be presented to the Board of Trustees twice-yearly, in November and May, to identify and represent goals, actions, achievement measures, and evidence of achievement.

6) SCHOOL IMPROVEMENT PLANNING FOR STUDENT ACHIEVEMENT (SIPSA)

a) Each school will develop a School Improvement Plan for Student Achievement that reflects the values and goals expressed in the Strategic Plan and in support of increasing student achievement, in particular.

b) School Improvement Plans for Student Achievement will be submitted annually by each school to senior administration each October for review.

c) After the submission and review of each school’s SIPSA by senior administration, the school leadership team will present the School Improvement Plan for Student Achievement Plan to the school council.

i) The presentation of the SIPSA to the school council will occur annually at each elementary and secondary school in November and be led by the principal.
d) Upon the submission of the SIPSA, the school leadership team will engage in conversations with the superintendent and members of senior administration regarding the more specific details and processes that led to the development and foci of the plan. From this point, the superintendent will work with school leaders during regular school visits to review implementation and monitor impact of the plan.

i) These conversations are a crucial component of the SIPSA/BIPSA process, in support of developing leadership capacity for improving instructional practices, for monitoring growth, and gauging the impact of the SIPSA in promoting increased educator engagement, effective pedagogical practices, and continuous growth in student achievement.

Legal references
- The Education Act

District references
- Board Policy 1: Board Mission and Goals
- Administrative Procedure 135: Equity and Inclusive Education
- Hastings and Prince Edward District School Board Strategic Plan
- Hastings and Prince Edward District School Board Improvement Plan for Student Achievement

Resources
Ministry of Education:
- Equity and Inclusive Education in Ontario Schools: Guidelines for Policy Development and Implementation (2014)
- Growing Success: Assessment, Evaluation, and Reporting in Ontario’s Schools, Grades 1 to 12 (2010)
- Learning for All: A Guide to Effective Assessment and Instruction for All Students, Kindergarten to Grade 12 (2013)
- Ontario’s Education Equity Action Plan (2017)
- Ontario Ministry of Education Elementary Curriculum
- Ontario Ministry of Education Secondary Curriculum
- Policy/Program Memorandum No. 119: Developing and Implementing Equity and Inclusive Education Policies in Ontario Schools
Ms. Bonnie Lysyk, MBA, FCPA, FCA, LPA
Auditor General
Office of the Auditor General of Ontario
20 Dundas Street West, Suite 1530
Toronto, Ontario
M5G 2C2

Dear Ms. Lysyk:

Subject: Representation Letter for the Follow-up to [Title of related audit] ([Section X.X, 20XX Annual Report])

In connection with your follow-up of recommendations in the above noted report(s), and for the accuracy and completeness of the [Entity's] information and records related to the above noted report(s) we as members of management of [Entity] represent to the best of our knowledge and belief the following:

1. We are responsible for the effectiveness of our processes and results and for the accuracy and completeness of [Entity]'s records related to the above noted report(s).

2. We have reviewed the Auditor General Act, R.S.O. 1990 c. 35 and understand our duty to furnish information and provide timely and direct access to our records, including electronic records, for the purposes of the follow-up. Any information and records shared with you, whether orally, in writing, or electronically, was truthful, accurate and complete to the best of our knowledge.

3. We provided you with:
   a. a fulsome update of the status of the implementation of the recommendations made in the above noted report, to the best of our knowledge and ability;
   b. all information of which we are aware that has been requested or that could significantly affect the findings or the conclusion of the assurance you are providing with respect to the implementation status of recommendations in the above noted report(s);
   c. additional information that you have requested from us for the purpose of your work;
   d. unrestricted access to persons within [Entity] from whom it was necessary to obtain evidence for your follow-up;
e. documents and correspondence as requested outlining management decisions or related resolutions relevant to the follow-up; and

f. notification of any material events up to XXXX that may significantly impact the follow-up and/or the content of the follow-up report. We will also notify you immediately should any other matters arise from XXXX to the date the report is tabled in the Legislature.

4. We understand that your follow-up is conducted in accordance with the standards for assurance engagements established by the Chartered Professional Accountants of Canada. Accordingly, your follow-up work consists primarily of inquiries and discussions with management and review of selected supporting documentation as you considered necessary under the circumstances for the purpose of concluding on your follow-up. We also understand that a follow-up would not necessarily detect all possible instances where there are shortfalls or gaps in the implementation of recommendations.

__________________________  __________________________
[DATE]                      [DEPUTY MINISTER/CEO]

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[DATE]                      [ASSISTANT DEPUTY MINISTER/VP]