HALTON DISTRICT SCHOOL BOARD  
J.W. Singleton Education Centre, 2050 Guelph Line, Burlington, Ontario  
Wednesday, January 20, 2016  
Public Session: 7 p.m. (Private Session precedes Public Session)

**PUBLIC SESSION AGENDA**

1.0 – Opening  
1.1 Welcome, Call to Order and Roll Call  
1.2 Approval of the Agenda  
1.3 Declarations of Possible Conflict of Interest

2.0 – Communication to the Board  
2.1 Delegations  
2.2 Presentations  
2.3 Acknowledgement of Delegations by Chair

3.0 – Ratification / Action  

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Minutes of the Regular and Special Meetings</td>
<td></td>
</tr>
<tr>
<td>3.1.1</td>
<td>Halton District School Board Meeting, January 6, 2016</td>
<td>2</td>
</tr>
<tr>
<td>3.2</td>
<td>Approval of Business Transacted in Private Session</td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Order Paper</td>
<td>6</td>
</tr>
<tr>
<td>3.4</td>
<td>Action Items</td>
<td></td>
</tr>
<tr>
<td>3.4.1</td>
<td>Trustee Honoraria (L. Veerman) – Report 16000</td>
<td>10</td>
</tr>
<tr>
<td>3.4.2</td>
<td>Director’s Performance Review Policy (S. Miller) – Report 16012</td>
<td>12</td>
</tr>
</tbody>
</table>

4.0 – Communication to the Board  

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Student Trustee Reports</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Information Items (including Notices of Motion and future actions)</td>
<td></td>
</tr>
<tr>
<td>4.2.1</td>
<td>Notices of Motion</td>
<td></td>
</tr>
<tr>
<td><strong>For Action: February 3, 2016</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2.1</td>
<td>OPSBA AGM Expenses (A. Collard, D. Danielli) – Report 16015</td>
<td>16</td>
</tr>
<tr>
<td>4.2.2</td>
<td>OSTA/AECO Trustee Mentor Expenses (D. Danielli) – Report 16016</td>
<td>17</td>
</tr>
<tr>
<td><strong>For Information</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2.3</td>
<td>Additional Professional Activity Day (D. Boag) – Report 16011</td>
<td>18</td>
</tr>
<tr>
<td>4.2.4</td>
<td>Revised Estimates (L. Veerman) – Report 16009</td>
<td>19</td>
</tr>
<tr>
<td>4.2.5</td>
<td>Budget Schedule (L. Veerman) – Report 16010</td>
<td>22</td>
</tr>
<tr>
<td>4.2.6</td>
<td>Capital Update – (G. Cullen) – Report 16014</td>
<td>27</td>
</tr>
<tr>
<td>4.2.7</td>
<td>Operational Plan Update – “Students” (D. Boag) – Report 16013</td>
<td>30</td>
</tr>
<tr>
<td>4.2.8</td>
<td>Administrative Procedure Update (S. Miller) – Report 16006</td>
<td>31</td>
</tr>
</tbody>
</table>

4.3 Committee Reports  
4.4 Director’s Report  
4.5 Communications from the Chair  
4.6 Trustee Questions and Comments  

5.0 – Adjournment  
5.1 Motion to Adjourn
HALTON DISTRICT SCHOOL BOARD
Wednesday, January 6, 2016
7 p.m. – Public Session

MINUTES

1.0 -- Opening
1.1 Welcome, Call to Order and Approval of Agenda
1.2 Approval of the Agenda
1.3 Declarations of Possible Conflict of Interest

2.0 -- Communication to the Board
2.1 Presentations
2.2 Delegations
2.3 Acknowledgement of Delegations by Chair

3.0 -- Ratification / Action
3.1 Minutes of the Regular and Special Meetings
   3.1.2 Halton District School Board Meeting, December 16, 2015
3.2 Approval of Business Transacted in Private Session
3.3 Order Paper
3.4 Action Items
   3.4.1 Ombudsman -- (A. Collard) Report 15167 – REVISED
   3.4.2 Board Recognition Program Policy – (S. Miller) – Report 15178

4.0 -- Communication to the Board
4.1 Student Trustee Reports
4.2 Information Items (including Notices of Motion and future actions)
   4.2.1 Notices of Motion
   For Action: January 20, 2016
   4.2.2 Trustee Honoraria (L. Veerman) – Report 16000
   4.2.3 Striking Committee (K. Amos) – Report 16003
   4.2.4 EA Allocation (M. Zonneveld) – Report 16004
   For Information:
   4.2.5 French Recruitment Report– (T. Dyson) Report 16001
   4.2.6 Board Report Schedule -- (S. Miller) – Report 16002
4.3 Committee Reports
4.4 Director’s Report
4.5 Communications from the Chair
4.6 Trustee Questions and Comments

5.0 -- Adjournment
5.1 Motion to Adjourn
Halton District School Board
Wednesday, January 6, 2016


Regrets: J. Sahi

Agenda Item 1
1.1 Call to Order
K. Amos called the meeting to order at 6:05 p.m.

M16-0001 A. Grebenc / R. Papin / Be it resolved that the Halton District School Board move into Private Session. Carried Unanimously.

The Board rose from Private Session at 6:39 p.m.
The Chair called the Public Session to order at 7:05 p.m.

1.2 Approval of the Agenda
M16-0002 A. Grebenc / J. Gray Be it resolved that the Halton District School Board approve the agenda for January 6, 2016 as distributed. Carried Unanimously.

1.3 Declarations of Possible Conflict of Interest
The Chair reminded Trustees of the requirement to declare any potential conflicts of interest.

Agenda Item 2
2.1 Delegations / Presentations
There were no delegations or presentations.

2.3 Acknowledgement of Delegations by the Chair
There were no delegations or presentations.

Agenda Item 3
3.1 Approval of the Minutes
M16-0003 L. Reynolds / T. Ehl Harrison Be it resolved that the minutes for the Meeting of the Halton District School Board for December 16, 2015 be approved as amended. Carried Unanimously.

3.2 Ratification of Business Transacted in Private Session
There was no business for ratification from Private Session.

3.3 Order Paper
The Chair called attention to the Order Paper. J. Oliver asked about timelines for M13-0073, confirming the matter would be coming back to the Board in 2017, allowing for an opportunity to comprehensively study the matter with 5-years of data. She confirmed a similar timeline for M14-142.

3.4 Action Items
3.4.1 Ombudsman
A. Collard spoke to revisions to Report 15167 and indicated a revised motion would be proposed.
L. Reynolds commented on the congruency between the motion and the trustee role.

M16-0004 A. Collard / J. Gray Be it resolved that the Halton District School Board staff review the current internal processes for public complaints in light of the Office of the Ombudsman's new mandate to investigate public complaints regarding school boards and report back to the Board by the end of the 2015-2016 school year. Carried Unanimously.

3.4.2 Board Recognition Program Policy
S. Miller spoke to Report 15178 indicating no comments were received during the public input period for this policy. T. Ehl Harrison expressed her appreciation to everyone for their efforts in developing this policy. She highlighted the name for the program – “Inspire” – and indicated the program should be launched within the near future.
Agenda Item 4

4.1 Student Trustee Report
S. Schneider spoke to planning for the upcoming OSTA/AECO conference, and the projects that tie in with local Student Senators.

4.2 Information Items (including Notices of Motion)

4.2.1 Notices of Motion
A. Collard indicated her desire to bring forward a motion to the next meeting, discussed at the recent SEAC meeting, dealing with the placement of special education programs.

For Action: January 20, 2016.

4.2.2 Trustee Honoraria
L. Veerman spoke to Report 16000 and responded to trustee questions.

4.2.3 Striking Committee
K. Amos highlighted Report 16003 and responded to trustee questions.

M16-0006  A. Greben / J. Oliver
Be it resolved that the Halton District School Board waive the rules to deal with this matter immediately.  Carried Unanimously.

M16-0007  A. Collard / J. Gray
Be it resolved that the Halton District School Board approve the trustee committee appointments as outlined in Report 16003.  Carried Unanimously.

4.2.4 EA Allocation
M. Zonneveld spoke to Report 16004 and responded to trustee questions.

M16-0008  A. Collard / L. Reynolds
Be it resolved that the Halton District School Board waive the rules to deal with this matter immediately.  Carried Unanimously.

Trustees asked questions relating to the timing of the request, the annual need for EAs, how EA requests are prioritized, how additional EAs are hired, the proportion of funding from contingency vs. surplus, and the tracking of additional dollars expended for students with special needs. Additional comments and suggestions were offered for planning or tracking student needs, and seeking additional provincial funding.

M16-0009  A. Collard / R. Papin
Be it resolved that the Halton District School Board authorize the Director of Education to allocate 35.0 additional Educational Assistants to the system to address the special education needs of students; and
THAT the expenditure of approximately $775,000 (February 2-June 30, 2016) be funded through contingency funds and anticipated 2015-16 surplus funds.  Carried Unanimously.

For Information

4.2.5 French Recruitment Report
S. Miller highlighted Report 16001 in T. Dyson’s absence. He responded to trustee questions including tracking students from kindergarten to Grade 1 and timing of job offers for staffing.

4.2.6 Board Report Schedule
S. Miller spoke to Report 16002, highlighting future changes may include deferral of the Operational Plan for the upcoming years, pending the development of the Multi-Year Plan.

4.1 Committee Reports
A. Collard reported on the SEAC meeting held earlier this week.
4.2 Director’s Report

S. Miller commented on improvements to the Halton District School Board website as a first-step in the transition to improving the look and navigation. He also highlighted the launch of the Program Viability Committee questionnaire available for public input. S. Miller indicated the focus group planning is underway and will be rolled out in the near future.

S. Miller commented on the CHCH profile highlighting the Halton District School Board’s efforts in assisting Syrian families adapt to life in Canada and in Halton.

S. Miller highlighted the inaugural robotics competition at New Street this Saturday, citing the excitement of students and staff.

S. Miller responded to trustee questions relating to the PVC questionnaire and references to members of the public should they require assistance in completing the survey.

4.3 Communications from the Chair

K. Amos thanked her colleagues for taking up the challenge in providing backpacks and supplies for newcomer students.

4.4 Trustee Questions and Comments

T. Ehl Harrison commented on the Pine Grove Public School “penguins” who participated in the polar bear plunge celebrating the New Year.

A. Grebenc expressed her excitement for a new partnership for MM Robinson students and ArcelorMittal Dofasco that will see a new Advanced Manufacturing program starting this September at the high school.

A. Harvey Hope added recognition for Siemens Canada as a key sponsor for the Robotics program within Halton District School Board.

Agenda Item 5

M16-0010 J. Gray / T. Ehl Harrison
Be it resolved that the Board adjourn at 8:16 p.m. 

Carried Unanimously
### ORDER PAPER

<table>
<thead>
<tr>
<th>Motion #</th>
<th>Resolution</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>M12-0119</td>
<td>Be it resolved that the new Burlington NE high school, (SRA #101 Alton), provide Grade 9 &amp; 10 English programming in 2013-14, add Grade 11 in 2014-15 and add Grade 12 in 2015-16. Be it resolved that the new Burlington NE high school, (SRA #101 Alton), provide Grade 9 &amp; 10 French Immersion programming in 2013-14, add Grade 11 in 2014-15, &amp; Grade 12 in 2015-16. Be it resolved that Grade 11 and 12 English program students within the SRA #101 (Alton) boundaries, attending Nelson, Robert Bateman, Lester B. Pearson and/or M.M. Robinson High Schools in 2013-14, continue to attend these high schools until graduation and transportation be provided subject to the Board’s Transportation policy. Be it resolved that Grade 11 and 12 French Immersion program students within the SRA #101 (Alton) boundaries, attending Nelson and M.M. Robinson High Schools in 2013-14, continue to attend these high schools until graduation and that transportation be provided subject to the ‘French As A Second Language’ policy of the Board. Be it resolved that due to the ‘grandfathering’ provision in the Alton Elementary Boundary Review recommending #4 (see below), the new boundary for French Immersion students residing in north Headon Forest (directing them to M.M. Robinson HS) will begin as of September 2016. Transportation will be provided subject to the ‘French As A Second Language’ policy of the Board.</td>
<td>Senior Admin</td>
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<td>M12-0204</td>
<td>Be it resolved that the Board develop a governance process to monitor School Generated Funds including School Council Funds and school businesses, and refer this item to the Policy, By-law &amp; Governance Committee.</td>
<td>Policy, By-law &amp; Governance Cmte</td>
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<td>M13-0073</td>
<td>Be it resolved that in recognition of the role of SEAC and the motions passed at the SEAC Meeting of April 2, 2013 and conversations at the table this evening, that the Halton District School Board defer the Assessment of Gifted Entry/Gifted Screening Process Review, and that the Board direct the Director to: 1. develop and implement a consultation plan to seek input from SEAC, parents of gifted students, teachers and school staff on improving our gifted assessment process.</td>
<td>Director of Education</td>
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<td>M13-0171</td>
<td>Be it resolved that the Halton District School Board approve a structure for Board policy that includes governance policies and framework policies as per the appendices to Report 13083.</td>
<td>PB&amp;G Committee</td>
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<td>M13-0172</td>
<td>Be it resolved that the Halton District School Board approve a structure for administrative procedures and supporting guidelines, implementation handbooks, and protocols as contemplated in Report 13083.</td>
<td>Director of Education</td>
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<td>M14-0039</td>
<td>Be it resolved that the Community Funding of Facilities Enhancements be referred to Policy, By-law and Governance Committee for the development of a Framework Policy governing this admin procedure</td>
<td>PB&amp;G Cmte</td>
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<td>M14-0142</td>
<td>Be it resolved that the Director direct staff to conduct a review of the supervision of students who have high safety risks beginning September, 2014; AND THAT the review cover any and all parts of the legal school day, including getting to class, nutrition breaks, recess, etc.; AND THAT the review include the process for training staff, the supervision levels for students, and if students’ safety needs are being appropriately addressed; AND THAT SEAC members be invited to participate in this review.</td>
<td>Director of Education</td>
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<td>M14-0158</td>
<td>Be it resolved that the Halton District School Board consider the following option related to the establishment of a secondary entry point (Grade 5) for French Immersion: Option C (Defer the decision on second French Immersion entry point): Defers the decision regarding a second French Immersion entry point until we have implemented Primary Core French.</td>
<td>Director of Education</td>
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<td>M15-0015</td>
<td>Be it resolved that the Halton District School Board refer the Trustee Code of Conduct policy to the Policy, By-law &amp; Governance Committee.</td>
<td>PB&amp;G Chair</td>
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<td>M15-0026</td>
<td>Be it resolved that the Halton District School Board approve the approach to the Close the Gap initiative as outlined in Report 14199; and THAT specific projects be undertaken as follows, funded subject to these cost estimates and budget availability: 1. Support for installation of classroom projection equipment (IT Plan), $100,000 2. Library Services, $500,000 over 2 years 3. Special Education rooms, $600,000 over 2 years 4. Specialty Classrooms, $600,000 over 2 years 5. Electrical upgrade and air conditioning in secondary schools, second and third floor areas, $3,600,000 6. Electrical upgrade and air conditioning in elementary schools, second and third floor areas, $4,700,000</td>
<td>Superintendent of Facility Services</td>
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<td>M15-0071</td>
<td>Be it resolved that Halton District School Board support HSTS utilizing a third-party consultant to undertake a bell time analysis study for elementary and secondary schools, in order to find route efficiencies and determine the financial impacts or cost savings, and; THAT prior to the analysis being undertaken, study parameters will be established jointly by the Halton District School Board and the Halton Catholic District School Board; and; THAT the cost of undertaking a bell time analysis study be provided to trustees for approval.</td>
<td>Superintendent of Business</td>
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<td>M15-0126</td>
<td>Be it resolved that the Halton District School Board implement a recognition program as outlined in Report 15082, reflecting our vision and values; and that the required By-Law amendment and Policy be developed.</td>
<td>Communications Committee</td>
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<td>M15-0122</td>
<td>THAT subject to Ministry approval and Board approval of the specific project that the Halton DS&amp;B appoint the architectural firm of Hossack and Associates Architects Inc. to prepare the design and tender documents (Phase 2) for the proposed new elementary school, ERA127 (Milton #10) to be built in Milton using the guidelines developed.</td>
<td>Superintendent of Facility Services</td>
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<td>Motion #</td>
<td>Resolution</td>
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| M13-0274 to M13-0287 | Be it resolved that effective in the 2014-15 school year, the Halton District School Board introduce 40 minutes/week of Primary Core French beginning in Grade 1 in 24 Halton District School Board schools, with a commitment for a full roll-out by 2017-18, with an annual review of the roll-out to be brought back to trustees each year, and;  
  (a) THAT schools selected for the initial phase of this program represent a variety of school organizations (K-8, K-6, Dual Track, Single Track English, large and small enrolments) across the four geographic areas within the Halton District School Board, (Halton Hills, Milton, Oakville, Burlington).  
  (b) THAT students in these schools will receive the following minutes of Core French instruction between Grades 1-8:  
    - 40 minutes / week Grades 1-3  
    - 120 minutes / week Grades 4  
    - 160 minutes / week Grade 5  
    - 200 minutes / week Grades 6-7-8 (Appendix 5)  
  (c) THAT no later than June 2018, the Halton District School Board will assess the impact of this Primary Core French experience in relation to student engagement, student attitude, English proficiency and the impact on Grade 1 French Immersion uptake associated with these schools.  
  (d) THAT under the leadership of the System Principal for French Second Language, School Programs and Human Resources, the Halton District School Board will develop a long-term recruitment and staff development plan to ensure the Halton District School Board hires and retains the highest quality French teachers available and that this plan is shared with the Board of Trustees.  
  (e) THAT the Halton District School Board continues to provide staff development programs that include teaching strategies, modifications and accommodations to address students with diverse learning needs and students who arrive in Halton without prior experiences in either French Immersion and Core French.  
  (f) THAT the Halton District School Board develop and implement a 5-year plan whereby all Halton District School Board elementary schools with Intermediate Divisions have one classroom dedicated for the teaching of Grade 7-8 Core French (Appendix 6), whereas if it will not require additional portables. | Director of Education |

Be it resolved that effective in the 2014-2015 school year, wherein a triple grade configuration has been possible (due to 23 or fewer students enrolled in three consecutive grades), the School Superintendent will assess the impact on the learning environment and opportunities for students and will consider and recommend for Board approval one of the following strategies;  
- staff as a Grade 1-2 blended class;  
- staff as a Grade 1-2-3 blended class;  
- redirect the Grade 1 students to a neighbouring school for their program and;  
Wherein a triple grade configuration has been possible (due to 23 or fewer students enrolled in three consecutive grades for two consecutive years) the School Superintendent will consider and may recommend for Board approval a boundary review.

Be it resolved that effective in the 2014-2015 school year the Halton District School Board:

- establish and communicate a consistent Grade 1 French Immersion February registration deadline for current Halton District School Board families, with a review of the effects of this procedure be undertaken by September 2014.
- allow students who have not been in Senior Kindergarten within the Halton District School Board, register in Grade 1 French Immersion up to the first week of school.
- communicate and implement the assessment and admission procedure for students with French proficiency arriving in Halton after the registration deadline.
- All elementary schools that offer Grade 1 programming must host a Grade 1 Information Evening that includes information about English program, French Immersion program and Special Education placements. If the home school does not offer French Immersion, the school their students would be directed to for French Immersion cannot host their Grade 1 Information Evening at the same time. The Special Education presentation is to be scripted by the Board’s Special Education department, to include a description of all elementary Special Education placements. | Associate Director |

M15-0137 | Be it resolved that the Halton District School Board present the following options for the delivery of French Immersion to the public in the Fall of 2015 for the purpose of receiving feedback, considerations and comments. Feedback will be brought to the Board for consideration in the delivery of French Immersion programming:  
1. Option 1: Grade 1 (early) French immersion remains a 50% French 50% English delivery model, but entry to FI would be capped. The method of capping would be determined at a later date.  
2. Option 2: Grade 1 (early) French Immersion remains at 50% French and 50% English, however all FI programs would be delivered in single track FI schools. French Immersion would be phased out of dual track schools and no new dual track schools would be considered. The location of the single track schools would be determined at a later date.  
3. Option 3: French Immersion would commence at a later entry point (mid entry); Grade 4. This would result in the delivery model of FI moving from a 50% model to at least an 80% French Immersion model. In addition the delivery of FI would occur in dual track schools only.  
4. Option 4: French Immersion would commence at a later entry point (mid entry); Grade 4. This would result in the delivery model of FI moving from a 50% model to at least an 80% French Immersion model. In addition the delivery of FI would occur in single track FI schools only. | Director of Education/ Associate Director |
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| M15-0139 | Whereas the work of the National Truth and Reconciliation Commission (TRC) regarding residential schools in Canada concluded its work in June 2015, resulting in 94 far reaching Calls to Action, including a number specifically focused on education;  
   Be it resolved that the Halton District School Board:  
   i) Commit that all students graduate with knowledge of residential schools and their effects on Aboriginal communities in Canada and see themselves as contributors to reconciliation.  
   ii) (At least) Annually during a Board meeting recognize the history of our area and give respect and honour to its First Peoples, by including in the Chair’s welcome, "We would like to acknowledge that we are on the traditional territory of First Peoples."
   iii) Correspond with the Ministry of Education, urging collaboration with Aboriginal communities and the Ontario Public School Board Association to include treaty education, the history and legacy of residential schools and the impact of the Indian Act in curriculum in a way that gives voice to First Peoples. Recognizing that this will take time, also requesting that the Ministry immediately provide school boards with resources to develop and share best practices. | Director of Education / School Operations                                      |
| M15-0172 | Be it resolved that the Halton District School Board adopt the process as outlined in Report 15114 for public/community consultation with respect to possible actions or recommendations for program viability of both English and French programming.                                                                                                                                                                                                                                 | Director of Education                                                        |
| M15-0173 | Be it resolved that the Halton District School Board approve the timelines for the public/community consultation process (Report 15114) and that the completion of that process will result in a recommendation coming to the Board no later than May 2016 with implementation of September 2017 for any significant changes in the delivery of either French Immersion or English programming.                                                                                                                                  | Director of Education                                                        |
| M15-0217 | Be it resolved that the Board authorize the Director to post internally and provincially, an opening for Two Superintendents of Education with responsibilities for school supervision and portfolio assignments as determined by the Director of Education, and THAT a hiring committee be established to review applications, conduct interviews and do reference checks to provide counsel to the Director in making a recommendation to the Board.                                                                                                                      | Director of Education                                                        |
| M15-0219 | Be it resolved that the Halton District School Board use a portion of the “Reserve Account for Trustee Professional Development” to cover the registration costs for the Trustees to attend the Ontario Public School Board Association Public Education Symposium (including the pre-symposium) to be held January 28-30, 2016. (Maximum of $7,700).                                                                                                             | Chair of the Board Superintendent of Business                                |
| M15-0221 | Be it resolved that the Halton District School Board direct the Chair to write to the Ministry of Municipal Affairs and Housing regarding concerns relating to student and staff safety at schools that host election polling stations; and THAT a request be made that funding be provided for the provision of security guards at each school as is the practice for federal elections; and THAT a copy of this letter be shared with the Halton Catholic District School Board, the Mayors and City Clerks of Burlington, Oakville, Milton and Halton Hills, the Region of Halton, OPSBA and local MPPs. | Chair of the Board                                                           |
| M15-0233 | Be it resolved that the Halton District School Board’s “Program and Accommodation Review Policy” as appended to Report 15176, be posted on the Board’s website for public input for a period of not less than 25 days, and that the policy and any input return to the Board for consideration in February 2016.                                                                                             | Director of Education                                                        |
| M15-0234 | Be it resolved that the Halton District School Board’s “Director’s Performance Review Policy” as revised and appended to Report 15177, be posted on the Board’s website for public input for an extended period to reflect procedural revisions to the policy, and that the policy and any input return to the Board for consideration at the second Board meeting in January 2016.                                                                 | Director of Education                                                        |
| M15-0237 | Be it resolved that the Halton District School Board ratify the Memorandum of Settlement which was reached with the Elementary Teachers’ Federation of Ontario –Elementary Occasional Teachers -- Halton on December 1, 2015, subject to ratification by the union.                                                                                                                                                                                                                                                                                      | Director of Education                                                        |
| M15-0238 | Be it resolved that the Halton District School Board ratify the Memorandum of Settlement which was reached with the Canadian Union of Public Employees (CUPE) Local No. 1011 on November 27, 2015, subject to ratification by the union.                                                                                                                                                                                                                     | Director of Education                                                        |
| M16-0005 | Be it resolved that the Halton District School Board approve the “Board Recognition Program” Policy as appended to Report 15178.                                                                                                                                                                                                                                                                                                                      | Director of Education                                                        |
| M16-0009 | Be it resolved that the Halton District School Board authorize the Director of Education to allocate 35.0 additional Educational Assistants to the system to address the special education needs of students; and THAT the expenditure of approximately $775,000 (February 2 to June 30, 2016) be funded through contingency funds and anticipated 2015-16 surplus funds.                                                                                     | Director of Education                                                        |

## PENDING REPORTS – JANUARY 20, 2016

(Items will be shaded when completed.)

<table>
<thead>
<tr>
<th>Motion &amp; Date</th>
<th>Resolution</th>
<th>Presentation Date</th>
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<tbody>
<tr>
<td>M11-0213</td>
<td>Be it resolved that the Halton District School Board approve the Operating Plan for any given year prior to approval of the budget for that same year</td>
<td>Spring Annually</td>
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<td>M11-0216</td>
<td>Be it resolved that the Special Education Plan be brought to the Board in each year prior to approval of the budget for that same year.</td>
<td>Spring Annually</td>
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<td>Motion &amp; Date</td>
<td>Resolution</td>
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| M12-0088     | **Resolution:** Be it resolved that the Halton District School Board direct the Director to provide a full and complete list of all HDSB policies and administrative procedures noting:  
  a) whether or not the policy/administrative procedure has been adopted by board motion,  
  b) the date that the policy/administrative procedure was last reviewed,  
  c) the date that the policy/administrative procedure is next scheduled to be reviewed and  
  d) whether or not the policy/administrative procedure suggests an impact to the roles and/or responsibilities of trustees or board of trustees (directly or through referenced policy or admin. procedure)  

  **Presentation Date:** June / Sept. 2012  
  Review of policies undertaken (on-going)                                                                                                                                                                                                                                                                                                                                                                    |                                        |
| M15-0059     | **Resolution:** Be it resolved that the Director direct staff to conduct a review of the Educational Assistant allocation process that considers the extent to which the process:  
  • is driven by individual student needs  
  • considers the health, safety, educational and social needs of students  
  • informs and involves parents  
  • involves the Student Services and Equity and Inclusion departments  

  **Presentation Date:** February 2016  
  AND THAT recommendations are brought before the Board by February 2016, to be considered for implementation in Spring 2016;  
  AND THAT SEAC members be invited to participate in the review.                                                                                                                                                                                                                                                                                   |                                        |
| M15-0043     | **Resolution:** Be it resolved that the Halton District School Board initiate a committee to examine program viability in both the English program and the French Immersion program and to make a recommendation to the Board no later than June 2015. The committee will be chaired by the Associate Director and will be composed of the Superintendent of Program, Superintendent of Student Success, System Principal of French Program, System Principal of School Program, Principals of dual track elementary schools, elementary single track English schools, elementary single track French Schools, French Immersion programs in High School, single track English programs in high schools and three trustees who currently sit on the French advisory committee.  

  **Presentation Date:** June 2015                                                                                                                                                                                                                                                                                                                                                                              |                                        |
| M15-0157     | **Resolution:** Be it resolved that the Halton District School Board renew its commitment to Active and Sustainable Transportation and develop a revised implementation plan, and report back with an interim plan no later than December 2015; and  

  **Presentation Date:** December 2015  
  December 2016  
  THAT the Halton District School Board explore, evaluate and participate in opportunities for collaboration and collective action related to Active and Sustainable Transportation with the Active and Sustainable Transportation Hub, the local municipalities, the Region of Halton, the Halton Catholic District School Board, the Provincial Government and other potential stakeholders, wherever possible, and report back to the Board by December 2016.  

  **Completion Date:** December 2015; additional changes and feedback period to January 20/16                                                                                                                                                                                                                                                                                                                      |                                        |
| M15-0188     | **Resolution:** Be it resolved that the Halton District School Board’s “Director’s Performance Review Policy” as appended to Report 15136, be posted on the Board’s website for public input for a period of not less than 25 days, and that the policy and any input return to the Board for consideration in December 2015.  

  **Completion Date:** Completed December 2015; additional changes and feedback period to January 20/16                                                                                                                                                                                                                                                                                                                    |                                        |
| M15-0198     | **Resolution:** Be it resolved that the Halton District School Board’s “Recognition Policy” as appended to Report 15142, be posted on the Board website for public input for no less than 25 days, and that the policy and any input return to the Board for consideration in December 2015.  

  **Presentation Date:** December 2015  
  December 2015                                                                                                                                                                                                                                                                                                                                               |                                        |
| M16-0004     | **Resolution:** Be it resolved that the Halton District School Board staff review the current internal processes for public complaints in light of the Office of the Ombudsman’s new mandate to investigate public complaints regarding school boards and report back to the Board by the end of the 2015-16 school year.  

  **Presentation Date:** May/June 2016                                                                                                                                                                                                                                                                                                                                                                               |                                        |
TO: The Chair and Members of the
Halton District School Board

FROM: L. Veerman, Superintendent of Business
Stuart Miller, Director of Education

RE: Trustee Honoraria

Warrant:
This report provides an update to the enrolment amount per Halton District School Board’s Trustee Honoraria Policy.

Recommendation:

Be it resolved that the Halton District School Board approve the revised Trustee Honoraria to reflect the adjustment to the enrolment amount per Trustee Honoraria Policy.

Background:
Ontario Regulation 357/06 Honoraria for Board Members sets out the method for calculating the limits on honoraria paid under Section 191 of the Education Act.

On September 3, 2014 the Trustees approved the following Policy Statement:

For the term of office in respect of the period from December 1, 2014 or later, the Board will pay to a member an honorarium amount not to exceed the following amount:

- 100% of the maximum base amount as set out by regulation
- 100% of the maximum enrolment amount*
- 100% of the maximum allowable attendance amount **

The policy may be restricted by provincial regulation.

* The enrolment amount will be adjusted on an annual basis to reflect the current ADE (Average Daily Enrolment) of the Halton District School Board.

** Per Schedule 1 of the Policy

Appendix A (attached) has been updated to reflect the enrolment calculation per Ontario Regulation 357/06, section 9.

Respectfully submitted,

(signed)

Lucy Veerman
Superintendent of Business Services and Treasurer

Stuart Miller
Director of Education
# Trustee Honoraria

**Appendix A**

**Effective December 1, 2014**

<table>
<thead>
<tr>
<th>Role</th>
<th>Base Amount</th>
<th>Enrolment Amount</th>
<th>Attendance Amount</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>$ 5,900.00</td>
<td>$ 9,427.73</td>
<td></td>
<td>$ 15,327.73</td>
</tr>
<tr>
<td>Chair</td>
<td>10,900.00</td>
<td>12,390.73</td>
<td></td>
<td>23,290.73</td>
</tr>
<tr>
<td>Vice-Chair</td>
<td>8,400.00</td>
<td>10,909.23</td>
<td></td>
<td>19,309.23</td>
</tr>
<tr>
<td>Student Trustees</td>
<td>2,500.00</td>
<td>-</td>
<td></td>
<td>2,500.00</td>
</tr>
</tbody>
</table>

**Effective December 1, 2015**

<table>
<thead>
<tr>
<th>Role</th>
<th>Base Amount</th>
<th>Enrolment Amount*</th>
<th>Attendance Amount**</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>$ 5,900.00</td>
<td>$ 9,751.95</td>
<td></td>
<td>$ 15,651.95</td>
</tr>
<tr>
<td>Chair</td>
<td>10,900.00</td>
<td>12,816.85</td>
<td></td>
<td>23,716.85</td>
</tr>
<tr>
<td>Vice-Chair</td>
<td>8,400.00</td>
<td>11,284.40</td>
<td></td>
<td>19,684.40</td>
</tr>
<tr>
<td>Student Trustees</td>
<td>2,500.00</td>
<td>-</td>
<td></td>
<td>2,500.00</td>
</tr>
</tbody>
</table>

* Ontario Regulation 357/06, Section 9: enrolment is based on the average daily enrolment for the school board fiscal year that ends in the calendar year in which the year of the term of office begins per estimates submitted to the Ministry.

Elementary Enrolment | 43,508
Secondary Enrolment  | 17,790

\[
\text{Total Enrolment} = 43,508 + 17,790 = 61,298
\]

<table>
<thead>
<tr>
<th>Role</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member</td>
<td>9,751.95</td>
</tr>
<tr>
<td>Chair</td>
<td>12,816.85</td>
</tr>
<tr>
<td>Vice-Chair</td>
<td>11,284.40</td>
</tr>
</tbody>
</table>

**100% of the maximum allowable attendance amount per Schedule 1 of Trustee Honoraria Policy**
TO: The Chair and Members of the Halton District School Board
FROM: S. Miller, Director of Education 
RE: Director’s Performance Review Policy

Warrant:
At its December 16, 2015 meeting, the Halton District School Board unanimously approved a motion authorizing an extended period for the posting of the Director’s Performance Policy, following revisions approved at the Policy, By-law & Governance Committee. Any feedback received was to return to the Board at the second meeting in January 2016.

RECOMMENDATION:

Be it resolved that Halton District School Board approve the revised “Director’s Performance Review” policy, as appended to Report 16012.

Background:
The Board approved the original posting of the draft policy to the website for public input in October, and it has been posted for the required period of three consecutive Board meetings, or no fewer than 25 calendar days. No feedback was received. Since that time, the Board of Trustees incorporated procedural steps into the draft policy and discussed these at the Policy, By-law & Governance Committee in November 2015.

As indicated in the Board’s Policy Development and Review Policy, the Board of Trustees may, by Board motion, extend the period for public input, and approved that action at its December 16, 2015 meeting (M15-0235), to allow the public an opportunity to review the procedural revisions to the document.

Trustees have indicated their preference to have any feedback return to the Board in report format at the conclusion of the public input period (second Board meeting in January 2016) to allow the Board to consider any further revisions, if required.

This revised draft policy has generated no responses. It is appended to this report for trustees’ reference.

Respectfully submitted,

Stuart Miller
Director of Education
OBJECTIVE

In accordance with the policies established by the Board, the Director of Education shall develop and maintain an effective organization and the programs required to implement such policies.

On an annual basis, the Board of Trustees shall monitor and evaluate the performance of the Director of Education in meeting their duties under the Education Act or any policy, guideline or regulation made under the Act, and under the Multi-Year Plan (MYP), Board Improvement Plan for Student Achievement (BIPsa) and Operational Plan (and/or other documents as required by legislation), specifically including the implementation of policies, procedures and organizational structures aimed at achieving goals that:

- promote student achievement;
- promote student and staff well-being;
- ensure effective stewardship of the Board’s resources;
- deliver effective and appropriate education programs to its pupils; and
- increase public confidence in publicly funded education.

DEFINITIONS

The Director of Education is the Chief Executive Officer, the Chief Education Officer and the Secretary of the Board

COMMITTEE MEMBERSHIP

All trustees shall be invited to participate in the Director’s Performance Review Committee. Quorum for this committee shall include the Chair and Vice-Chair of the Board and at least four additional trustees. The Vice-Chair of the Board shall chair the Director’s Performance Review Committee in Private Session meetings of the Board of Trustees.

DIRECTOR’S RESPONSIBILITIES

The Director’s Performance Review combines both quantitative and qualitative inputs and measures.

The Director of Education is responsible for exercising effective leadership in communicating the HDSB’s priorities and ensuring the successful implementation of strategic initiatives as outlined in the MYP, the BIPsa and the Operational Plan. The Director of Education relies on the Senior Administrative Team and Principals to implement these plans successfully, and is responsible for monitoring key metrics to ensure that the goals are being achieved, as well as providing mitigation when a goal is in danger of not being achieved.

The Director of Education will:

- provide periodic and timely reports to the Board of Trustees regarding the status of that year’s goals;
- prepare and disseminate an Annual Report which provides information to the public regarding the board’s achievements with respect to the MYP, BIPsa and Operational Plan;
• report on the execution of the strategic or operational initiatives that were the direct responsibility of the Director of Education;
• respond to new policies or requests emanating either from the Board of Trustees or legislation in a timely manner, balancing the needs and expectations of key stakeholders;
• endeavour to ensure all staff are fully engaged, capable and effective while carrying out their respective duties

5. TRUSTEES’ RESPONSIBILITIES
The Board of Trustees will meet with the Director of Education as per the established timelines to:
• determine the criteria and methodology for the DPR;
• review the Director of Education’s self-evaluation;
• prepare constructive feedback;
• provide next steps; and
• establish measurable goals for the current year

The Board of Trustees shall assess the Director of Education’s performance related to:
• annual goals as established and agreed upon by the Board of Trustees and the Director of Education;
• legislative requirements;
• system leadership; and
• professional development

The Board of Trustees will provide developmental feedback to the Director of Education.

The Board of Trustees will engage the Director of Education in setting goals for the year. These goals should be aligned with the MYP, the BIPsa and the Operational Plan and/or other documents as required by legislation.

6. TIMELINES AND PROCESS
6.1 Annual Timelines
The Director’s Performance Review timelines (except in the first year of the term) are as follows:

a. The Director’s Performance Review Committee shall collaborate with the Director of Education to set goals and objectives by October 31 of each year.

b. The Director’s Performance Review Committee shall prepare a Performance Review document that sets out the criteria to evaluate the Director of Education’s performance in meeting their duties in accordance with legislation and with regard to the implementation of policies and organizational structures to achieve the goals identified the previous October by September 1 of each year.

c. The Director of Education shall complete the self-evaluation portion of the Performance Review document and submit it to the Director’s Performance Review Committee by September 15 of each year.

d. The Director’s Performance Review Committee shall meet to discuss the self-evaluation portion of the Performance Review document and compile feedback by September 30 of each year.

e. The Director’s Performance Review Committee will meet with the Director of Education to review the compiled data that forms the Performance Review document, and proposed next steps by October 15th of each year.

f. The Director’s Performance Review Committee will submit the final Performance Review document to the Board for review and approval no later than November 30th each year confirming the Director’s Performance Review process has been completed in accordance with this policy.
6.2 Timelines in First Year
In the first year of the Director’s term, the Director’s Performance Review timelines are as follows:

a. The Director’s Performance Review Committee shall collaborate with the Director of Education to set goals and objectives for the first six months by the end of the first month of the term.

b. The Director’s Performance Review Committee shall prepare a Performance Review document that sets out the criteria to evaluate the Director of Education’s performance in meeting their duties in accordance with legislation and with regard to the implementation of policies and organizational structures to achieve the goals identified above by the end of the fifth month of the term.

c. The Director of Education shall complete the self-evaluation portion of the Performance Review document and submit it to the Director’s Performance Review Committee by the middle of the sixth month of the term.

d. The Director’s Performance Review Committee shall meet to discuss the self-evaluation portion of the Performance Review document and compile feedback by the end of the sixth month of the term.

e. The Director’s Performance Review Committee will meet with the Director of Education to review the compiled data that forms the Performance Review document and proposed next steps by the middle of the seventh month of the term.

f. The Director’s Performance Review Committee shall collaborate with the Director of Education to set goals and objectives for the next six months by the middle of the seventh month of the term. These goals will serve as the basis for the annual Director’s Performance Review as set out in Annual Timelines above.

g. The Director’s Performance Review Committee will submit the final Performance Review document to the Board for review and approval no later than the end of the seventh month of the term confirming the Director’s Performance Review process has been completed in accordance with this policy.

6.3 360 Evaluation
In the third year of the Director of Education’s term, and every three years thereafter, the Board of Trustees will engage in a 360 evaluation of the Director of Education’s performance. Trustees will select an appropriate tool to survey a variety of stakeholders, including but not limited to:

- Senior Administrators;
- System Principals;
- School Principals representing both elementary and secondary panels from all four geographic regions of the Board;
- Union leaders;
- PIC, SEAC and Audit Committee Members;
- HLF CEO (assuming the Director of Education is still a member of the HLF Board); and
- Centre for Skills and Development CAO (assuming the Director of Education is still a member of the Centre Board)

7. REPORTING
The Director’s Performance Review document will be approved by the Board of Trustees in accordance with this policy.

MONITORING OF BOARD’S PROCESS: November (annually)

Method(s) Direct Inspection (Director’s Performance Review Committee)
TO: The Chair and Members of the Halton District School Board

FROM: A. Collard, Trustee, Burlington Ward 5
D. Danielli, Trustee, Milton Wards 2,3,4,5

RE: OPSBA AGM Expenses

Purpose:
The Trustee Expense Policy states “4.7 Any other extraordinary or unusual expenses incurred by a trustee in carrying out their role, which they feel should be paid by the Board must be pre-approved by the Board, and will not be charged against the trustee’s account, but rather the Board’s account.”

This report outlines a proposal for Claim on the Board Leadership and Team Development account for the OPSBA AGM for the OPSBA HDSB Director(s) and the OPSBA Central West Regional VP/Chair.

RECOMMENDATION:

Be it resolved that the Halton District School Board use a portion of the Board Leadership and Team Development account to cover the registration and accommodation costs for the OPSBA HDSB Director(s) and the OPSBA Central West Regional VP/Chair to attend the OPSBA AGM.

Background:
The OPSBA AGM is an annual conference that the OPSBA HDSB Director(s) and the OPSBA Central West Regional VP/Chair must attend in their roles as the board’s representatives.

It has been the practice of the Board to cover the costs for the OPSBA AGM for the OPSBA HDSB Director(s) and the OPSBA Central West Regional VP/Chair to ensure that they are able to attend.

The cost for registration and accommodation is approximately $2,000.00 per person.

Respectfully submitted,

Amy Collard, Trustee
Burlington, Ward 5

Donna Danielli, Trustee
Milton, Wards 2,3,4,5
TO: The Chair and Members of the Halton District School Board
FROM: D. Danielli, Trustee, Milton Wards 2, 3, 4, 5
RE: Student Trustee Mentor Funding Request

Warrant:
The Trustee Expense Policy states “4.7 Any other extraordinary or unusual expenses incurred by a trustee in carrying out their role, which they feel should be paid by the Board must be pre-approved by the Board, and will not be charged against the trustee’s account, but rather the Board’s account.”

This report outlines a proposal for claim on the "Board Leadership and Team Development" account for the OSTAAECCO conference for the Student Trustee Mentor.

RECOMMENDATION:

Be it resolved that the Halton District School Board use a portion of the "Board Leadership and Team Development” account to cover the registration, accommodation and transportation costs for the Student Trustee Mentor accompanying the Student Trustees to the OSTA/AECO conference in Ottawa from February 19 to 21, 2016 and that these funds be allocated to this expense for the Student Trustee Mentor each year going forward.

Background
It has been the practice of this Board for the Student Trustee Mentor to accompany the Student Trustees on any conferences outside of the GTA. The Student Trustee Mentor is on site should any issues occur with the conference itself or the accommodations.

The OSTA/AECO conference is taking place in Ottawa from February 19 to Feb 21, 2016 and as the Student Trustee Mentor, I will be accompanying the students.

My request is that the costs for the flight, registration and accommodation be taken from the Board’s general funds as this is a trip I am taking in my capacity as the Student Trustee Mentor. Estimated cost will be approximately $1,500.

Respectfully submitted,

Donna Danielli, Trustee
Milton, Wards 2,3,4,5
TO: The Chair and Members of the
Halton District School Board

FROM: David Boag, Associate Director

RE: Additional Professional Activity Day in 2015-16 School Year

Background
As a result of provincial negotiations with teachers unions, the negotiated settlements included the inclusion of an additional Professional Activity (PA) Day for all school boards. The inclusion of the extra PA day was effective starting this school year.

On December 18, 2015, the Halton District School Board received a memorandum from the Ministry of Education outlining the parameters of this additional PA Day. The memo asked Boards to schedule the day on or before April 15th and requested Boards report back to the Ministry with their additional PA Day date by January 16, 2016.

When determining the date for the additional PA Day, a number of factors were considered:

- Dates earlier in the second half of this school year were considered so staff could benefit from the learning in the current school year.
- Dates too early in the second half of the year were avoided to give parents enough time to make appropriate arrangements. Community organizations often run day programs on PA days and also need time to make plans to accommodate children.
- Weeks were avoided that were already four-day weeks (ie: weeks with Family Day, Good Friday, Easter Monday).
- Existing PA Days were considered to avoid scheduling the day too close to an existing date (ie: not having two PA Days in the same week or having PA Days in two consecutive weeks).

Because of the short timeline to select a date for the additional PA Day, consultation with all stakeholders was not possible. Consultation with the Halton Catholic District School Board did occur to align the additional PA Day between both boards and eliminate any unnecessary transportation costs associated with having different PA Days. Potential dates were discussed at a School Operations meeting and the date of April 8, 2016 was recommended. This date was brought to Administrative Council and was supported.

In subsequent years, an additional PA Day will be scheduled and become part of the work of the School Year Calendar Committee, and included in the report for the Board’s approval.

Respectfully submitted,

[Signature]
David Boag
Associate Director
TO: The Chair and Members of the Halton District School Board

FROM: Lucy Veerman, Superintendent of Business Services and Treasurer

RE: Revised Estimates - Impact of Changes on the 2015/2016 Operating Budget

Warrant:
As part of the Ministry’s annual financial reporting cycle, school boards are required to submit “Revised Estimates” in December of the school year. Revised Estimates take into consideration the financial and operational impact of actual enrolments as at October 31, as well as any known changes in financial circumstances subsequent to the approval of the original budget.

Background:
Grants for Student Needs (GSN) provide the funding allocations to school boards based on average daily enrolment (ADE) as at October 31 and March 31 of each school year and special purpose grants. The Board of Trustees approved the 2015/2016 Operating Budget in June 2015 (Report 15072) based on projected enrolment, revenue and expenditure assumptions. The Revised Estimates are calculated based on updated assumptions as of October 31.

Rationale:
A summary of the changes recorded in the Revised Estimates are identified in the appendices included with this report. The presentation of the Statement of Operations, Summary of Revenue, and Summary of Expenses, is consistent with the reporting requirements that guide the preparation of the year-end financial statements. This includes compliance with Ministry regulations and the Canadian Public Sector Accounting Standards.

2015/2016 Revised Estimates EFIS (Education Financial Information System) Forms:
Ministry Memorandum 2015:SB31, dated October 21, 2015 provided instructions to school boards with respect to the completion and submission of the 2015/2016 Revised Estimates through EFIS.

The following direction was included in this memorandum with respect to the impact of labour negotiations:

As the labour negotiations at the provincial level are still ongoing with some federations and unions, the Revised Estimates do not include any terms of the central agreements that have been ratified so far. However, boards are requested to include in their expenditures compensation estimates for employee groups covered under centrally ratified agreements.

The Ministry plans to update the Revised Estimates to implement the compensation provisions and the earned leave plans within the GSN once all labour negotiations have concluded and central agreements have been ratified by respective federations and unions. Further details will be communicated to the boards.
Based on this direction, HDSB has filed the EFIS forms with the Ministry which included the estimated Qualifications & Experience expenditures related to removal of the 97 day step delay and the lump sum payment (with no corresponding revenue allocation relating to the lump sum payment). However, the financial information noted below and in the attached appendices includes all projected changes to the original approved budget that we were aware of as at October 31, 2015, including both the revenue and expenditure impact of the ratified central agreements (details of which are noted in the appendices). We have taken this approach in order to provide Management and the Trustees with the most up to date projected year-end financial position.

Enrolment:
The following summarizes the changes in enrolment based on original projections included in the budget, actual enrolment as at October 31, and revised projected enrolment as of March 31:

<table>
<thead>
<tr>
<th></th>
<th>2015/2016 Revised Estimates</th>
<th>2015/2016 Estimates</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary</td>
<td>44,198.00</td>
<td>44,272.00</td>
<td>(74.00)</td>
</tr>
<tr>
<td>Secondary</td>
<td>17,782.35</td>
<td>17,710.83</td>
<td>71.52</td>
</tr>
<tr>
<td>Total</td>
<td>61,980.35</td>
<td>61,982.83</td>
<td>(2.48)</td>
</tr>
</tbody>
</table>

Staffing:
Collectively, staffing adjustments as of October 31 resulting from enrolment and other changes were minor and have resulted in an increase of 1.0 FTE elementary teacher; decrease of 4.5 FTE secondary teachers; decrease of 5.0 FYE Early Childhood Educators (ECE); and a net increase of 2.7 School Office (Vice-Principal and secretarial support).

Net Financial Changes:
The following summarizes the “net financial changes” that have been included in the 2015/2016 Revised Estimates:

Projected Revenues:
Net Increase in Grants:
- Projected impact of central agreements ratified to date:
  - Qualifications & Experience related to removal of 97 day step delay $3,606,000
  - Projected Lump Sum Reimbursement 3,184,900
  - Total Expenditure 6,790,900
- Qualifications & Experience grant due to grid placement and Long Term Occasional replacements* 3,532,000
- Other Grants 247,100
  - Total Projected Increase in Revenue 11,048,300

  Tuition Fees 463,000
  Other Revenue 15,300

  Total Projected Increase in Revenue 11,048,300
**Projected Expenditures:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Increase in Salaries and Benefits:</td>
<td></td>
</tr>
<tr>
<td>Projected impact of central agreements ratified to date:</td>
<td>6,790,900</td>
</tr>
<tr>
<td>Increase in Educational Assistants (Report 16004)</td>
<td>775,000</td>
</tr>
<tr>
<td>Total change from all other staffing groups</td>
<td>(1,441,500)</td>
</tr>
<tr>
<td>Net Increase in Other Expenditures</td>
<td>437,700</td>
</tr>
<tr>
<td><strong>Total Projected Increase in Expenditures</strong></td>
<td><strong>6,562,100</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Projected Net Surplus</strong></td>
<td>$4,486,200</td>
</tr>
</tbody>
</table>

* Original budget is based on projected grid placement for permanent instructional staff and projected grid placement for staff on leave that are expected to return to work prior to the end of the instructional year. Majority of the variance is as a result of the difference in grid placement of the occasional staff replacing the permanent instructional staff that will not be returning prior to the end of the instructional year.

We will continue to monitor budget versus actual enrolment, revenue, and expenditures and provide updates to the Board as part of the development of the 2016/2017 Budget. Recommendations with respect to the projected net surplus will be included as part of the year-end financial statements.

*Respectfully submitted*

(signed)  
Lucy Veerman  
Stuart Miller  
Superintendent of Business Services and Treasurer  
Director of Education
## REVENUES:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Grants - Grants For Student Needs</td>
<td>636,521,624</td>
<td>622,921,004</td>
<td>3,030,643</td>
<td>10,569,977</td>
</tr>
<tr>
<td>Provincial Grants - Other</td>
<td>4,578,343</td>
<td>3,918,245</td>
<td>660,098</td>
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<tr>
<td>Federal Grants &amp; Fees</td>
<td>263,992</td>
<td>263,992</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>School Generated Funds</td>
<td>19,000,000</td>
<td>19,000,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment Income</td>
<td>1,225,000</td>
<td>1,225,000</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Other Fees &amp; Revenues</td>
<td>14,821,470</td>
<td>13,588,493</td>
<td>754,882</td>
<td>478,294</td>
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<td>Deferred Capital Contribution</td>
<td>26,469,907</td>
<td>25,493,805</td>
<td>976,102</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>702,880,336</strong></td>
<td><strong>686,410,539</strong></td>
<td><strong>5,421,526</strong></td>
<td><strong>11,048,271</strong></td>
</tr>
</tbody>
</table>

## EXPENSES:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>534,588,724</td>
<td>522,318,889</td>
<td>5,985,490</td>
<td>6,284,345</td>
</tr>
<tr>
<td>Administration</td>
<td>14,671,044</td>
<td>14,337,103</td>
<td>358,534</td>
<td>(24,593)</td>
</tr>
<tr>
<td>Transportation</td>
<td>15,220,149</td>
<td>14,956,247</td>
<td>81,000</td>
<td>182,902</td>
</tr>
<tr>
<td>Pupil Accommodation</td>
<td>103,609,551</td>
<td>99,966,872</td>
<td>3,155,908</td>
<td>486,771</td>
</tr>
<tr>
<td>School Generated Funds</td>
<td>19,000,000</td>
<td>19,000,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Expense</td>
<td>5,927,975</td>
<td>4,961,478</td>
<td>1,333,781</td>
<td>(367,284)</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>693,017,443</strong></td>
<td><strong>675,540,589</strong></td>
<td><strong>10,914,713</strong></td>
<td><strong>6,562,141</strong></td>
</tr>
</tbody>
</table>

## ANNUAL SURPLUS/(DEFICIT):

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Available For Compliance - Unappropriated</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Internally Appropriated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>(3,121,818)</td>
<td>(2,788,000)</td>
<td>(4,925,796)</td>
<td>4,591,978</td>
</tr>
<tr>
<td>Capital</td>
<td>(200,361)</td>
<td>674,202</td>
<td>(874,563)</td>
<td>-</td>
</tr>
<tr>
<td>Unavailable For Compliance - Externally Appropriated</td>
<td>13,185,071</td>
<td>12,983,748</td>
<td>307,171</td>
<td>(105,848)</td>
</tr>
<tr>
<td><strong>Total Annual Surplus</strong></td>
<td><strong>9,862,892</strong></td>
<td><strong>10,869,950</strong></td>
<td><strong>(5,493,188)</strong></td>
<td><strong>4,486,130</strong></td>
</tr>
</tbody>
</table>
## Appendix B

### Halton District School Board

#### Summary of Revenue

**2015/2016 Revised Estimates**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>2015/2016 Revised Estimates</th>
<th>2015/2016 Estimates</th>
<th>less: Matching Expense/Equity</th>
<th>Net Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial grants - Grants for Student Needs (GSN)</td>
<td>635,870,979</td>
<td>628,397,613</td>
<td>88,283</td>
<td>7,385,083</td>
</tr>
<tr>
<td>1% Lump Sum Reimbursement - Estimated</td>
<td>3,184,894</td>
<td>-</td>
<td>-</td>
<td>3,184,894</td>
</tr>
<tr>
<td>Transferred from Deferred Revenue to Revenue</td>
<td>6,530,489</td>
<td>-</td>
<td>6,530,489</td>
<td>-</td>
</tr>
<tr>
<td>Transferred to Deferred Capital Contribution (DCC)</td>
<td>(9,064,738)</td>
<td>(5,476,609)</td>
<td>(3,588,129)</td>
<td>-</td>
</tr>
<tr>
<td>Provincial grants - GSN subtotal</td>
<td>636,521,624</td>
<td>622,921,004</td>
<td>3,030,643</td>
<td>10,569,977</td>
</tr>
<tr>
<td>Provincial grants - Other</td>
<td>4,409,699</td>
<td>3,749,601</td>
<td>660,098</td>
<td>-</td>
</tr>
<tr>
<td>TCU Grant - OYAP</td>
<td>168,644</td>
<td>168,644</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Provincial grants - Other subtotal</td>
<td>4,578,343</td>
<td>3,918,245</td>
<td>660,098</td>
<td>-</td>
</tr>
<tr>
<td>Federal grants &amp; fees (CIC)</td>
<td>263,992</td>
<td>263,992</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>School Generated Funds</td>
<td>19,000,000</td>
<td>19,000,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investment income</td>
<td>1,225,000</td>
<td>1,225,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other fees &amp; revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition fees</td>
<td>3,563,000</td>
<td>3,100,000</td>
<td>-</td>
<td>463,000</td>
</tr>
<tr>
<td>Rental/Cafeteria &amp; Other income</td>
<td>1,584,787</td>
<td>1,488,493</td>
<td>81,000</td>
<td>15,294</td>
</tr>
<tr>
<td>Recoverable other than those listed above</td>
<td>673,683</td>
<td>-</td>
<td>673,683</td>
<td>-</td>
</tr>
<tr>
<td>Education Development Charge (EDC)</td>
<td>9,000,000</td>
<td>9,000,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other fees &amp; revenues subtotal</strong></td>
<td>14,821,470</td>
<td>13,588,493</td>
<td>754,683</td>
<td>478,294</td>
</tr>
<tr>
<td><strong>Amortization of Deferred Capital Contributions (DCC)</strong></td>
<td>26,469,907</td>
<td>25,493,805</td>
<td>976,102</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>702,880,336</td>
<td>686,410,539</td>
<td>5,421,526</td>
<td>11,048,271</td>
</tr>
</tbody>
</table>

**Provincial grants - Grants for Student Needs**

The $7,385K increase includes additional Teacher Qualification and Experience, $3,606K related to removal of the 97 day step delay and an estimated $3,532K due to grid placement and LTO replacements, $620K for Language, $117K for Transportation, $93K for School Foundation and $95K for FNMI. Partially offsetting this increase are reductions in Pupil Foundation ($159K), Special Education ($184K) and Early Childhood Educator Qualifications and Experience ($311K).

**1% Lump Sum Reimbursement - Estimated**

The $3,184K captures the estimated revenue impact of recent labour agreements which have been included in the Expense lines for Elementary Teachers (ETFO) and Secondary Teachers (OSSTF).

**Other fees & revenues**

The $478K increase includes $463K additional tuition fees related to an increase of 42 FTE students and other income of $15K.
## Halton District School Board

### Summary of Expenses

#### 2015/2016 Revised Estimates

<table>
<thead>
<tr>
<th>Description</th>
<th>2015/2016 Revised Estimates</th>
<th>2015/2016 Revised Estimates</th>
<th>less: Offsetting Revenue/Equity</th>
<th>Net Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instruction</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom Teachers</td>
<td>352,377,856</td>
<td>345,540,148</td>
<td>6,837,708</td>
<td></td>
</tr>
<tr>
<td>Supply Teachers</td>
<td>11,543,283</td>
<td>12,038,376</td>
<td>(495,093)</td>
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<tr>
<td>Educational Assistants</td>
<td>40,349,346</td>
<td>39,746,229</td>
<td>603,117</td>
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</tr>
<tr>
<td>Early Childhood Educators</td>
<td>13,384,660</td>
<td>13,873,954</td>
<td>(489,294)</td>
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</tr>
<tr>
<td>Textbooks/Supplies</td>
<td>23,885,161</td>
<td>19,758,325</td>
<td>4,454,700</td>
<td>(327,864)</td>
</tr>
<tr>
<td>Computers</td>
<td>2,658,271</td>
<td>2,192,750</td>
<td>450,521</td>
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</tr>
<tr>
<td>(Para)Prof./Tech.</td>
<td>21,218,773</td>
<td>20,902,691</td>
<td>316,082</td>
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</tr>
<tr>
<td>Library/Guidance</td>
<td>12,384,641</td>
<td>12,473,150</td>
<td>(88,509)</td>
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</tr>
<tr>
<td>Staff Develop.</td>
<td>4,041,875</td>
<td>3,539,765</td>
<td>502,110</td>
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<tr>
<td>Department Heads</td>
<td>782,292</td>
<td>782,292</td>
<td>0</td>
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</tr>
<tr>
<td>Principals &amp; VPs</td>
<td>26,491,004</td>
<td>26,207,980</td>
<td>283,024</td>
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</tr>
<tr>
<td>School Office</td>
<td>16,010,603</td>
<td>15,744,890</td>
<td>265,713</td>
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</tr>
<tr>
<td>Coord. And Consult.</td>
<td>7,717,031</td>
<td>7,287,044</td>
<td>430,987</td>
<td></td>
</tr>
<tr>
<td>Continuing Ed.</td>
<td>2,811,928</td>
<td>2,231,295</td>
<td>580,633</td>
<td></td>
</tr>
<tr>
<td><strong>Instruction Total</strong></td>
<td>534,588,724</td>
<td>522,318,889</td>
<td>5,985,490</td>
<td>6,284,345</td>
</tr>
<tr>
<td><strong>Administration</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trustees</td>
<td>387,135</td>
<td>322,429</td>
<td>64,706</td>
<td>(1,658)</td>
</tr>
<tr>
<td>Dir./Supv. Officers</td>
<td>2,595,804</td>
<td>2,683,504</td>
<td>(87,700)</td>
<td></td>
</tr>
<tr>
<td>Board Admin.</td>
<td>11,563,999</td>
<td>11,207,064</td>
<td>356,935</td>
<td></td>
</tr>
<tr>
<td>Amortization - Administration</td>
<td>124,106</td>
<td>124,106</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Administration Total</strong></td>
<td>14,671,044</td>
<td>14,337,103</td>
<td>333,940</td>
<td>(24,936)</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pupil Transp.</td>
<td>15,035,141</td>
<td>14,771,239</td>
<td>263,902</td>
<td></td>
</tr>
<tr>
<td>Provincial Schools</td>
<td>185,008</td>
<td>185,008</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Transportation Total</strong></td>
<td>15,220,149</td>
<td>14,956,247</td>
<td>263,902</td>
<td>182,902</td>
</tr>
<tr>
<td><strong>Pupil Accommodation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sch. Oper./Maint.</td>
<td>59,322,191</td>
<td>56,476,377</td>
<td>2,845,814</td>
<td>486,771</td>
</tr>
<tr>
<td>School Renewal</td>
<td>3,116,454</td>
<td>3,116,454</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Other Pupil Accommodation</td>
<td>14,257,264</td>
<td>14,23,544</td>
<td>(166,680)</td>
<td></td>
</tr>
<tr>
<td>Amortization - Pupil Accomm</td>
<td>26,913,642</td>
<td>25,950,497</td>
<td>963,145</td>
<td></td>
</tr>
<tr>
<td><strong>Pupil Accommodation Total</strong></td>
<td>103,609,551</td>
<td>99,966,872</td>
<td>3,642,679</td>
<td>486,771</td>
</tr>
<tr>
<td><strong>Other Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision for Contingencies</td>
<td>500,000</td>
<td>867,284</td>
<td>(367,284)</td>
<td></td>
</tr>
<tr>
<td>Other Non-Oper - Recoverables</td>
<td>5,427,975</td>
<td>4,094,194</td>
<td>4,192,911</td>
<td></td>
</tr>
<tr>
<td><strong>Other Expense Total</strong></td>
<td>5,927,975</td>
<td>4,961,478</td>
<td>1,366,497</td>
<td>(367,284)</td>
</tr>
<tr>
<td><strong>School Generated Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School Generated Funds</td>
<td>19,000,000</td>
<td>19,000,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>School Generated Funds Total</strong></td>
<td>19,000,000</td>
<td>19,000,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>693,017,443</td>
<td>675,540,589</td>
<td>10,914,713</td>
<td>6,562,141</td>
</tr>
</tbody>
</table>

### Instruction:
The $6,284K increase relates mainly to changes in salaries & benefits. Classroom Teachers includes a 1% lump sum payment, the removal of the 97th day delay in grid movement, the addition of 1 FTE Elementary Teacher and reduction of 4.5 FTE Secondary Teachers. Other significant changes include the addition of 35.0 FTE EAs and increase in Long Term Supply Teacher costs. This is partially offset by the reduction of 5 FTE ECEs and decrease in Short Term Supply costs. Non-salary fluctuations include a one-time increase for the cost of the Wide Area Network.

### Administration:
The ($25K) decrease is mainly the result of savings in salaries and benefits due to delayed hires/replacement in the Director and Supervisory Officers. Offsetting increase includes the delay in cell phone savings.

### Transportation:
The $183K increase is largely due to new school openings, Martin Street transition and increase in Self-Contained classes.

### Pupil Accommodation:
The $486K increase is mainly the result of an increase projected hydro and water and sewage costs and contract cleaning. This is partially offset by a reduction in insurance costs.

### Other Expense:
The ($367K) decrease brings the Board Contingency to $500K.
## Halton District School Board
### 2015/2016 Revised Estimates
#### Enrolment Statistics
##### Average Daily Enrolment (ADE)

<table>
<thead>
<tr>
<th>Description</th>
<th>2015/2016 Revised Estimates</th>
<th>2015/2016 Estimates</th>
<th>Change</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Elementary</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burlington</td>
<td>13,091.00</td>
<td>13,140.00</td>
<td>(49.00)</td>
<td>(0.4%)</td>
</tr>
<tr>
<td>Oakville</td>
<td>15,056.00</td>
<td>15,020.00</td>
<td>36.00</td>
<td>0.2%</td>
</tr>
<tr>
<td>Milton</td>
<td>11,376.00</td>
<td>11,394.00</td>
<td>(18.00)</td>
<td>(0.2%)</td>
</tr>
<tr>
<td>Halton Hills</td>
<td>4,675.00</td>
<td>4,718.00</td>
<td>(43.00)</td>
<td>(0.9%)</td>
</tr>
<tr>
<td><strong>Elementary ADE</strong></td>
<td>44,198.00</td>
<td>44,272.00</td>
<td>(74.00)</td>
<td>(0.2%)</td>
</tr>
<tr>
<td><strong>Secondary - pupils less than 21 years</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burlington</td>
<td>5,757.30</td>
<td>5,748.49</td>
<td>8.81</td>
<td>0.2%</td>
</tr>
<tr>
<td>Oakville</td>
<td>7,570.49</td>
<td>7,510.53</td>
<td>59.96</td>
<td>0.8%</td>
</tr>
<tr>
<td>Milton</td>
<td>2,394.03</td>
<td>2,398.48</td>
<td>(4.45)</td>
<td>(0.2%)</td>
</tr>
<tr>
<td>Halton Hills</td>
<td>2,060.53</td>
<td>2,053.33</td>
<td>7.20</td>
<td>0.4%</td>
</tr>
<tr>
<td><strong>Secondary - pupils less than 21 years ADE</strong></td>
<td>17,782.35</td>
<td>17,710.83</td>
<td>71.52</td>
<td>0.4%</td>
</tr>
<tr>
<td><strong>Total Day School</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burlington</td>
<td>18,848.30</td>
<td>18,888.49</td>
<td>(40.19)</td>
<td>(0.2%)</td>
</tr>
<tr>
<td>Oakville</td>
<td>22,626.49</td>
<td>22,530.53</td>
<td>95.96</td>
<td>0.4%</td>
</tr>
<tr>
<td>Milton</td>
<td>13,770.03</td>
<td>13,792.48</td>
<td>(22.45)</td>
<td>(0.2%)</td>
</tr>
<tr>
<td>Halton Hills</td>
<td>6,735.53</td>
<td>6,771.33</td>
<td>(35.80)</td>
<td>(0.5%)</td>
</tr>
<tr>
<td><strong>Total Day School ADE</strong></td>
<td>61,980.35</td>
<td>61,982.83</td>
<td>(2.48)</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Students 21 years and over - ADE</strong></td>
<td>217.00</td>
<td>193.00</td>
<td>24.00</td>
<td>0.12</td>
</tr>
</tbody>
</table>

**Notes:**
ADE calculations are based on 50% of the October 31 Full Time Equivalent and 50% of the March 31 Full Time Equivalent.

Full Day Kindergarten (FDK) students are counted as 1.0 FTE.

Secondary includes ADE for those students exceeding 34 credits.
Halton District School Board  
Summary of Full Time Equivalent (FTE) by Ministry Category  
2015/2016 Revised Estimates

<table>
<thead>
<tr>
<th>Description</th>
<th>2015/2016 Revised Estimates</th>
<th>2015/2016 Estimates</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom Teachers</td>
<td>3,812.7</td>
<td>3,825.2</td>
<td>(3.5)</td>
</tr>
<tr>
<td>Educational Assistants</td>
<td>814.5</td>
<td>779.5</td>
<td>35.0</td>
</tr>
<tr>
<td>Early Childhood Educators</td>
<td>272.0</td>
<td>277.0</td>
<td>(5.0)</td>
</tr>
<tr>
<td>(Para)Prof./Tech.</td>
<td>292.4</td>
<td>292.4</td>
<td>-</td>
</tr>
<tr>
<td>Library/Guidance</td>
<td>145.8</td>
<td>145.8</td>
<td>-</td>
</tr>
<tr>
<td>Staff Development</td>
<td>2.0</td>
<td>2.0</td>
<td>-</td>
</tr>
<tr>
<td>Principals &amp; VPs</td>
<td>206.0</td>
<td>205.0</td>
<td>1.0</td>
</tr>
<tr>
<td>School Office</td>
<td>269.7</td>
<td>268.0</td>
<td>1.7</td>
</tr>
<tr>
<td>Coord. And Consult.</td>
<td>64.9</td>
<td>64.9</td>
<td>-</td>
</tr>
<tr>
<td>Continuing Ed.</td>
<td>4.0</td>
<td>4.0</td>
<td>-</td>
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<tr>
<td><strong>Instruction Total</strong></td>
<td><strong>5,893.0</strong></td>
<td><strong>5,863.8</strong></td>
<td><strong>29.2</strong></td>
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<tr>
<td>Administration</td>
<td></td>
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<tr>
<td>Trustees</td>
<td>11.0</td>
<td>11.0</td>
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<td>Dir./Supv. Officers</td>
<td>12.0</td>
<td>12.0</td>
<td>-</td>
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<tr>
<td>Board Admin.</td>
<td>92.5</td>
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<tr>
<td><strong>Administration Total</strong></td>
<td><strong>115.5</strong></td>
<td><strong>115.5</strong></td>
<td>-</td>
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<tr>
<td>Pupil Accommodation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sch. Oper./Maint.</td>
<td>364.0</td>
<td>364.0</td>
<td>-</td>
</tr>
<tr>
<td><strong>Pupil Accommodation Total</strong></td>
<td><strong>364.0</strong></td>
<td><strong>364.0</strong></td>
<td>-</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>6,372.5</strong></td>
<td><strong>6,343.3</strong></td>
<td><strong>29.2</strong></td>
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</table>

**Instruction:**  
The 29.2 FTE includes the addition of 35 FTE EAs, 1 FTE Elementary Teacher, 1 FTE Vice-Principal and 1.7 FTE Clerical & Secretarial School Office Support. Reductions in staff include (4.5) FTE Secondary Teachers and (5.0) FTE ECEs.
TO: The Chair and Members of the
Halton District School Board

FROM: Lucy Veerman, Superintendent of Business Services and Treasurer

RE: 2016/2017 Budget Development Schedule

Warrant
This report is intended to present the 2016/2017 Budget Development Schedule and the Board’s Budget Objectives.

Background

Reporting
The fiscal year for all School Boards in Ontario is in alignment with the school year and runs from September 1 to August 31. According to Ministry of Education reporting and accountability requirements, a School Board’s budget must be submitted to the Ministry by the end of June preceding the start of the fiscal year in question. Consequently, the 2016/2017 budget must be submitted prior to the end of June 2016.

Provincial Perspective
The challenging Provincial fiscal outlook that impacted the development of the 2015/2016 Budget will continue for the balance of the 2015/2016 fiscal year and into the 2016/2017 Budget Development process.

On November 26, 2015, Minister of Finance, Charles Sousa presented the 2015 Ontario Economic Outlook and Fiscal Review to the Legislature. This report provided an update on the economic assumptions included in the 2015 Ontario Budget based on the most current information available. The impacts of these changes were applied to the government’s revenue and expenditure projections, which revised the anticipated financial results for the current fiscal year. The following are excerpts from the document:

Introduction
A Track Record of Strong Fiscal Management

This government continues its record of strong fiscal management.

The government’s success is due to an ongoing focus on managing and controlling growth in spending and delivering the best possible value for every dollar spent. In fact, Ontario consistently has the lowest per capita program spending among all Canadian provinces. The government has done this while continuing to invest in priority programs and services like health care and education.

Looking forward, the government is now projecting a lower deficit of $7.5 billion in 2015–16 and $4.5 billion in 2016–17, and a balanced budget in 2017–18. This reflects an improvement of $1.0 billion in 2015–16 and $0.3 billion in 2016–17, compared to the targets outlined in the 2015 Budget. Ontario is committed to eliminating the deficit by 2017–18. To do so, we will continue to implement our plan that centres on:

- Program Review, Renewal and Transformation;
- Managing compensation costs; and
- Addressing the underground economy and maintaining tax fairness.

We will help ensure everyone pays their fair share of taxes by taking measures to address the underground economy, such as introducing legislation to combat electronic sales suppression technology. To date, the Province’s achievements in combating the underground economy have generated a $225 million revenue increase above what was reported in the 2015 Budget.
Our public-sector partners are also doing their part by achieving net-zero compensation agreements. The government will continue to conduct a line-by-line review of major program areas and we will be disciplined in our focus on keeping costs down.

Section D: Investing in Tomorrow’s Workforce

2015 Budget: Building Ontario Up

Preschool, Primary and Secondary Education

The 2015 Budget outlined the Province’s continued commitment to implement its renewed vision for education by focusing on four key goals: achieving excellence, ensuring equity, promoting well-being, and enhancing confidence in the publicly funded education system. The plan includes a focus on 21st century teaching and learning skills, and improving math achievement.

Part of this commitment includes modernizing and building a child care and early years system by:

- Increasing access to licensed child care by investing $120 million over three years to create 4,000 more licensed child care spaces in schools; and
- Modernizing the legislative and regulatory framework for child care by implementing the Child Care Modernization Act, 2014.

In addition, the government has built on its commitment to create opportunities for students by:

- Expanding the Specialist High Skills Major and Dual Credit programs; and
- Announcing the launch of Experience Ontario to help recent high school graduates choose their career direction and postsecondary education pathway.


Revenue – Grants for Student Needs (GSN)

The Ministry of Education allocates funding to school boards using a model referred to as Grants for Student Needs (GSN) that is based on enrolment and the needs of students in each board. In 2015/2016, the HDSB projected to receive in excess of 92% (approximately $622 million) of total operating revenue from GSN funding. Specific funding allocation details are normally provided to Boards following the provincial budget. In the past few years this information has been made available in late March or early April. The timing of these funding announcements present challenges for boards in the province given that certain major decisions such as staffing need to be made in advance of final budget discussions.

2016/2017 Education Funding Consultation

In 2014, the Ministry of Education released Achieving Excellence: A Renewed Vision for Education in Ontario with the intention of taking our publicly funded education system from great to excellent. Underlying the four goals of the reviewed vision, and the many aspirations we commonly share, is the necessity for fiscally sustainable education funding.

On September 25, 2015, the Ministry sent an invitation to school boards to participate in the 2016/2017 Education Funding Consultation sessions. Per Ministry correspondence:

The Ministry’s annual consultation on education funding is an opportunity for all partners in education to assess how well we are matching Ontario’s education investment with our goals for education – and to advise the ministry on what the priorities should be as we work together to deliver excellence in education to all our students...In consulting on the 2016-17 Grants for Student Needs (GSN), we have a wonderful opportunity to further modernize education funding and ensure the transition from great to excellent steadily advances on the basis of strong, stable and sustainable funding...For 2016-17, we will continue our focus on identifying efficiencies and opportunities for reinvestment. We will also renew our focus on how funding policy aligns with the priority of ensuring equity in our schools, an important goal of Achieving Excellence.
The Ministry released a Consultation Guide, in advance of the sessions, to ensure participants had enough time to review the details on specific areas for which they were seeking feedback. A copy of the Consultation Guide is included with this report. A summary of the feedback received during the consultation session will be distributed to school boards.

**Collective Bargaining**

Central and local bargaining should be completed shortly. The 2016/2017 Budget Development process will identify salary and benefit assumptions based on information included in ratified collective agreements.

**Enrolment**

The Halton District School Board is projected to continue with modest enrolment growth into 2016/2017. This will be primarily as a result of new residential development in Milton and north Oakville. In addition to the operational impact on the budget, this growth will continue to put pressure on the capital expenditures of the board.

**Rationale:**

The Halton District School Board has always been financially responsible with a clear focus on providing the system with the resources and supports necessary to ensure that we inspire and support learning; create safe, healthy and engaging environments; and provide opportunities for challenge and choice.

The key objective of the Budget Development Process is to align the allocation of resources with the Operational Plan of the Board, the Multi-Year Plan, and the Special Education Plan; identify school based staffing requirements; identify budget challenges and opportunities; and gather input from the various stakeholder groups.

Respectfully submitted,

(signed)

Lucy Veerman  
Superintendent of Business Services and Treasurer

Stuart Miller  
Director of Education
Timelines for 2016/2017 Budget Development

February/March 2016
Budget Development Report 16010

Trustee Budget Meeting(s)
- Discussion re: Alignment of Financial Resources
  - Multi-Year Plan
  - Annual Operational Plan
  - Special Education Plan
- Review of Budget Parameters
  - Preliminary Enrolment 2016/2017
  - Revenue Assumptions
  - Expenditure Assumptions
    - Salary and Benefits
    - Non-salary expenditures
- Review of Accountability and Reporting Requirements
- Review Trustee Issues/Input
- Review/Implement process for Stakeholder Input
- Presentation/review with SEAC
- Update on status of Special Education Plan

April 2016
 Trustee Budget Meeting(s)
- Review details of 2016/2017 GSN
- Overview of Grant Revenue Calculation (based on GSN release)
- Review Expenditures to ensure alignment with GSN
- Review Staffing
- Update on Trustee Input
- Update on Stakeholder Input
- Review Special Education Plan
- Discussion re: Alignment of Financial Resources
  - Multi-Year Plan
  - Annual Operational Plan
  - Special Education Plan
- Review Communication Plan

May 2016
Trustee Budget Meeting(s)
- Review draft budget
- Review initiatives/financial constraints
- Update on Staffing
- Update on Trustee Input
- Update on Stakeholder Input
- Update on Communication Plan
May/June 2016
Trustee Budget Meeting(s)
  ➢ On-going review of draft budget; initiatives/financial constraints
  ➢ Update on Staffing
  ➢ Update on Trustee Input
  ➢ Update on Stakeholder Input
  ➢ Update on Communication Plan
  ➢ Continue to discuss restraint measures if required

Board Meeting
  ➢ Budget finalized

Budget filed with Ministry
TO: The Chair and Members of the Halton District School Board
FROM: Gerry Cullen, Superintendent of Facility Services
RE: Capital Update January 2016

As per the schedule to report on capital projects, find attached the chart showing recent activities in this regard.

Respectfully submitted,

Gerry Cullen
Superintendent of Facility Services

Stuart Miller
Director of Education
## Capital Projects

**Updated: January 5, 2016**

**Bolded notes indicate changes.**

<table>
<thead>
<tr>
<th>School &amp; Project Description</th>
<th>Pupil Places</th>
<th>Site Owned</th>
<th>Site Plan (SPA)</th>
<th>Bldg. (BPA)</th>
<th>Tender</th>
<th>Award</th>
<th>Start Date (Tentative)</th>
<th>Completion Date</th>
<th>Update Comments</th>
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<tbody>
<tr>
<td><strong>New School Construction</strong></td>
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<tr>
<td>Martin Street (Snyder Architects Inc.)</td>
<td>740</td>
<td>Own</td>
<td>N/A</td>
<td>N/A</td>
<td>DEMOLITION permit November 2, 2015</td>
<td>January 8, 2016 (tentative)</td>
<td>T15-47 November 6, 2015</td>
<td>Colin Haulage November 26, 2015</td>
<td>January 11, 2016 March 31, 2016 (tentative)</td>
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<tr>
<td>Martin Street (Snyder Architects Inc.)</td>
<td>740</td>
<td>Own</td>
<td>January 2016 (2nd submission)</td>
<td>February 2016 (tentative)</td>
<td>February 2016 (tentative)</td>
<td>May 2016 (tentative)</td>
<td>June 2016 (tentative)</td>
<td>September 2017</td>
<td>CONSTRUCTION - Preparing 2nd submission of Site Plan based on Town of Milton’s comments. Preparing documents for Building Permit submission. SPA 1st submission Nov 5/15 &amp; comments received Dec 22/15.</td>
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<tr>
<td>Elementary School Design Concept (Hossack &amp; Assoc. Arch.)</td>
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<td><strong>Addition and Renovation Projects</strong></td>
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</tr>
<tr>
<td>Administrative Building Accommodation Study (Snyder Architects Inc.)</td>
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<tr>
<td><strong>Portables (approved architect Robertson Simmons architects inc.)</strong></td>
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<td></td>
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<tr>
<td>School &amp; Project Description</td>
<td>Pupil Places</td>
<td>Site Owned</td>
<td>Permit Status</td>
<td>Construction (Tentative)</td>
<td>Start Date (Tentative)</td>
<td>Completion Date</td>
<td>Update Comments</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

**Bolded notes indicate changes.**

Installation complete. Awaiting approvals from Town officials to grant occupancy. Admin Council approved moving Martin Street's portables to Boyne on Nov 16th.

Portable & hydrant Installation complete. Awaiting approval from Town officials to grant occupancy. Admin Council approved placement of this portable on Sept 2nd. SPA 1st submission Sep 24/15.
TO: The Chair and Members of the Halton District School Board
FROM: David Boag, Associate Director
Stuart Miller, Director of Education

Background
The Board is in its fourth and last year of a Multi-Year Plan. The Multi-Year Plan can be found on the Board website (link here). The annual plan of the Multi-Year Plan, the Operational Plan, is reviewed each year with trustees; annual progress is reviewed and strategies are refined or changed for the following school year.

On May 20, 2015, the Operational Plan for 2015-2016 was approved by trustees (Board Report 15073). The report outlined a number of revised strategies for the “Student” section of the plan. This report and accompanying presentation will provide a brief update on two or three strategies in each Student Goal area. The Goal Areas are listed below.

Goal 1: Every student will be socially engaged in their school and intellectually engaged in their learning.

Goal 2: Every student will realize their potential through an integrated and coordinated system of supports and resources.

Goal 3: Every student will learn in a safe and inclusive school environment.

Goal 4: Every Kindergarten to Grade 3 student will receive intensive guided instruction in reading. Students who do not demonstrate movement towards their grade level target, will be assessed and supported by a second tier of support.

Goal 5: Every student will receive research-based instructional strategies, differentiated to the needs of students.

It is important to note that with provincial and local sanctions last spring and this fall, data sources for a variety of our goals were not available. Therefore it has been very difficult to measure our progress objectively in some areas. Where possible, we have relied more heavily on other sources including anecdotal and qualitative data to assess our progress.

Respectfully submitted,

David Boag
Associate Director

Stuart Miller
Director of Education
TO: The Chair and Members of the
Halton District School Board
FROM: S. Miller, Director of Education
RE: Administrative Procedure Review Update

Warrant
In keeping with our regular update of Administrative Council’s ongoing review of all administrative procedures, this report is the next in that reporting structure. Both documents are appended to this report.

<table>
<thead>
<tr>
<th>Admin Procedure Name</th>
<th>Revisions</th>
<th>Specifics</th>
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</thead>
<tbody>
<tr>
<td>Selection of Library and Instructional Resources</td>
<td>Minor</td>
<td>Reformating, date changes and other wording</td>
</tr>
<tr>
<td>School Councils</td>
<td>Minor</td>
<td>Date revision, addition of PIC</td>
</tr>
</tbody>
</table>

Respectfully submitted,

S. Miller  
Director of Education
INTENDED PURPOSE
The Halton District School Board believes public education is founded upon the principles of mutual respect, academic honesty and intellectual freedom. It is the Board’s intention that instructional and library resources are used to support students in attaining curriculum expectations, to encourage students to read for learning and pleasure, and to meet their differentiated instruction and learning needs.

Both instructional resources selected by teachers and library resources selected by library staff play an important role in educating students towards high standards of conduct, literacy and achievement. In order to educate students of different interests and abilities from kindergarten through secondary school, the Board must provide and ensure access to a wide range of instructional and library resources.

The Halton District School Board encourages the use of all materials and fosters the belief of non-censorship to provide a breadth of inclusive learning resources.

PROCEDURE:
Instructional materials refer to those resources used to support student learning in the subjects addressed by the Ministry of Education curriculum documents (e.g., Mathematics, English, French, Social Studies, etc.). In recognition of the Board’s Multi Year Plan and Board Improvement Plan for Student Achievement, resources recommended for use by the superintendents responsible for School Effectiveness and Student Success will be used as recommended in specified subject areas.

Selection of LIBRARY RESOURCES
Library resources include, but are not limited to traditional print, multimedia, and digital content. With the vast number of resources available for school libraries, the selection of relevant library materials should support the Multi Year Plan, Board Improvement Plan for Student Achievement and School Improvement Plan for Student Achievement and other initiatives inherent to the school community.

Central library staff assists with the selection of library materials at the elementary and secondary levels. This is done through the use of selection committees comprised of teacher-librarians, teachers, library services staff, and representative instructional program leaders who meet to review currently published print, video, and electronic resources. This process is led by the Manager of Instructional
Media, under the leadership of the Superintendent of Program. Based upon the recommendation of this committee, a recommended list of resources for print, video and electronic material is posted for use by schools. Bulk orders of items on the Board recommended resources list are submitted by central library staff.

While the selection of resources for individual school libraries rests with the school library staff, it is expected that school library staff:
- consult the Board list of recommended resources for print, video and electronic material;
- consult reputable selection tools and reviewing sources;
- examine preferred resources, in hand, whenever possible; and,
- take advantage of the bulk orders submitted by central library.

All resources in the school library should be accessible by students and staff for research and recreational reading purposes.

**SELECTION CRITERIA**

Staff responsible for resource selection must be aware that all resources include bias, and strive for a balanced, comprehensive approach. (The selection of resources for student and staff use should be based on the strengths of the material rather than rejected because of their weaknesses.) With this in mind, the following selection criteria will be used as the guiding principles for resource evaluation. Instructional and library resources should:

| Instructional Value & Design | Support and be consistent with the Ontario curriculum documents, the Halton DSB Multi Year Plan, Board Improvement Plan for Student Achievement (BIPSA), and individual School Improvement Plans for Student Achievement (SIPSA);
|                           | Be appropriate for the subject area and for the age, emotional development, ability level, learning styles and social development of the students for whom the materials are selected; and,
|                           | Promote student achievement and well-being, student engagement and innovation. |

| Scope & Content            | Emphasize Canadian content and give preference to Canadian publishers;
|                           | Have aesthetic, literary, social or scientific value;
|                           | Have a diversity of appeal and present a balance in points of view;
|                           | Meet the highest possible standards in terms of information quality, accuracy, and authority;
|                           | Engage and challenge a range of students to critically analyze and make informed judgments; and,
|                           | Allow for biased points of view to meet specific curriculum objectives (e.g., to recognize propaganda and its purpose in a given context or to balance an argument). |
| Presentation & Format | • Be evaluated in terms of presentation, language use, readability, ease of use, graphics/illustrations, and relationship to existing resources;  
|                       | • Be in formats that are usable, durable, and suitable for their intended audience; and,  
|                       | • Allow for the provision of alternate formats to meet the requirements of students with special needs and comply with the Accessibility for Ontarians with Disabilities Act. |
| Social Considerations | • Embrace, reflect and support the Halton District School Board’s Equity Lenses (Ability, Faith, First Nation, Metis, and Inuit, Race, Culture and Language, Sex, Gender Identity and Gender Expression, Sexual Orientation, Socio-economic);  
|                       | • Help students gain an awareness of our diverse society;  
|                       | • Motivate students and staff to examine their own attitudes and behaviours, and to comprehend their own duties, responsibilities, rights and privileges as participating citizens in our society; and,  
|                       | • Respectfully represent social and/or cultural groups from their own world view in both the content and layout of text and images that communicate an idea. |
**Halton District School Board**

**Administrative Procedure**

**TOPIC:** School Councils and Parent Involvement Committee

**EFFECTIVE:** December 2014

**CROSS-REFERENCE:** Regulation 612/00 as amended by Reg. 330/10 School Councils and Parent Involvement Committees


School Council Handbook, HDSB, 2011


**REVISION DATE:** December 2018

**RESPONSIBILITY:** Superintendent of Education with responsibility for School Councils and PIC

**INTENDED PURPOSE:**

The Halton District School Board:

- believes education is a shared responsibility involving students, parents, staff, community members and trustees
- recognizes parental interest and involvement at home and at school positively influence student achievement
- believes community participation in public schools enhances educational opportunities for students and can play a significant role in promoting and advancing public education
- recognizes consultation with students, parents, staff and community members is both useful and desirable,
- believes interaction among students, parents, staff, community members and trustees will foster mutual recognition and understanding, and encourage the integration of community services and resources,

**PROCEDURE:**

The Principal, or Vice Principal, of each school, in cooperation with any existing parent group, shall facilitate the establishment of a school council consisting of student, parent, staff and community representatives. The school council shall be chaired by a parent. Trustees may participate in an advisory capacity to the council.

The school council shall operate in a way that is consistent with the goals, values and policies of the Halton District School Board, and shall have, as its primary guiding principle, the fostering of the educational interests of all students.

The school council shall provide advice to the Principal. Where appropriate, the school council shall provide advice to the Board on school and education issues, i.e., Policy Review/Development.

To protect the liability of school council members all school council events must be approved by the school Principal or Vice Principal and thus Board sanctioned. To be sanctioned by the Board, the Principal or Vice Principal must be in attendance at the event. The Board’s insure company, Ontario School Boards Insurance Exchange (OSBIE), only provides insurance coverage for Board sanctioned events.

For new schools, the formation of the School Council shall be no sooner than September 1st of the year in which the school opens.

The Board will facilitate communication among the school councils within its jurisdiction.
PARENT INVOLVEMENT COMMITTEE
Parents matter in education. They matter as vital partners who contribute much to the work of educators, schools and communities. They serve as parent leaders, parent mentors and models of commitment to excellence in education. Parent engagement is recognized by the Ministry of Education as an essential component of Ontario’s Equity and Inclusive Education Strategy.

The regulatory requirement (O. Reg. 612 amended by O. Reg 330/10) that every board in the province have a Parent Involvement Committee promotes parent voice within our schools, through school councils across the province, as well as at the board level, where communication of parent perspectives is an important part of parent engagement.

The Parent Involvement Committee is a regional committee that engages in consultation with Trustees and the Director of Education. The committee members are parents of students in our schools.