Public Session Agenda – Wednesday, May 2, 2018
Public Session: 7 p.m. (Private Session precedes Public Session)

PUBLIC SESSION AGENDA

1.0 Opening
   1.1 Welcome, Call to Order and Attendance
   1.2 Motion to Move into Private Session
   1.3 Rise into Public Session
   1.4 Acknowledgement of Traditional Lands
   1.5 Declarations of Possible Conflict of Interest
   1.6 Approval of the Agenda

2.0 Delegations/Presentations to the Board
   2.1 Inspire Award Presentations (presentations at first Board meeting each month)
      • Diane Kirchner, Aldershot Elementary School
      • Lisa Klimkowski, Florence Meares Public School
   2.2 Delegations
   2.3 Presentations
   2.4 Acknowledgement by the Chair of Delegations and Presentations

3.0 Consent Agenda Items
   3.1 Approval of Consent Agenda Action Items
      3.1.1 Minutes of the Halton District School Board Meeting, April 18, 2018
   3.2 Receipt of Consent Agenda Information Items
      3.2.1 Order Paper
      3.2.2 Board Report Schedule Update (S. Miller) – Report 18070
      3.2.3 Capital Update (D. Boag) – Report 18071
      3.2.4 Administrative Procedure Update (S. Miller) – Report 18072

4.0 Ratification/Action
   4.1 Approval of Business Transacted in Private Session
   4.2 For Action: April 18, 2018

5.0 Communication to the Board
   5.1 Student Trustee Reports
   5.2 For Action: May 16, 2018 (* LTAP for approval June 2, 2018)
      5.2.1 Governance Policies (A. Collard) – Report 18073
      5.2.2 Policy Framework (A. Collard) – Report 18074
      5.2.3 Long-term Accommodation Plan (D. Renzella) – Report 18075*
   5.3 For Information: May 2, 2018
   5.4 Notice(s) of Motion
   5.5 Director’s Report
   5.6 Communication from the Chair
   5.7 Committee Reports
   5.8 Trustee Questions and Comments
      5.3.1 Trustee Professional Development (R. Papin)

6.0 Adjournment
   6.1 Motion to Adjourn
Halton District School Board
Public Session: Wednesday, April 18, 2018 – 7 p.m.


Regrets: A. Grebenc

1 Opening

1.1 Call to Order
T. Ehl Harrison called the meeting to order at 6:04 p.m.

In the absence of A. Grebenc, T. Ehl Harrison stepped up to the role of Chair, and outlined the process by which a pro-temp appointment would be made for the position of Vice-Chair.

M18-0077 D. Danielli / R. Papin
Be it resolved that in the temporary absence of Chair Andréa Grebenc, the Halton District School Board appoint Trustee Ann Harvey Hope as Vice-Chair pro-tempore for the April 18, 2018 Halton District School Board meeting.

Carried Unanimously.

M18-0078 J. Gray / L. Reynolds
Be it resolved that the Halton District School Board move into Private Session.

Carried Unanimously.

The Board rose from Private Session at 6:38 p.m.

The Chair called the Public Session to order at 7:02 p.m.

R. Papin recognized Halton’s rich history and modern traditions of many First Nations and Métis.

On behalf of the Board, the Chair acknowledged and thanked the Mississaugas of the New Credit First Nation for sharing their traditional territory.

M18-0079 J. Gray / K. Amos
Be it resolved that the Halton District School Board approve the agenda as revised.

Carried Unanimously.

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

2 Delegations/Presentations to the Board

2.1 Inspire Awards
The Awards are presented at the first monthly meeting.

2.2 Delegations
There were no delegations for this agenda.

2.3 Presentations
The Chair welcomed Lisa Rizzato, Chief Administrative Officer for Skills Development & Training. Following her presentation, she responded to trustee questions.

The Chair welcomed Jack Amendolia, Watson and Associates and Brad Teichman, Overland LLP, who fulfilled the Board’s commitment to the Board’s public meeting regarding the EDC Policy and EDC By-law. Consideration of the new policy and by-law will return to the Board in May.

M18-0080 A. Collard / R. Papin
Be it resolved that the Halton District School Board waive the rules to deal with these matters this evening.

Carried Unanimously.

M18-0081 J. Oliver / D. Danielli
Be it resolved that the Halton District School Board receive as information the EDC Policies verbal report from Watson and Associates; and

THAT the Halton District School Board receive as information the Legislative Requirements verbal report from Overland LLP; and
THAT the Halton District School Board receive as information the written presentations regarding education development charges policy review. Carried Unanimously.

Be it resolved that the Halton District School Board adjourn the public meeting relating to the EDC Policy Review. Carried Unanimously.

Be it resolved that the Halton District School Board receive as information the Methodology and Proposed Charges verbal report from Watson and Associates; and
THAT the Halton District School Board receive as information the Draft By-law verbal report from Overland LLP; and
THAT the Halton District School Board receive as information any written presentations regarding education development charges by-law. Carried Unanimously.

The Chair acknowledged the completion of the “public meetings” required for the EDC Policy and By-law portion of the meeting, and indicated the intent to proceed with the rest of the agenda.

The Chair recognized and thanked all presenters.

Approval and Receipt of the Consent Agenda Items
A. Harvey Hope and T. Ehl Harrison asked questions regarding the Administrative Procedure “Board Assigned Mobile Cellular Devices” including the addition of requirements relating to the product safety and user information data.

Be it resolved that the Halton District School Board approve the Consent Agenda Action items and receive the Consent Agenda Information Items as revised, for April 19, 2018. Carried Unanimously.

There were no matters for ratification.

For Action: April 18, 2018

School Year Calendar
The Chair called attention to Report 18042 (Revised – v.2). D. Boag highlighted the revisions, and responded to trustee questions.

Be it resolved that the Halton District School Board approve the summary of statutory and Board designated holidays and professional activity days for 2018-2019 as recommended through consultation with the School Year Calendar Committee, and reflected in Report 18042 Revised. Carried Unanimously.

T. Ehl Harrison passed the gavel to Vice-Chair pro-tempore A. Harvey Hope, in order to speak to Report 18057.

T. Ehl Harrison spoke to the report and responded to trustee questions. K. Amos asked if training opportunities would be inclusive of senior administrators. A. Collard indicated
funding for participants other than trustees would not be allocated from the Reserve Account for Trustee Professional Development.

K. Amos asked if a minor wording change would be considered to allocate the funds for a broader range of training. A. Collard suggested the wording “DiSC or comparable alternative training”. T. Ehl Harrison also agreed to a revision to the timeline, stating “with training recommended to occur early in 2019.”

The vote on the revised motion was called.

M18-0087   T. Ehl Harrison / J. Gray

Be it resolved that the Halton District School Board approve the use up to $5,000 of the “Reserve Account for Trustee Professional Development” for DiSC training or comparable alternative training for Trustees who are elected for the 2018-2022 term of office, with training recommended to occur early in 2019.

Carried Unanimously.

5  Communication to the Board
5.1  Student Trustee Reports
M. Mansoor spoke to the Drug Policy Working Group – the committee meeting regarding drug use, and the goal of bringing recommendations back to the Board.

M. Mansoor and D. Metropolitansky spoke to the upcoming student elections to be held on April 24 with 15 candidates. The campaign speeches will be livestreamed, and voting will occur online. The Student Trustees also spoke to efforts in making this first online election a success with a huge online voting turnout.

D. Metropolitansky also spoke to the Student Leadership Symposium and planning for the end of May. She also highlighted the impact of student voice at Board level committees including initiatives relating to mental health.

The Student Trustees responded to trustee questions.

5.2  For Action
There were no items for Action (for May 2, 2018) on this agenda.

5.3  For Information: April 4, 2018
There were no items for Information on this agenda.

5.4  Notice(s) of Motion
A. Collard indicated her intent to bring forward the policies regarding Director’s Job Description and Delegation of Authority at a future meeting.

5.5  Director’s Report
S. Miller asked D. Boag to speak to capital projects that will be deferred due to the tremendous workload in capital projects this year. Of the $44 million in projects, approximately $12 million will be deferred for this summer. The list of deferred projects will be forwarded to trustees.

S. Miller asked T. Blackwell to speak to tomorrow’s kick-off event celebrating the new I-STEM program to be launched at Aldershot High School.

S. Miller commented on the exemplary staff within Halton, who represent Halton both locally and provincially. S. Miller offered congratulations to Garth Webb Secondary School Principal Larry O’Malley who will be President of the Ontario Principals’ Association for the upcoming term.

S. Miller also offered congratulations to Paige Bennett on her election to the Council of the Ontario College of teachers for a three year term starting July 1, 2018.

5.6  Communications from the Chair
T. Ehl Harrison commented on this week as “World Creativity and Innovation Week”, commenting on the innovation within the Halton District School Board, featured through #HDSBInnovates

She also highlighted today as International Day for Monuments and Sites; she also highlighted Earth Day, and National Volunteer Week.
5.7 Committee Reports
D. Danielli expressed thanks to her colleagues for attending the recent Central West Regional meeting (OPSBA), and staff who helped showcase Halton at the event.

J. Gray spoke to yesterday’s Audit Committee meeting indicating recommendations would be coming to a future Board meeting.

L. Reynolds spoke to discussions at today’s sub committee of the Inspire Committee, indicating there will be further discussion at an upcoming Committee of the Whole meeting.

T. Ehl Harrison spoke to next week’s Committee of the Whole featuring LTAP, budget, follow-up on additional items from previous agendas, and a wellness presentation.

5.8 Trustee Questions and Comments
J. Gray spoke to the MM Robinson and Georgetown District High School robotics teams who will be heading to Detroit to compete at the next step! She also spoke to the student support provided by the Halton Learning Foundation, commending them for their efforts on behalf of Halton students.

R. Papin spoke to the April 12 Halton Music Showcase, commending all students on their performances.

K. Graves spoke to an announcement this morning granting $90 million to begin a Sir. Wilfried Laurier University and Connestoga College campus in Milton.

In recognition of Volunteer Week, A. Harvey Hope added her appreciation to volunteers who contribute to the success of students and public education in Halton.

T. Ehl Harrison expressed her thanks to A. Harvey Hope for stepping in to the role of Vice-Chair for the evening.

6 Adjournment
M18-0088 J. Gray / K. Amos
Be it resolved that the Board adjourn at 8:59 p.m. Carried Unanimously.

Recorder’s Signature: Chair’s Signature:
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<th>Resolution</th>
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<tr>
<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 Committee</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 HDSB 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>Policy, By-law &amp; Governance Committee</td>
</tr>
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<td>M13-0172</td>
<td>Be it resolved that the Halton District School Board approve a structure for admin procedures and supporting guidelines, implementation handbooks, and protocols as contemplated in Report 13083.</td>
<td>Director of Education</td>
</tr>
<tr>
<td>M14-0158</td>
<td>Be it resolved that the HDSB consider the following option related to the establishment of a second entry point (Grade 5) for French Immersion: Option C (Defer the decision on second FI entry point): Defer the decision regarding a second FI entry point until we have implemented Primary Core French.</td>
<td>Director of Education</td>
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<tr>
<td>M15-0071</td>
<td>Be it resolved that HDSB 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 DSB and the Halton Catholic DSB; and THAT the cost of undertaking a bell time analysis study be provided to trustees for approval.</td>
<td>SO/Business</td>
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<td>M15-0139</td>
<td>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, &quot;We would like to acknowledge that we are on the traditional territory of First Peoples.&quot;</td>
<td>Director of Education / School Operations</td>
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<td>M16-0045</td>
<td>Be it resolved that the Halton District School Board authorize staff to work with the City of Burlington and Nelson User Group to develop a fundraising plan as outlined in the HDSB Community Funding of Facility Enhancements Administrative Procedure regarding proposed enhancements to the sports facilities at Nelson High School.</td>
<td>SO/ Facility Services</td>
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<td>M16-0097</td>
<td>Be it resolved that the Halton District School Board create an ad hoc committee to create a public awareness campaign, “Fix the Finances”, to raise awareness about how the HDSB is financed and repercussions of funding reductions and create an action plan to return to the Board for approval by the October 19 Board meeting.</td>
<td>Chair, Trustees Deferred to November 2016</td>
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<td>M16-0099</td>
<td>Be it resolved that Halton District School Board refer to the Policy, By-law and Governance Committee, the creation of a policy that incorporates the concepts regarding internal processes and public concerns identified in the administrative procedure.</td>
<td>Policy, By-law &amp; Governance Committee</td>
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| M16-0111  | 1. Be it resolved that the Halton District School Board adopt Option 6, Grade 2 Entry to the French Immersion program at 100% intensity in existing single & dual track schools, as outlined in Report 16096.  
2. Be it resolved that this model begin in Grade 2 of school year 2018/19. Entry into Grade 1 of our current FI model will cease after the 2016/17 school year and the 2017/18 Grade 1 cohort will be English program only.  
3. Be it resolved that students enrolled in our current FI model be grandparented and allowed to complete elementary school in the current model. | Director of Education                  |
| M16-0132  | Be it resolved that the HDSB appoint the architectural firm of Hossack and Associates Architects Inc. to prepare the design and tender documents for the proposed new elementary school, ERA 118 (Oakville NE #2 PS) to be built in the Oakville area for September 2018. In the event Ministry approval is not received for this project all expenses incurred for design and development of tender documents be funded through Close the Gap. | Facility Services                      |
| M16-0133  | Be it resolved that the Halton District School Board appoint the architectural firm of Hossack and Associates Architects Inc. to prepare the design and tender documents for the proposed new secondary school, SRA 104 (Milton SW #1 HS) to be built in Milton area for September 2019. In the event Ministry approval is not received for this project, all expenses incurred for design and development of tender documents be funded through Close the Gap. | Facility Services                      |
| M17-0021  | Be it resolved that the HDSB undertake a review of the existing Executive Limitations, Governance Process and Board-Director Relationship policies with a view to rescinding or revising them under the current governance structure, and  
THAT the HDSB reformat and direct the Board's existing policies under either the “Framework” or “Governance” categories of the current governance structure. | Chair/Trustees                         |
| M17-0059  | Be it resolved that the Board of Trustees obtain a written legal opinion from Miller Thomson regarding the proposed changes to the Director’s Job Description, and Executive Limitations and Delegation of Authority Policies and that Miller Thomson be provided with copies of the current and proposed Director’s Job Description, and Executive Limitations and Delegation of Authority Policies, and the Director of Education’s Contract, and be given the opportunity to confer with the Board of Trustees to discuss their findings.  
Be it further resolved that the decision regarding the changes to the Director’s Job Description, and Executive Limitations and Delegation of Authority Policies be deferred until such time as the legal opinion has been obtained and any recommendations resulting from it have been discussed by the Board of Trustees and the Director of Education. | Chair of the Board                     |
| M17-0088  | Be it resolved that the Halton District School Board close Robert Bateman High School, effective June 30, 2020.  
a) Effective September 1, 2019, the Halton District School Board revise the existing catchment area for Robert Bateman HS to redirect English program students entering Grade 9 to Nelson HS; | Director of Education                  |
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<td>b)</td>
<td>Effective September 1, 2020, the HDSB revise the existing catchment area for Robert Bateman HS to redirect the Grade 10, 11 and 12 English program students to Nelson HS.</td>
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| M17-0091 | Be it resolved that the Halton District School Board close Lester B. Pearson High School, effective June 30, 2018.  
  a) Effective September 1, 2018, the Halton District School Board revise the existing catchment area for Lester B. Pearson High School to redirect students to M.M. Robinson High School. | Director of Education |
| M17-0092 | Be it resolved that, effective September 1, 2018, the HDSB revise the existing Dr. Frank J. Hayden Secondary School French Immersion program boundary, to redirect students entering Grade 9 French Immersion to MM Robinson HS.  
  Grade 10, 11, and 12 FI students will be grandparented at Dr. Frank J. Hayden Secondary School until graduation. | Director of Education |
| M17-0094 | Be it resolved that, effective September 1, 2018, the Halton District School Board designate the English and French Immersion catchment areas for the “Evergreen Community” to M.M. Robinson High School. | Director of Education |
| M17-0097 | Be it resolved that, as part of implementation of any PAR-related changes, the Board direct the Director that the responsible Superintendent develop and deliver a consultation and communications plan to engage with affected and interested stakeholders in an early and ongoing way | Director of Education |
| M17-0103 | Be it resolved that the Halton District School Board authorize staff to proceed with the selection process for an architectural firm(s) to prepare the design details and project manage the facility modifications needed to address the Burlington Secondary Program and Accommodation Review (PAR) outcomes for MM Robinson and Nelson High Schools. | Facility Services |
| M17-0133 | Be it resolved that the Halton District School Board appoint the firm of Snyder Architects Inc. as the architect for the transition of educational programs project into Nelson High School and MM Robinson High School as per their response to RFP-17-258 | Facility Services |
| M17-0169 | 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 25-27, 2018 (maximum of $7,700). Upon return from this symposium, trustees who attended will share the highlights of the symposium with all trustees.  
  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 Labour Relations Symposium (including the pre-symposium) to be held in Toronto from April 26-27, 2018 (maximum of $5,500). Upon return from this symposium, trustees who attended will share the highlights of the symposium with all trustees.  
  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 2018 OPSBA AGM in Niagara Falls from May 31 - June 3, 2018, at a cost up to a maximum of $1,600 per participant. Upon return from the AGM the OPSBA Director(s) and/or OPSBA Central West Regional VP/Chair will share the highlights of the AGM with all trustees.  
  Be it resolved that the Halton District School Board use a portion of the “Board Leadership and Team Development” account to cover the accommodation | Chair of the Board |
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<td>M17-0181</td>
<td>Be it resolved that the Halton District School Board authorize staff to tender and award the 2017-2018 Facility Services Projects, Operations and Maintenance, either individually or combined, as outlined in Report 17134.</td>
<td>Superintendent of Facility Services</td>
</tr>
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</table>
| M17-0184 | Be it resolved that the Halton District School Board approve the continuation of the Close the Gap program, as outlined and THAT specific projects be undertaken as follows, funded subject to these cost estimates and budget availability:  
- air conditioning and electrical upgrades to second and third floor area of schools, $5,180,000  
- Support for installation of elevators to address building accessibility, $6,000,000  
- Support the development and installation of a turf field at White Oaks SS, $1,200,000.  | Superintendent of Facility Services  |
<p>| M18-0007 | Be it resolved that the Halton District School Board accept the tender from Golden Gate Contracting Inc. in the amount of $689,861 as contained in Tender No. RFT 17-286 for the construction and renovation of a parent and child centre at Oakwood Public School in Oakville, Ontario; and that the budget be approved as presented in Private Session Report 18010. | Superintendent of Facility Services  |
| M18-0009 | Be it resolved that the Halton District School Board authorize the Director to proceed with hiring a parliamentarian to review the Board’s revised by-laws, and to coordinate with legal counsel for a similar review of the by-laws with an expenditure of approximately $5,000. | Director of Education                |
| M18-0010 | Be it resolved that the Halton District School Board authorize the Director to proceed with a review of the draft Fundraising Policy by legal counsel, no later than mid-February with an expenditure of approximately $2,000. | Director of Education                |
| M18-0034 | Be it resolved that the Halton District School Board employ Miller Thomson as legal counsel to undertake a review of its governance policies, with a view to developing a compendium of documents that reflect best practices and provide a sound, concise and consistent reference for its Board of Trustees. The project, not to exceed $5,000 will commence in February 2018 with anticipated completion by April 2018 for presentation to the Board. | Director of Education                |
| M18-0034 | Be it resolved that the Halton District School Board adjust the boundaries for the elementary schools in Milton as outlined in Scenario 10c and detailed in Report 18020, effective September 2018. | Director of Education                |
| M18-0045 | Be it resolved that the Halton District School Board accept the tender from Tri-Green Construction Ltd. in the amount of $573,000.00 as contained in Tender No. RFT 18-20 for the retrofit facilitating a community hub at Harrison PS, Georgetown with the budget as outlined in Report 18045. | Superintendent of Facility Services  |
| M18-0046 | Be it resolved that the Halton District School Board authorize the appointment of the external audit firm, Deloitte LLP, to perform the annual financial statement audit of the 2017/2018 fiscal year.                                                                                     | Superintendent Business Services     |
| M18-0047 | Be it resolved that the Halton District School Board develop and implement an Innovation-STEM (I-STEM) program option at Aldershot High School effective September 2019 beginning with students entering Grade 9.                                                  | Director of Education                |
| M18-0050 | Be it resolved that the Board of Trustees authorize the Chair to write a letter to the Minister of Education with their feedback on the Draft Ministry of Education Pupil Accommodation Review Guideline.                                                                                   | Chair of the Board                  |
| M18-0059 | Be it resolved that the Halton DSB defer the aforementioned motion to the April 4 Board meeting to allow further conversation with the Halton Catholic DSB re the September and October PA days, and a report be returned to the Board with a final recommendation.                                      | Director of Education / Associate Director |</p>
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<td>M18-0074(s)</td>
<td>Be it resolved that the Halton District School Board conduct a one-time only parent consultation to assess the support for the October Professional Activity day on either Friday, October 5, 2018 or Monday, October 22, 2018 with results communicated to the Board by Friday, April 13, 2018.</td>
<td>Director</td>
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<td>M18-0086</td>
<td>Be it resolved that the Halton District School Board approve the summary of statutory and Board designated holidays and professional activity days for 2018-2019 as recommended through consultation with the School Year Calendar Committee, and reflected in Report 18042 Revised.</td>
<td>Director</td>
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<td>M18-0087</td>
<td>Be it resolved that the Halton District School Board approve the use up to $5,000 of the “Reserve Account for Trustee Professional Development” for DiSC training or comparable alternative training for Trustees who are elected for the 2018-2022 term of office, with training recommended to occur early in 2019.</td>
<td>Chair</td>
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**PENDING REPORTS – May 2, 2018**

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<th>Motion &amp; Date</th>
<th>Resolution</th>
<th>Presentation Date</th>
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| M12-0088      | Be it resolved that the HSDB direct the Director to provide a full and complete list of all policies and admin procedures noting:  
  a) whether or not the policy/admin procedure has been adopted by board motion,  
  b) the date that the policy/admin procedure was last reviewed,  
  c) the date that the policy/admin procedure is next scheduled to be reviewed and  
  d) whether or not the policy/admin procedure suggests an impact to roles and/or responsibilities of trustees or board of trustees (directly or through referenced policy/admin procedure). | June / Sept. 2012  
  Review of policies undertaken (on-going) |
| M16-0112      | Be it resolved that an annual report be added to the report schedule (starting in 2018), outlining the percentage/number of Gr.1 students in each elementary school registered for French Immersion or English programs for the following year, and that this report highlight any schools where fewer than 20 students have registered for the Gr.2 English program and any schools where registration percentages for FI have increased from prior years, and provide an action plan to address the enrolment in those schools. This report will be brought to the Board of Trustees prior to staffing deadlines. | 2018  
  Interim report proposed February/March 2017 |
TO: The Chair and Members of the Halton District School Board
FROM: S. Miller, Director of Education
RE: Board Report Update

**Background:**
First introduced in September 2014, this monthly report outlines reports scheduled to come to the Board during the current school year.

The report schedule outlines the planned dates for 2018, and will be updated at regular intervals to keep Trustees apprised of what reports have been presented, completed, and/or have had to have timelines revised.

The reports returning to the Board for action in June (LTAP, Special Education Plan, Operational Plan) have had a notation added in the comments.

Respectfully submitted,

S. Miller
Director of Education
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<th>DATE:</th>
<th>RESPONSIBILITY</th>
<th>COMMENTS</th>
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<td>Admin Procedure Update</td>
<td>ongoing</td>
<td>Stuart Miller</td>
<td>Info</td>
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<tr>
<td>SEAC Membership</td>
<td>as required</td>
<td>Mark Zonneveld</td>
<td>Info</td>
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<tr>
<td>Admin Centre Update</td>
<td>as required</td>
<td>Gerry Cullen</td>
<td>Info</td>
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<tr>
<td>Capital Update – Summer 2017</td>
<td>September 6</td>
<td>Gerry Cullen</td>
<td>completed</td>
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<tr>
<td>Banking Resolutions</td>
<td>September 6</td>
<td>Lucy Veerman</td>
<td>completed</td>
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<tr>
<td>“Technology and You”</td>
<td>September 6</td>
<td>Gord Truffen</td>
<td>completed</td>
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<tr>
<td>PAR Update</td>
<td>September 6</td>
<td>Terri Blackwell</td>
<td>completed</td>
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<tr>
<td>Director’s Summer Authority</td>
<td>September 6</td>
<td>Stuart Miller</td>
<td>Info</td>
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<tr>
<td>High Performance Programs</td>
<td>September 20</td>
<td>David Boag/Tina Salmini</td>
<td>completed</td>
</tr>
<tr>
<td>Capital Update (with financials)</td>
<td>September 20</td>
<td>Gerry Cullen</td>
<td>completed</td>
</tr>
<tr>
<td>Ombudsman Report</td>
<td>September 20</td>
<td>David Boag</td>
<td>completed</td>
</tr>
<tr>
<td>PAR Architect Appointment</td>
<td>September 20</td>
<td>Gerry Cullen</td>
<td>completed</td>
</tr>
<tr>
<td>EQAO</td>
<td>September 20</td>
<td>David Boag, Program</td>
<td>completed</td>
</tr>
<tr>
<td>Summer Learning Initiatives</td>
<td>September 20</td>
<td>David Boag</td>
<td>completed</td>
</tr>
<tr>
<td>Boundary Review (Boyne)</td>
<td>September 20</td>
<td>Jacquie Newton/Dom Renzella</td>
<td>completed</td>
</tr>
<tr>
<td>Gap Analysis re: PAR Implementation</td>
<td>October 4</td>
<td>Stuart Miller</td>
<td>completed</td>
</tr>
<tr>
<td>Award of Tender (New Elem./Milton)</td>
<td>October 4</td>
<td>Gerry Cullen</td>
<td>completed</td>
</tr>
<tr>
<td>September Staffing Adjustments</td>
<td>October 18</td>
<td>Debra McFadden</td>
<td>completed</td>
</tr>
<tr>
<td>Community Planning and Partnerships</td>
<td>October 18</td>
<td>Lucy Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>Capital Update</td>
<td>October 18</td>
<td>Gerry Cullen</td>
<td>completed</td>
</tr>
<tr>
<td>Operational Plan Progress Report</td>
<td>October 18</td>
<td>David Boag</td>
<td>completed</td>
</tr>
<tr>
<td>PAR Update</td>
<td>November 1</td>
<td>Terri Blackwell</td>
<td>completed</td>
</tr>
<tr>
<td>Annual Water Testing</td>
<td>November 1</td>
<td>Gerry Cullen</td>
<td>completed</td>
</tr>
<tr>
<td>School Ground Enhancement Report</td>
<td>November 1</td>
<td>Gerry Cullen</td>
<td>completed</td>
</tr>
<tr>
<td>Capital Update</td>
<td>November 15</td>
<td>Gerry Cullen</td>
<td>completed</td>
</tr>
<tr>
<td>P/VP Placements/Transfer</td>
<td>November 15</td>
<td>Jacquie Newton</td>
<td>completed</td>
</tr>
<tr>
<td>Financial Statements</td>
<td>November 15</td>
<td>Lucy Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>Trustee Honoraria (Sched.1)</td>
<td>November 15</td>
<td>Lucy Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>Renewable/School Condition Index</td>
<td>November 15</td>
<td>Gerry Cullen</td>
<td>completed</td>
</tr>
<tr>
<td>Indigenous Flags</td>
<td>November 15</td>
<td>Rob Eatough</td>
<td>completed</td>
</tr>
<tr>
<td>Special Education Review</td>
<td>November 15</td>
<td>Mark Zonneveld</td>
<td>completed</td>
</tr>
<tr>
<td>Banking Resolutions</td>
<td>December 6</td>
<td>Lucy Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>Annual Report: Food &amp; Beverage Sales</td>
<td>December 6</td>
<td>Gerry Cullen</td>
<td>completed</td>
</tr>
<tr>
<td>Disposition of Property/Acquisitions</td>
<td>as required</td>
<td>Lucy Veerman</td>
<td>--</td>
</tr>
<tr>
<td>Cmty Funding Facility Enhancements</td>
<td>as required</td>
<td>G. Cullen, L. Veerman</td>
<td>--</td>
</tr>
<tr>
<td>Capital Update</td>
<td>December 6</td>
<td>Lucy Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>Director’s Annual Report</td>
<td>December 6</td>
<td>Stuart Miller</td>
<td>completed</td>
</tr>
<tr>
<td>Close the Gap Update</td>
<td>December 6</td>
<td>G. Cullen, L. Veerman</td>
<td>completed</td>
</tr>
<tr>
<td><strong>Milton Secondary School Tender</strong></td>
<td><strong>January</strong></td>
<td><strong>Facilities</strong></td>
<td><strong>Action</strong></td>
</tr>
<tr>
<td>PAR Update</td>
<td>January 10</td>
<td>Terri Blackwell</td>
<td>completed</td>
</tr>
<tr>
<td>Striking Committee/ Appointments</td>
<td>January 10</td>
<td>Striking Committee</td>
<td>completed</td>
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<tr>
<td>Revised Estimates</td>
<td>January 24</td>
<td>Lucy Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>HLF Fundraising Plan</td>
<td>January 31</td>
<td>Stuart Miller</td>
<td>completed (@ Committee)</td>
</tr>
<tr>
<td>Milton Boundaries (Boyne)</td>
<td>February 7</td>
<td>Jacquie Newton</td>
<td>completed</td>
</tr>
<tr>
<td>REPORT SUBJECT</td>
<td>DATE:</td>
<td>RESPONSIBILITY</td>
<td>COMMENTS</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>------------------</td>
<td>----------------</td>
<td>------------------------------</td>
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<tr>
<td>Budget Schedule</td>
<td>February 21</td>
<td>Lucy Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>Welcome Centre Update</td>
<td>February 21</td>
<td>Gord Truffen</td>
<td>completed</td>
</tr>
<tr>
<td>Capital Update</td>
<td>February 21</td>
<td>Facilities</td>
<td>completed</td>
</tr>
<tr>
<td>EDC By-law Timelines</td>
<td>February 21</td>
<td>Lucy Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>PAR Update: Aldershot Exploration</td>
<td>February 21</td>
<td>Terri Blackwell</td>
<td>presentation</td>
</tr>
<tr>
<td>Primary Core French Update</td>
<td>February 21</td>
<td>D. Boag, T. Salmini</td>
<td>completed</td>
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<tr>
<td>PVC Implementation Update</td>
<td>February 21</td>
<td>David Boag</td>
<td>completed</td>
</tr>
<tr>
<td>School Generated Funds</td>
<td>March 7</td>
<td>S. Miller, L. Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>Annual Portable Inspection Update</td>
<td>March 7</td>
<td>Facilities</td>
<td>completed</td>
</tr>
<tr>
<td>Operational Plan Update</td>
<td>March 7</td>
<td>David Boag</td>
<td>completed</td>
</tr>
<tr>
<td>School Year Calendar</td>
<td>March 7</td>
<td>David Boag</td>
<td>to April 4 (revised) -- completed</td>
</tr>
<tr>
<td>Innovation Update</td>
<td>March 7</td>
<td>Jacquie Newton</td>
<td>to Committee of the Whole</td>
</tr>
<tr>
<td>PAR Update</td>
<td>March 7</td>
<td>Terri Blackwell</td>
<td>completed</td>
</tr>
<tr>
<td>Trustee Distribution/Representation</td>
<td>March 7</td>
<td>Stuart Miller</td>
<td>completed</td>
</tr>
<tr>
<td>Spec Ed Review Report w/ recmd’tns</td>
<td>March 21</td>
<td>Stuart Miller</td>
<td>completed</td>
</tr>
<tr>
<td>Draft Special Education Plan</td>
<td>March 21</td>
<td>Mark Zonneveld</td>
<td>for approval in June</td>
</tr>
<tr>
<td>Gifted Screening</td>
<td>March 21</td>
<td>Mark Zonneveld</td>
<td>completed</td>
</tr>
<tr>
<td>Capital Update</td>
<td>March 21</td>
<td>Facilities</td>
<td>completed</td>
</tr>
<tr>
<td>Admin Centre</td>
<td>March 21</td>
<td>Stuart Miller</td>
<td>completed – withdrawn to early 2019</td>
</tr>
<tr>
<td>Draft Op Plan Targets/Strategies</td>
<td>April 4</td>
<td>Stuart Miller</td>
<td>for approval in June</td>
</tr>
<tr>
<td>Gifted Placement Locations</td>
<td>April 4</td>
<td>Mark Zonneveld</td>
<td>completed</td>
</tr>
<tr>
<td>Rental Rates</td>
<td>April 4</td>
<td>Facilities</td>
<td>completed</td>
</tr>
<tr>
<td>Centre for Skills Dev. &amp; Training Report</td>
<td>April 18</td>
<td>Stuart Miller</td>
<td>completed</td>
</tr>
<tr>
<td>P/VP Placements/Transfer</td>
<td>April 18</td>
<td>Jacquie Newton</td>
<td>completed</td>
</tr>
<tr>
<td>HLF Annual Report</td>
<td>April 18</td>
<td>Stuart Miller</td>
<td>completed with Committee presentation</td>
</tr>
<tr>
<td>EDC By-law Background Study</td>
<td>April 18</td>
<td>Lucy Veerman</td>
<td>completed</td>
</tr>
<tr>
<td>Capital Update</td>
<td>May 2</td>
<td>Facilities</td>
<td></td>
</tr>
<tr>
<td>LTAP</td>
<td>May 2</td>
<td>Lucy Veerman</td>
<td>for approval in June</td>
</tr>
<tr>
<td>Transportation/Policy Exemptions</td>
<td>May 16</td>
<td>Lucy Veerman</td>
<td></td>
</tr>
<tr>
<td>School Bell Time Change Requests</td>
<td>May 16</td>
<td>Lucy Veerman</td>
<td></td>
</tr>
<tr>
<td>Capital Update</td>
<td>May 16</td>
<td>Facilities</td>
<td>with financials</td>
</tr>
<tr>
<td>EDC By-law</td>
<td>May 16</td>
<td>Lucy Veerman</td>
<td></td>
</tr>
<tr>
<td>PAR Update</td>
<td>May 16</td>
<td>Terri Blackwell</td>
<td></td>
</tr>
<tr>
<td>Cmty Funding - Facility Enhancements</td>
<td>If required (May)</td>
<td>Facilities / L. Veerman</td>
<td></td>
</tr>
<tr>
<td>Teachers Redundant to Board</td>
<td>If required (May)</td>
<td>Debra McFadden</td>
<td></td>
</tr>
<tr>
<td>Budget</td>
<td>June 6</td>
<td>Lucy Veerman</td>
<td></td>
</tr>
<tr>
<td>Truth &amp; Reconciliation/FNMI Update</td>
<td>June 6</td>
<td>Rob Eatough</td>
<td></td>
</tr>
<tr>
<td>Special Education Plan</td>
<td>June 6</td>
<td>Mark Zonneveld</td>
<td></td>
</tr>
<tr>
<td>Operational Plan Targets/Strategies</td>
<td>June 6</td>
<td>Stuart Miller</td>
<td></td>
</tr>
<tr>
<td>LTAP</td>
<td>June 6</td>
<td>Lucy Veerman</td>
<td></td>
</tr>
<tr>
<td>Capital Update</td>
<td>June 6</td>
<td>Facilities</td>
<td></td>
</tr>
<tr>
<td>Capital Plans / Priorities</td>
<td>June 6</td>
<td>Facilities</td>
<td></td>
</tr>
<tr>
<td>Community Partnership Report (LTAP)</td>
<td>Fall 2018</td>
<td>Lucy Veerman</td>
<td></td>
</tr>
</tbody>
</table>
TO: The Chair and Members of the Halton District School Board
FROM: David Boag, Associate Director
Stuart Miller, Director of Education
RE: Capital Update – for period ending March 29, 2018

Background:
As per the monthly schedule to report on capital projects, please find attached the chart showing recent activities for the period ending March 29, 2018.

Respectfully submitted,

David Boag
Associate Director

Stuart Miller
Director of Education
## Capital Projects

<table>
<thead>
<tr>
<th>School &amp; Project Description</th>
<th>Pupil Places</th>
<th>Site Owned</th>
<th>Permit Status</th>
<th>Construction Status</th>
<th>Start Date (Tentative)</th>
<th>Completion Date</th>
<th>Update Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NEW SCHOOL CONSTRUCTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milton SW #11 PS. School includes Child Care</td>
<td>no</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ADDITION, RENOVATIONS and OTHER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brant Hill PS (Snyder &amp; Assoc. Arch.)</td>
<td>2 Preschool Rooms</td>
<td>Own</td>
<td>NA</td>
<td>April 2018 (tentative)</td>
<td>June 2018 (tentative)</td>
<td>May 2018 (tentative)</td>
<td>June 2018 (tentative)</td>
</tr>
<tr>
<td>Frontenac PS</td>
<td>1 Toddler + 1 Preschool rooms</td>
<td>Own</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oakwood PS (Soricic Architects)</td>
<td>2 Child Care rooms</td>
<td>Own</td>
<td>NA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PORTABLES (NEO Architecture Inc.)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Bolded notes indicate changes.**
TO: The Chair and Members of the Halton District School Board  
FROM: Stuart Miller, Director of Education  
RE: Administrative Procedure Update

Background:  
This report is the next regular update of Administrative Council's ongoing review of all administrative procedures.

<table>
<thead>
<tr>
<th>Admin Procedure Name</th>
<th>Revisions / Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Election Campaigns <em>(attached)</em></td>
<td>removal of reference to rescinded &quot;Newsletter&quot; procedure</td>
</tr>
<tr>
<td>Bed Bugs in Board Operated Facilities</td>
<td>date change only</td>
</tr>
</tbody>
</table>

Respectfully submitted,

Stuart Miller  
Director of Education
INTENDED PURPOSE:
The Halton District School Board believes senior students should understand the electoral process. However, the Board is committed to the principles of fairness and non-partisanship. Schools must not be used, during the school day, for political campaigning.

The Halton District School Board supports the democratic right in our society to participate in debates when there is a pending election; however it is also essential that any action by a majority or minority group of staff or parents not impact the teaching/learning process in our schools.

The object of this administrative procedure is not to curtail students' understanding of the electoral process nor the issues involved, but to preserve the school from being charged with political favouritism. It is important to support an environment where legitimate political expression and a sound teaching/learning context are protected.

PROCEDURES:
Requests for information from a trustee candidate should be treated in the same manner as any public request -- with the same level of the Halton District School Board's commitment to public accountability and service. Generally, all information about schools and the Halton District School Board is public, except for confidential student or personnel records, and therefore should be provided in a prompt manner when responding to a public request.

Principals should avoid answering questions that require an opinion, (ie: “What are the barriers to student success at your school?”). Should you have any questions about privacy or confidential information, please contact the Director’s Office.

No materials, letters, memorandum or other documents from candidates for political office should be distributed or used in a school with the intent or appearance of affecting the prospects of that candidate without the consent of the Principal and the Director of Education. Students are not to be used to distribute any material related to the election.

Political signs are not to be displayed in the school or on school property. Staff are also reminded that the wearing of apparel endorsing a political party is inappropriate.

School events are not intended for political campaigning. Requests by candidates to visit a school are not considered appropriate during an election campaign. This restriction includes informal visits to classrooms and meetings with school council or school administrators. Open houses and other school related events such as Education Week events or graduations/commencements are intended for parents and families of students at the school, and are not venues for candidates to use to campaign.
Principals should remember current members of the Board of Trustees are serving out the end of their term of office and continue to fulfill their usual roles. It is appropriate for schools to involve their local trustee in events and activities at the school in a way they would have prior to the beginning of the municipal election campaigns.

Current trustees must refrain from using school newsletters six months prior to municipal elections. This also includes use of school websites. Current trustees are also prohibited from using the Board’s corporate website for campaigning/electioneering.

Principals are urged to limit campaigning within the schools by candidates for political office, to a brief planned event where student attendance is voluntary, and all candidates are invited and extended equal opportunity to interact with the electorate. Such “all candidates” meetings are more appropriate at the secondary than the elementary level, and are held at the option of the school. If such an event is planned, all candidates must be informed and invited at the same time, and well in advance of the date. Any advertising or signage promoting such an event must be without editorial comment.

School Councils are agents of the school and of the Halton District School Board. While school council meetings are open to the public and candidates may attend, this must be in an observer role only, and not as a participant.

It is not appropriate for the School Council as a group to endorse a specific trustee candidate, or to campaign on behalf of a specific candidate. The School Council may, however, host an all-candidates meeting to assist parents in learning more about the candidates.

A School Council member who is a candidate for election may not use their role to promote their campaign while they are serving in the role of School Council member. They are not allowed to distribute campaign material on school property or discuss their campaign during council meetings.

Teachers, parents, stakeholders or school councils wishing to hold forums or information sessions must schedule these as independent events outside instructional times, and coordinate any event through the usual process for facilities rentals.

While Board or school staff may use social media to communicate with trustee candidates, campaigning on behalf of a trustee candidate is not advised. School administrators and senior staff may wish to limit retweets, likes and favourites from their personal social media accounts as these can often be perceived as endorsements. School social media accounts should not be used to endorse or further the efforts of any candidate.
TO: The Chair and Members of the Halton District School Board
FROM: Amy Collard, Chair: Policy, By-law & Governance Committee
RE: Governance Policies

Background:
The following motions were approved in 2017:

Motion M17-0021:
Be it resolved that the HDSB undertake a review of the existing Executive Limitations, Governance Process and Board-Director Relationship policies with a view to rescinding or revising them under the current governance structure, and THAT the HDSB reformat and direct the Board’s existing policies under either the “Framework” or “Governance” categories of the current governance structure.

Motion M17-0059:
Be it resolved that the Board of Trustees obtain a written legal opinion from Miller Thomson regarding the proposed changes to the Director’s Job Description, and Executive Limitations and Delegation of Authority Policies and that Miller Thomson be provided with copies of the current and proposed Director’s Job Description, and Executive Limitations and Delegation of Authority Policies, and the Director of Education’s Contract, and be given the opportunity to confer with the Board of Trustees to discuss their findings.

Be it further resolved that the decision regarding the changes to the Director’s Job Description, and Executive Limitations and Delegation of Authority Policies be deferred until such time as the legal opinion has been obtained and any recommendations resulting from it have been discussed by the Board of Trustees and the Director of Education.

Recommendation

Be it resolved that the Board approve the recommendations provided by Miller Thomson and Associates regarding the Director’s Job Description and the Delegation of Authority and Executive Limitations

Be it further resolved that the Board authorize the Director to employ the services of Miller Thomson and Associates to produce the operational leadership policy recommended in report 18073 as soon as is practical for subsequent approval by the Board of Trustees

Background
Miller Thomson and Associates reviewed the Director’s Job Description and the Delegation of Authority and Executive Limitations and recommended the following:

Director’s Job Description
In addition to the vast array of statutory, regulatory, and management responsibilities, the Director is also responsible for issues that are not yet foreseeable, all of which in our opinion makes it arguably impossible to develop a comprehensive job description for the Director. Therefore, it is our recommendation that the Board consider:
1. a much more concise and broadly worded policy, emphasizing the expectation that the Director will demonstrate leadership that increases public confidence in public education, and effectively implement the Board’s policies, procedures and practices for the purpose of achieving the goals in the multi-year plan; and

2. give the policy a title which reflects that the Director is responsible for providing leadership, rather than performing specific tasks, for example “Operational Leadership Policy”. “

Delegation of Authority and Executive Limitations

The Director and the Board of Trustees each derive their authority from the Education Act. Thus, the Board cannot divest itself of its statutory obligations by, for example, delegating its governance role to the Director over the summer months, nor does the Education Act give the Board the power to assume the job responsibilities of the Director.

As the draft Executive Limitations Policy consists of provisions which are also referenced in the Director’s Job Description, in statute, or both, and in some instances misstates the legal relationships, we recommend that the Board of Trustees should not approve this policy.

Respectfully submitted,

Amy Collard
Chair – Policy, By-law and Governance Committee
Halton District School Board Trustee
Ward 5, Burlington
TO: The Chair and Members of the Halton District School Board
FROM: Amy Collard, Chair: Policy, By-law & Governance Committee
RE: Policy Framework

Background:

The following motion (M17-0021) was approved in 2017:

Be it resolved that the HDSB undertake a review of the existing Executive Limitations, Governance Process and Board-Director Relationship policies with a view to rescinding or revising them under the current governance structure, and THAT the HDSB reformat and direct the Board’s existing policies under either the “Framework” or “Governance” categories of the current governance structure.

Recommendation:

Be it resolved that the Board approve the recommendations provided by Miller Thomson and Associates regarding the Policy Framework Policy, and the Policy and Procedure numbering format.

Be it further resolved that the Board authorize the Director to employ the services of Miller Thomson and Associates to produce the Policy Framework Policy as recommended in Report 18074 as soon as is practical for subsequent approval by the Board of Trustees.

Background

Miller Thomson and Associates reviewed the Policy Framework and recommended the following:

“Our recommendation is that the framework be amended, to provide for a clear distinction between policies and procedures, as follows:

**Policies** shall be defined as statements of intent and broad principles. Policies shall be drafted so as to provide guidance with respect to what the board shall do, and shall include a statement about why the Board of Trustees has approved the particular policy goal.

Policies, whether relating to governance or operations, and whether new or amended, shall be drafted by member(s) of the administrative team and/or third party advisors, incorporating Trustee input, and submitted to the Board of Trustees for approval.

**Procedures** shall be defined as actions required to implement the board’s objectives as defined in the companion policy. Procedures provide guidance with respect to how the board shall achieve its policy goals, who shall be responsible for implementation, when particular steps must be taken, and shall give explicit detail as to what particular actions are required. Where forms are in use, these shall be included as appendices to the applicable procedure.

Governance procedures shall be drafted in accordance with the direction of the Board of Trustees, and shall require Trustee approval. Administrative procedures shall be provided to the Board of Trustees for information.
Other Reference Documents such as guidelines and handbooks shall be drafted by member(s) of the administrative team for system use, and shall be provided to the Board of Trustees for information.

“The Board’s policies and procedures currently appear in a variety of formats, and while the Board’s procedures have been organized into categories on the website, Board policies are listed alphabetically.

It is recommended that the Board organize and archive its policies and procedures in a consistent manner, and employ a numbering system which reflects the consistency.

It is suggested that all Board Policies could start with the code “BP” and all Administrative Procedures could be coded with “AP”, and numbered such that the relationship between a particular policy and procedure is clear. The Board may also wish to distinguish between administrative and governance policies and procedures by adding an “A” or “G” prefix.

Respectfully submitted,

Amy Collard
Chair – Policy, By-law and Governance Committee
Halton District School Board Trustee
Ward 5, Burlington
TO: The Chair and Members of the Halton District School Board

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

RE: Long Term Accommodation Plan – 2017/2018

Warrant
The 2017/2018 Long Term Accommodation Plan (LTAP) provides enrolment projections for the years 2018 to 2027 for each Elementary and Secondary Review Area (ERA and SRA) in the Board as well as for each elementary and secondary school within the system. The basis of this plan is to identify new capital project initiatives for the Board from 2018/2019 to 2021/2022 in preparation for any potential updates as required by the Ministry of Education for the Capital Priorities funding requests. The 2017/2018 LTAP identifies issues related to enrolment that are occurring in various review areas throughout the Board, including suggested strategies to address these issues, such as boundary studies.

RECOMMENDATIONS:

Be it resolved that the Halton District School Board approve the 2017/2018 Long Term Accommodation Plan (LTAP); and

THAT staff be directed to submit the updated LTAP to the Ministry of Education and further that all entities identified on Community Planning Partnerships notification be advised that the LTAP has been approved and direct them to the Board’s website to review the electronic document.

Background
The 2017/2018 Long Term Accommodation Plan (LTAP) provides enrolment projections for the years 2018 to 2027 for each Elementary and Secondary Review Area (ERA and SRA) in the Board as well as for each elementary and secondary school within the system. The 2017/2018 LTAP also identifies accommodation pressures resulting from these enrolment projections and strategies to address them. Note that hard copies have been distributed to Trustees (as requested) and Senior Staff (as requested) and an electronic copy has been posted on the Board’s website at https://www.hdsb.ca/our-board/Pages/Publications/Long-Term-Accommodation-Plan.aspx).

The basis of this plan is to identify new capital project initiatives for the Board from 2017/2018 to 2021/2022 in preparation for any potential updates as required by the Ministry of Education for the Capital Priorities funding requests. The LTAP also provides the opportunity to identify the school boundary study initiatives that are to be undertaken as a result of ongoing capital initiatives, and to address accommodation pressures due to new residential development, changing demographics, and program pressures. The plan identifies review areas and schools where enrolment issues are projected to occur within the immediate future and the need to undertake associated boundary studies.

The adoption of the Program Viability recommendations regarding the French Immersion program for the elementary level will commence in the 2017/2018 school year. The elimination of the Grade 1 French Immersion program will have an impact on schools, where in some cases schools (single track FI schools) will experience accommodation relief, while others will have accommodation pressures. At this time the long term impact on enrolments is difficult to determine, given that no trends have been yet established as to parents/guardians choice regarding enrolling their children into the Grade 2 FI program. Therefore, long term elementary enrolment projections may fluctuate until such time as these trends have been established.
On June 7, 2017, the Board adopted a number of recommendations as result of the Program and Accommodation Review (PAR) for Burlington Secondary Schools, which have been incorporated in the 2017/2018 LTAP. The recommendations that were approved are as follows:

   a) Effective September 1, 2019, the Halton District School Board will revise the existing catchment area for Robert Bateman High School to redirect English program students entering Grade 9 to Nelson High School.
   b) Effective September 1, 2020, the Halton District School Board will revise the existing catchment area for Robert Bateman High School to redirect the Grade 10, 11 and 12 English program students to Nelson High School.

2) The Halton District School Board will close Lester B. Pearson High School, effective June 30, 2018.
   a) Effective September 1, 2018, the Halton District School Board will revise the existing catchment area for Lester B. Pearson High School to redirect students to M.M. Robinson High School.

3) Beginning September 1, 2018, the Halton District School Board will revise the existing Dr. Frank J. Hayden Secondary School French Immersion program boundary, to redirect students entering Grade 9 French Immersion to M.M. Robinson High School. French Immersion students in Grade 10, 11 and 12 will be grandparented at Dr. Frank J. Hayden Secondary School until graduation.

4) Beginning September 1, 2018, the Halton District School Board will revise the English program boundaries for Burlington Central High School to include the complete catchment area for Tecumseh Public School, redirecting Grade 9 English program students to Burlington Central High School. Grade 10, 11 and 12 English program students currently attending Nelson High School from this catchment area will be grandparented until graduation.

5) Beginning September 1, 2018, the Halton District School Board will designate the English and French Immersion catchment areas for the “Evergreen Community” to M.M. Robinson High School. [The Evergreen Community is located in north Burlington and currently has no residential development.]

6) The Halton District School Board will investigate and explore a range of program opportunities for Aldershot High School. These may include a magnet school, a themed school, an alternative school, and/or an incubator school. A report regarding these program opportunities will be presented to the Board of Trustees by February 2018. (Subsequently at the March 7, 2018 Board meeting, (Board Report #18032) Trustees voted to implement Innovation-STEM (I-STEM), a program incorporating Science, Technology, Engineering and Mathematics (STEM) education at Aldershot High School in Burlington. The program will begin in September 2019, with the students who are entering Grade 9.

Summary
The 2017/2018 LTAP verifies and continues with the implementation of new school capital projects as outlined in the approved 2016/2017 LTAP, and the Capital Priorities submission to the Ministry of Education, as revised.

The following provides an update on existing and proposed projects:

- As a result of Ministry of Education Funding approvals, a new 762 OTG Martin Street PS rebuild (ERA 119) opened for the 2017/2018 school year.
- As a result of Ministry of Education Funding approvals, a 10-classroom addition was undertaken at Craig Kielburger SS which is to open during the 2017/2018 school year. (New OTG capacity is 1431 pupil places)
- As a result of Ministry of Education Funding approvals, a new 772 OTG Viola Desmond PS (ERA 121) in the Boyne Secondary Plan is scheduled to open for the 2018/2019 school year.
- As a result of Ministry of Education Funding approvals, Milton SW #1 hs (SRA 104) in the Boyne Secondary Plan is scheduled to open for 2020/2021, pending the acquisition of the identified school site, and subject to municipal approvals and issuance of building permits;
- As a result of Ministry of Education Funding approvals, a new 770 OTG Oakville NE #2 ps (ERA 118) in the North Oakville Community is scheduled to open for 2019/2020 subject to municipal approvals and issuance of building permits;
- As a result of Ministry of Education Funding approvals, a new 770 OTG Milton SW #11 ps (ERA 121) in the Boyne Secondary Plan area is scheduled to open for 2020/2021 pending the purchase of a suitable site, along with municipal approvals/issuance of building permits;
- Oakville SW #1 ps (ERA 111) in the Lakeshore Woods Community is subject to the Board decision to undertake a Pupil Accommodation Review (i.e. school closures/consolidations) (ERA 112). However, the need to undertake a PAR will be subject to the release of new Ministry Pupil Accommodation Review Guidelines and the revision of the Board’s policies.
- As a result of the approved recommendations from the Burlington PAR and Ministry of Education funding approval, renovations/additions to the existing M.M. Robinson HS (SRA 100) facility have been identified with an expected completion for the 2019-2020 school year;
- As a result of the approved recommendations from the Burlington PAR and Ministry of Education funding approval, renovations/additions to the existing Nelson HS (SRA 100) facility have been identified with an expected completion for the 2020-2021 school year;
- NE Oakville #1 hs (SRA 108) in the North Oakville Community has been identified to open for 2021/2022, subject to funding from the Ministry of Education and pending the purchase of a suitable site, along with municipal approvals/issuance of building permits.

A description of the accommodations challenges and enrolment issues follows.

**BURLINGTON:**

**Elementary Review Areas**

1. **ERA 100: Aldershot Elementary, Glenview, King’s Road, Maplehurst Public Schools**
   All schools, with the exception of Maplehurst, in ERA 100 are projected to increase in enrolments. The increases can be attributed to the implementation of the new FI program and larger JK classes at King’s Road PS and Glenview PS. Glenview PS will reach OTG capacity by 2020. Maplehurst PS is the only school that is projected to have a minor decline in enrolments. All schools have an OTG of under 400 pupil places with the exception of Maplehurst PS that has a capacity of 519 pupil places.

   OTG utilization is projected to increase from 77% to 87% in the next ten years. Currently, there are 354 available pupil places, by 2027 there is a projected decrease to 198 available pupil places, a reduction of 156 available pupil places.

   It should be noted that two North Aldershot developments are included in the projections impacting Glenview PS. At this time, progress has stalled, and projections can change based on any re-submission of these developments. ERA 100 is expected to continue to attract in-fill residential development.

2. **ERA 101: Burlington Central Elementary, Central, Lakeshore and Tom Thomson Public Schools**
   During the next 10 years ERA 101 will see a relatively minor decline in projections. Burlington Central Elem PS, Central PS, and Tom Thomson PS have a percent change of under +/- 5%. Central PS is projected to have a greater decline than other schools in this ERA. Although Tom Thomson PS will see a minor decline, with an increase in the English program enrolment which is offset by a loss in enrolment in the FI program.

   OTG utilization is projected to decrease from 90% to 86% in the next ten years. Currently, there are 144 available pupil places, by 2027 this is projected increase by 47 to 191 available pupil places.
Tom Thomson PS, a facility of 274 pupil places, is projected to remain over OTG capacity but under Total Capacity. It is also projected to have under 17 students in the Grade 2 English program enrolment for the next ten years. Portable classrooms will continue to be required to accommodate students at the school in the longer term.

Future development of Mobility Hubs and intensification may impact enrolments at these schools.

3. **ERA 102: John T. Tuck, Pauline Johnson, Ryerson and Tecumseh Public Schools**

ERA 102 is projected to have a decline in enrolments during the next 10 years. The issue in ERA 102 is that there is unequal school utilization and distribution of students. John T. Tuck PS is at 143% of OTG capacity with 10 portable classrooms on site and Pauline Johnson PS is at 120% of OTG capacity with 3 portable classrooms on site. Both schools are projected to remain over utilized and will require portable classrooms for the next ten years. On the other hand, Ryerson PS is at 41% of OTG capacity, and Tecumseh PS is at 58% of OTG capacity. Both these schools are projected to remain at or near current utilization for the next ten years.

OTG utilization is projected to decrease from 87% to 81% by 2027. Currently, there are 220 available pupil places, by 2027 there is a projected increase to 339 available pupil places, a gain of 119 available pupil places.

New residential development is limited in this area.

As a result of the Program and Accommodation Review, all Grade 8s at Tecumseh PS are directed to Burlington Central HS, effective June 2018.

Given the imbalance of enrolments within the schools, consideration should be given to undertaking a boundary review for all elementary schools in ERA 102.

4. **ERA 103: Frontenac, Mohawk Gardens and Pineland Public Schools**

Overall ERA 102 is projected to have a minor decline in enrolments. The decline appears to be a result of the implementation of the new FI program. Frontenac PS and Mohawk Gardens PS are both projected to increase in enrolment during the next 10 years, while Pineland PS is projected to have a -44% percent change in enrolment. By 2020, Pineland PS will be a grade 2-8 FI school. Enrolment projections indicate that enrolment at Pineland PS will decrease to under 400 students. However, at this time, historical data/trends for Grade 1 to Grade 2 FI are not available. As a result, Pineland PS enrolment projections will likely change in future updates to the LTAP.

OTG utilization is projected to decrease from 80% to 74% in the next ten years. Currently, there are 391 available pupil places, by 2027 this is projected to increase by 109 to 500 available pupil places.

Development is limited in this area.


ERA 105 is projected to have a minor increase in enrolment. The increase can be attributed to one new development that will impact Paul A. Fisher PS and Brant Hills PS. Despite this new development, both schools are projected to remain under OTG capacity. Bruce T. Lindley PS and C.H. Norton PS, are projected to decline in enrolment.

OTG utilization is projected to increase from 81% to 87% in the next ten years. Currently, there are 317 available pupil places and by 2027 this is a projected decrease to 208 available pupil places, a loss of 109 available pupil places.

The National Homes Brant Inc (ERA 105) development will impact on enrolment at Brant Hills PS and Paul A. Fisher PS.

As a result of the Program and Accommodation Review, all Grade 8s at C.H. Norton PS are directed to M.M. Robinson HS, effective September 2018.
6. **ERA 106: Clarksdale, Dr. Charles Best, Rolling Meadows, and Sir E. MacMillan Public Schools**

All schools, with the exception of Clarksdale PS in ERA 106 are projected to decline in enrolments. Overall the total decline is 2% during the next 10 years. Clarksdale PS and Rolling Meadows PS are impacted by Alton West (ERA 109) development for English and FI programs, and National Homes Brant Inc (ERA 105) for FI programs. There is minimal proposed residential development in Dr. Charles Best PS and Sir. E. MacMillan PS catchments.

OTG utilization is projected to decrease from 78% to 76% during the next ten years. Currently, there are 404 available pupil places and by 2027 this is projected to increase by 34 to 438 available pupil places.

As a result of the Program and Accommodation Review, all Grade 8s at Sir E. MacMillan PS are directed to M.M. Robinson HS, effective September 2018.

7. **ERA 107: Charles R. Beaudoin, Florence Meares Public Schools**

All schools in ERA 107 are projected to decline in enrolment. If current trends continue, Charles R. Beaudoin PS will experience a 34% loss. This loss can be attributed to the implementation of the new FI program’s as well as, overall smaller JK cohort and larger classes graduating.

OTG utilization is projected to decrease from 102% to 80% in the next ten years. Currently, there is a shortage of 23 pupil places, however by 2027 there is a projected decrease to 276 available pupil places.

As a result of the Program and Accommodation Review, all Grade 8s in the FI program at Charles R. Beaudoin PS are directed to M.M. Robinson HS for FI, effective September 2018.

8. **ERA 108: Alexander’s, John William Boich and Orchard Park Public Schools**

All schools in ERA 108 are projected to decline in enrolment. The decline in enrolment is as a result of lower JK cohorts and larger grade 8 classes graduating. John William Boich PS is projected to remain above OTG capacity until 2020. Orchard Park PS and Alexander’s PS are currently below OTG capacity.

OTG utilization in this ERA is projected to decrease from 101% to 76% during the next ten years. Currently, there is a shortage of 14 pupil places; by 2027 it is projected that there will be 449 available pupil places available in this ERA.

As a result of the Program and Accommodation Review, all Grade 8s in the FI programs in this ERA are directed to M.M. Robinson HS for FI, effective September 2018.

Consideration should be given to redirecting development in ERA 109 to an ERA 108 school.

9. **ERA 109: Alton Village Public School**

Alton Village PS has exceeded total capacity and will continue to exceed total capacity until 2023. The growth is a result of the implementation of the new FI program, resulting in fewer students attending the FI program at Orchard Park PS. Alton Village PS is expected to grow by 2% during the next 10 years. OTG utilization is projected to increase from 124% to 150% in the next ten years. Currently, there is a shortage of 202 pupil places, by 2027 the projected shortfall will increase to 415 pupil places. An additional 213 pupil places will be required.

Enrolment in this review area will continue to exceed OTG capacity for the next ten years. The potential for additional portable classrooms to accommodate students may need to be investigated, even though the school did have a 5 classroom addition. Moreover, consideration should be given to redirect areas where new residential development is proposed (Evergreen community, Thomas Alton Blvd, and Valera Rd development plans) to a school south of Dundas Street.
10. ERA 110: Kilbride Public School
Enrolment projections indicate a stable review area. Kilbride PS is projected to have no change in the utilization rate of 72% in the next 10 years. Currently, there are 103 available pupil places, which will generally remain the same during the next 10 years.

Secondary Review Areas
1. SRA 100 and SRA 101
The approved recommendations to close Robert Bateman HS (effective June 30, 2020) and Lester B. Pearson HS (effective June 30, 2018), along with the associated redirection of students; as well as other program and boundary redirection to other schools, will impact the utilization of space in Burlington secondary schools.

All secondary schools (with the exception of, Dr. Frank J. Hayden SS) are projected to increase in enrolment during the next ten years. Although, trends have not been established for:

- students choosing to attend Burlington Central HS from Tecumseh PS
- students choosing to attend the pre-IB programs at Burlington Central HS.
- students choosing to attend M.M. Robinson HS from Sir E. MacMillan PS and C.H. Norton PS
- FI students that reside in the Dr. Frank J Hayden SS catchment and elected to continue with FI programming at M.M. Robinson HS.

Dr. Frank J. Hayden SS is projected to remain over Total Capacity until 2022. The biggest impact to the decline in enrolment is from the phasing out of the FI program. Projections may change as a result of students electing to attend the English program at Frank J. Hayden SS, as a result, enrolment and Grade 8 to grade 9 FI uptake will be monitored.

Lester B Pearson HS closes June 2018 and Robert Bateman HS closes June 2020. Changes to the SRA’s Total School OTG are:

- Lester B Pearson HS, closing effective June 2018. (-642 pupil places)
- Projected completion of renovations at M.M. Robinson HS, September 2019. (+69 pupil places)
- The closing of Robert Bateman HS, June 2020. (-1470 pupil places)
- Projected completion of renovations at Nelson HS, September 2019. (+120 pupil places)

In SRA 100 OTG utilization is projected to increase from 61% to 94% during the next ten years. Currently, there are 2477 available pupil places, by 2027 there is a projected decrease to 262 available pupil places, a loss of 2216 available pupil places.

On the other hand, SRA 101 OTG utilization is projected to decrease from 133% to 104% in the next ten years. Currently, there is a shortage of 392 pupil places and by 2027 the shortage of pupil places is projected to decrease to 48. This will result in a change of 344 pupil places.

Overall in Burlington (SRA 100 and 101), OTG utilization is projected to increase from 72% to 96% during the next ten years. Currently, there are 2085 available pupil places, by 2027 there is a projected decrease to 214 pupil places, a loss of 1871 available pupil places.

OAKVILLE

Elementary Review Areas
1. ERA 111: Elementary school in Lakeshore Woods Community
All students within this area currently attend schools outside of the review area. As of October 31, 2017, there are 559 students in ERA 111 that are accommodated at Gladys Speers PS (ERA 112), Eastview PS (ERA 112), Pine Grove PS (ERA 112), Pineland PS (ERA 106) and Mohawk Gardens PS (ERA 106).

The 2012/2013 LTAP identified the opportunity to develop an elementary school within the Lakeshore Woods community in order to address this issue as well as potentially alleviating accommodation pressures at Pine Grove PS at that time. Development of this project would be subject to the outcome of the Program and Accommodation Review (PAR) and funding approvals from the Ministry of
Halton District School Board

Education. A Preliminary Director’s Report was presented to trustees in May 2013, recommending the initiation of a PAR for ERA 111 and ERA 112. However, this item was referred back to Program and Accommodation Review, subject to the Board making a request for a new elementary school through the Ministry of Education’s Capital Priorities program. An application was made as part of the Ministry’s requests for Capital Priorities in October 2013. The Ministry did not approve the request and confirmed that the Board needed to undertake a PAR prior to any future submission of capital requests to the Ministry. They also indicated that the completion of a PAR would not necessarily result in capital approvals for a new school.

As a result, it appears the Board would need to initiate and complete a PAR for ERA 111 and ERA 112 prior to the Board submitting a capital request to the Ministry of Education for a new school in the Lakeshore Woods Community.

However, the need to undertake a PAR will be subject to the release of new Ministry Pupil Accommodation Review Guidelines and the revision of the Board’s policies.

In ERA 111, there is an area that currently attends schools in Burlington (ERA 103 - Mohawk Gardens PS and Pineland PS; SRA 100 - Nelson HS and Robert Bateman HS). This area is commonly known as “Samuel Curtis Estates” and is located at the SE corner of Burloak Drive and Lakeshore Road and was the first residential development in this area with no residential development of the Petro Canada lands that are located to the north and to the east of Samuel Curtis Estates. Historically, this area has been directed to Burlington schools because of proximity to existing Burlington schools and relative isolation from the existing residential in the review area. With the recent development of the Petro Canada lands (now known as the “Lakeshore Woods” community), there has been interest in redirecting public school students from Burlington to Oakville schools. As of October 31, 2017, there are 9 students attending Mohawk Gardens PS, 17 students attending Pineland PS, 6 students attending Nelson HS and 5 students attending Robert Bateman HS. Consideration should be given to the potential redirection of that area to elementary and secondary schools in Oakville.

2. ERA 112: Brookdale, Eastview, Gladys Speers, Oakwood, Pine Grove, W.H. Morden Public Schools

This review area will see enrolment decreasing for the next ten years from 98% to 86% by 2027.

Oakwood PS enrolment is currently at 60% of its OTG capacity. An Ontario Early Years Centre/Family Centre is currently being developed within existing space at the school, which will decrease the OTG from 360 to 337 for 2018. As a result of projected growth from residential intensification in the Kerr Street Village growth area, the OTG utilization for Oakwood PS is projected to remain stable at 60% by 2027. In 2017/2018, Oakwood PS became a JK-6 school to alleviate accommodation pressures at W.H. Morden PS. In 2018/2019, Grade 6 will be removed and Oakwood PS will become a JK-5 school.

W.H. Morden PS is projected to be within OTG building and portable capacity during the next ten years and is projected to decrease from 141% OTG utilization to 116% OTG utilization by 2027. It should be noted that Pilgrim Wood PS (ERA 114) will retain its current Grade 6 SPED Gifted students. By the 2019/2020 school year, Pilgrim Wood PS will have a Grade 1-8 SPED Gifted placement which provides further accommodation relief to W.H. Morden PS.

Pine Grove PS is projected to decrease during the next ten years from 104% to 78% by 2027, as a result of the implementation of the new FI program. However, at this time, historical data/trends for Grade 1 to Grade 2 FI are not available. As a result, Pine Grove PS enrolment projections will likely change in future updates to the LTAP.

During the ten year period, OTG utilization at Brookdale PS will decrease from 86% to 77%. OTG utilization at Gladys Speers PS is projected to remain stable from 102% in 2017 to 100% by 2027. OTG utilization at Eastview PS is projected to remain stable from 84% in 2017 to 82% by 2027.
3. ERA 113: E.J. James, James W. Hill, Maple Grove and New Central Public Schools

The review area is generally a mature community with OTG utilization projected to continue to be above 100% by 2027. E.J. James PS, James W. Hill PS and New Central PS enrolments are projected to continue to exceed OTG capacity for the next ten years resulting in the placement of portable classrooms at all schools.

4. ERA 114: Captain R. Wilson, Emily Carr and Palermo Public Schools

The review area is currently exhibiting some accommodation pressures with an overall OTG utilization at 107% in 2017. All three schools currently have portable classrooms on site in order to accommodate students. By 2027, OTG utilization will decrease to 90%. Emily Carr PS has a current OTG utilization of 115% and will exceed OTG capacity until 2022 and will decrease to 93% by 2027. Palermo PS has a current OTG utilization of 97% and is projected to decrease to 67% by 2027. Captain R. Wilson PS is projected to increase in OTG utilization from 108% in 2017 to 116% by 2022 then decrease to 110% by 2027.

It should be noted with proposed intensification in the Palermo Village growth area (Dundas Street and Regional Road 25), there will be sufficient capacity to accommodate enrolment growth from this area (at this time the number of high density units is not known). It should also be noted that Palermo PS has been identified to accommodate students from North Oakville (ERA 118) if it is decided that Oodenawi PS will be closed to new registrations during the 2018/2019 school year, until the new NE Oakville #2 ps is opened in September 2019.

Also within ERA 114, the Merton lands are being planned for future residential development and a draft plan of subdivision for lands within the Merton lands has been submitted. The draft plan was subject to an OMB hearing. In November 2016, the Town of Oakville reached a settlement in the OMB Case with the developer, Bronte Green. In June 2017 the OMB issued its decision approving the development. The OMB approved the Bronte Green development to build a community with a mix of single family homes, townhouses and high density residential units. A public elementary school site has been identified in this new area.

5. ERA 115: Abbey Lane, Forest Trail, Heritage Glen, Pilgrim Wood and West Oak Public Schools

Projections suggest overall OTG utilization rate in this review area will decline from 100% in 2017 to 82% by 2027. The OTG utilization at Heritage Glen PS is projected to decrease from 92% in 2017 to 74% in 2023, then increase to 84% by 2027. The OTG utilization at West Oak PS is currently at 120% and is projected to decrease to 94% by 2027. The change in FI program delivery to Grade 2 entry will result in the OTG utilization at Forest Trail PS decreasing from 100% in 2017 to 72% by 2027. However, at this time, historical data/trends for Grade 1 to Grade 2 FI are not available. As a result, Forest Trail PS enrolment projections will likely change in future updates to the LTAP.

The OTG utilization at Pilgrim Wood PS is currently at 100% and is projected to decrease to 83% by 2027. As mentioned, the current 2017/2018 Grade 6 SPED Gifted placement class will remain at Pilgrim Wood PS for Grade 7 for the upcoming 2018/2019 school year only, in order to provide accommodation relief to W.H. Morden PS (ERA 112). The SPED Gifted placement program at Pilgrim Wood PS will become a Grade 1-8 program by 2019/2020. Abbey Lane PS enrolments are projected to decline from 82% OTG utilization to 74% by 2027; however, the school hosts special education programs/placements that result in a low ratio of students for certain classrooms in the building which may impact the classroom utilization at the school.

Moreover, a proposal has been submitted to redevelop the Glen Abbey Golf Course into residential development. The Town of Oakville refused the development application. The Local Planning Appeal Tribunal (LPAT) pre-hearing will take place April 2018 (as of April 3, 2018, LPAT will now come into effect and replaces the OMB) and a hearing under the Ontario Heritage Act will take place in July 2018. Proposed residential units from this application have not been included in these projections.
6. **ERA 116: Montclair, Munn’s, Post’s Corners, River Oaks, and Sunningdale Public Schools**

The Board received funding approval from the Ministry of Education with respect to the new Oakville NE #2 ps (ERA 118) which is expected to open for the 2019/2020 school year. Currently, River Oaks PS and Munn’s PS are accommodating students from ERA 118.

The removal of Grade 1 FI from Munn’s PS reduces accommodation pressures at that school and is projected to be within OTG and portable capacity during the next ten years.

River Oaks PS is projected to exceed OTG and portable capacity by 2020 if no other school is opened in ERA 118. It is anticipated that the scheduled opening of the NE Oakville #2 ps for September 2019, should provide accommodation relief to River Oaks PS.

Post’s Corners PS is projected to increase in OTG utilization from 104% to 120% during the next ten years. Sunningdale PS is projected to decrease from 87% OTG utilization to 70% OTG utilization by 2027 due to the removal of Grade 1 FI. However, at this time, historical data/trends for Grade 1 to Grade 2 FI are not available. As a result, Sunningdale PS enrolment projections will likely change in future updates to the LTAP.

Montclair PS is projected to remain stable from 85% OTG utilization in 2017 to 87% by 2027.

7. **ERA 117: Falgarwood, Joshua Creek, and Sheridan Public Schools**

The area contains mature neighbourhoods south of Upper Middle Road and growth neighbourhoods north of Upper Middle Road (Joshua Creek community). The OTG utilization is projected to remain stable during the next ten years at around 100% OTG utilization. Joshua Creek PS will continue to require portable classrooms during the next ten years due to enrolment exceeding OTG capacity. Falgarwood PS is projected to decrease in OTG utilization from 83% in 2017 to 75% by 2027. Sheridan PS enrolment is projected to increase from 100% in 2017 to 114% by 2027.

8. **ERA 118: Oodenawi Public School**

Overall, Board staff has identified the need for six elementary schools in the new North Oakville Secondary Plan area. As a result of Ministry of Education funding, the Board has opened the first of six with Oodenawi PS, which opened for the 2015/2016 school year. The school is at or slightly above building and portable capacity. The Board staff is reviewing the opportunity to accommodate six additional portable classrooms on site for September 2018. However, there is concern that this may not be sufficient to accommodate the projected growth. As a result, Palermo PS has been identified to accommodate students from North Oakville (ERA 118) if it is decided that Oodenawi PS will be closed to new registrations during the 2018/2019 school year, until the new NE Oakville #2 ps is opened in September 2019.

The Board received funding approval from the Ministry of Education with respect to the new Oakville NE #2 ps (ERA 118) which is expected to open for the 2019/2020 school year. Currently, River Oaks PS and Munn’s PS are accommodating students from ERA 118. A school boundary review would need to be initiated in the fall of 2018, in order to provide accommodation relief to Oodenawi PS as well as River Oaks PS.

The Halton District School Board has identified five additional elementary school sites, including the funded Oakville NE #2 ps in this review area. It is projected that Oakville NE #3 ps will be required for the 2021/2022 school year to provide accommodation relief to Oodenawi PS, Oakville NE #2 ps, River Oaks PS (ERA 116) and Munn’s PS (ERA 116). The Board will be required to submit a capital request to the Ministry of Education for a new school in ERA 118.
Secondary Review Areas

1. SRA 102, SRA 103, SRA 108

SRA 102 enrolments are projected to remain relatively stable with OTG utilization ranging from 109% to 117% during the next ten years. The major pressure will be the accommodation of the secondary school students generated from development in North Oakville. Currently, North Oakville students are directed to White Oaks SS which, based on projections, could exceed OTG building and portable capacity by 2027.

In SRA 102, there is an area that currently attends schools in Burlington (ERA 103 - Mohawk Gardens PS and Pineland PS; SRA 100 - Nelson HS and Robert Bateman HS). This area is commonly known as “Samuel Curtis Estates” and is located at the SE corner of Burloak Drive and Lakeshore Road and was the first residential development in this area with no residential development of the Petro Canada lands that are located to the north and to the east of Samuel Curtis Estates. Historically, this area has been directed to Burlington schools because of proximity to existing Burlington schools and relative isolation from the existing residential in the review area. With the recent development of the Petro Canada lands (now known as the “Lakeshore Woods” community), there has been interest in redirecting public school students from Burlington to Oakville schools. As of October 31, 2017, there are 9 students attending Mohawk Gardens PS, 17 students attending Pineland PS, 6 students attending Nelson HS and 5 students attending Robert Bateman HS. Consideration should be given to the potential redirection of that area to elementary and secondary schools in Oakville.

Iroquois Ridge HS and Abbey Park HS enrolments currently exceed OTG building and portable capacity, although the decisions made by the School Principal could potentially increase classroom availability, which could defer accommodation issues.

Oakville Trafalgar HS is projected to exceed OTG building and portable capacity by 2021, although the decisions made by the School Principal could potentially increase classroom availability, which could defer accommodation issues.

Thomas A. Blakelock HS is projected to have OTG utilization between 67% and 77% during the next ten years.

The opening of Garth Webb SS in SRA 103 in September 2012 provided accommodation relief to Abbey Park HS and White Oaks SS (located in SRA 102). Projections indicate that the school’s enrolment could exceed OTG building and portable capacity from 2018 to 2022. There are, however, decisions that could be made by the School Principal, when the need arises, that could potentially increase classroom availability and defer any accommodation issues.

Within SRA 108 there are two designated secondary school sites. As a result, Oakville NE #1 hs is required to meet the ongoing accommodation pressures at White Oaks SS, Iroquois Ridge HS and to accommodate projected growth from North Oakville. The 2017/2018 LTAP identifies the need for Oakville NE #1 hs by the 2021/2022 school year. The timing of the new secondary school is subject to Ministry funding, accessing/acquiring the respective school site in a timely manner, and obtaining the associated municipal approvals/issuance of building permits.

MILTON

Elementary Review Areas

1. ERA 119: Martin Street, WI Dick, Robert Baldwin, J.M. Denyes, EW Foster, and Sam Sherratt

Public Schools

All school in ERA 119, with the exception of E.W. Foster PS, are projected to increase in enrolment. Enrolment will be impacted for all schools as a result of intensification and or development. OTG utilization is projected to increase from 88% to 100% in the next ten years. Currently, there are 309 available pupil places and by 2027 the projected shortfall is around 13 pupil places.
ERA 119 schools will be impacted by the development of the Milton Heights area and/or future intensification.

Robert Baldwin PS, Sam Sherratt PS, and W.I.Dick PS are projected to be above OTG capacity. Student accommodations can be met through the use of portable classrooms. J.M. Denyes PS is projected to remain under OTG capacity at approximately 78% utilization.

2. **ERA 120: Bruce Trail, Chris Hadfield, Hawthorne Village, Irma Coulson, Tiger Jeet Singh Public Schools**

ERA 120 will be impacted by the development of the South East Urban Expansion Area. The projection for the South East Urban Expansion Area is included in Hawthorne Village and Irma Coulson Public Schools' catchment area. Relief will be provided by the addition of new school sites within this area; these school sites will be determined during the undertaking of a secondary plan process by the Town of Milton.

All schools in ERA 120, with the exception of Hawthorne Village PS and Irma Coulson PS, are projected to decline in enrolment. Hawthorne Village PS and Irma Coulson PS will decline in enrolment without the expansion of municipal secondary plans located in their catchments.

OTG utilization is projected to increase from 136% to 175% during the next ten years. Currently, there is a shortage of 1404 pupil places (or a shortage of 944 pupil places at 122% utilization), by 2027 the projected shortfall will increase to 2887 pupil places. (or a shortfall of 2427 pupil places including portapaks at 156% utilization). An additional 1483 pupil places will be required.

Multiple additions have taken place during the last few years to increase capacity in this review area. The addition of 9 JK/SK classrooms at Bruce Trail PS has increased the school’s OTG from 598 to 850 pupil places. The 5 JK/SK classroom addition at Hawthorne Village PS has increased the OTG capacity from 575 to 723, while the OTG capacity at Tiger Jeet Singh PS increased from 782 to 896 as a result of a 3-classroom JK/SK addition.

Therefore, any accommodation issues in these schools will continue to be addressed by portable classrooms on the respective school sites. Alternatively, some of these schools (i.e. Tiger Jeet Singh PS) could be included as part of the boundary reviews for future elementary schools planned for the Boyne Community. At some point in time consideration should be given to assigning a school to the To Be Determined Area as determined by the Viola Desmond PS boundary review.

3. **ERA 121: Anne J. MacArthur, Escarpment View and PL Robertson Public Schools**

Overall, it is projected that ERA 121 will decline in enrolment during the next 10 years as the communities mature. More specifically, Escarpment View PS and P.L. Robertson PS are projected to decline in enrolment. A minor increase in enrolment to Anne J. MacArthur PS can be attributed to accommodating FI students from new development in ERA 127.

OTG utilization is projected to decrease from 122% to 113% in the next ten years. Currently, there is a shortage of 541 pupil places and by 2027 the projected shortfall will decrease by 220 to 321 pupil places.

The opening of Viola Desmond PS (ERA 127) will provide accommodation relief to Anne J. MacArthur PS in 2018/2019.

ERA 121 schools will be impacted by new development in ERA 127. Overall, enrolment in this review area will continue to exceed OTG capacity for the next ten years. Therefore, any accommodation issues in these schools will continue to be addressed with the placement of portable classrooms on school sites.
4. ERA 123: Brookville Public School
Enrolment projections indicate a declining review area. Brookville PS is projected to decrease in utilization from 96% to 84% by 2027. Currently, there are 15 available pupil places, by 2027 there is a projected increase to 66 available pupil places, an increase of 51 available pupil places. Projections are based on JK enrolments for rural schools. The facilities’ OTG is 420 pupil places.

5. ERA 127: Boyne and Viola Desmond Public Schools
Overall ERA 127 is projected to increase in enrolment during the next 10 years, as the Boyne Community is built out. For 2018/2019, Boyne PS is projected to decline in enrolment as a result of the opening of Viola Desmond PS. From 2018 to 2027 both schools are projected to increase in enrolment with Viola Desmond PS reaching building and portable capacity in 2020.

OTG utilization is projected to increase from 144% to 206% in the next ten years. There is a current shortage of 340 pupil places, by 2027 the projected shortfall will increase to 2467 pupil places. An additional 2127 pupil places will be required.

The Halton District School Board has identified 5 additional elementary school sites, including the funded Milton #11 SW ps, and one secondary school site within the secondary plan. One elementary school site has been identified for the Milton Education Village (located west of Tremaine Road).

The Ministry of Education announced funding for Milton SW #11 ps, which is scheduled to open for 2020/2021. It is expected that a boundary review will be initiated in the Fall of 2019 to determine the boundary of this school. The school is anticipated to have a 770 OTG pupil place capacity. The new school would provide accommodation relief to both Boyne PS and Viola Desmond PS.

Secondary Review Areas
1. SRA 104 and SRA 105
SRA 104 OTG utilization is projected to increase from 109% to 124% by 2019 then decrease in utilization with the opening of Milton SW #1. By 2027 utilization is projected to be at 109%. Currently, there is a shortage of 91 pupil places, by 2027 the projected shortfall will increase to 209 pupil places. An additional 118 pupil places will be required. The majority of the growth will be directed to Milton SW #1 hs. Both facilities have OTGs of more than 1000 pupil places.

SRA 105 OTG utilization is projected to increase from 116% to 156% by 2027. Currently, there is a shortage of 196 pupil places, by 2027 the projected shortfall will increase to 819 pupil places. An additional 623 pupil places will be required. Growth is attributed to the development of south-east urban expansion area. As a result of the 10 room addition, Craig Kielburger SS OTG has increased from 1179 to 1392 pupil places.

In SRA 104 and 105 OTG utilization is projected to increase from 113% to 128% in the next ten years. There is a shortage of 287 pupil places and by 2027 the projected shortfall will increase to 1029 pupil places. An additional 742 pupil places will be required.

Due to new development, secondary schools in Milton will continue to face accommodation pressures. A 10 classroom addition is scheduled to open in 2018/2019 to accommodate the high number of students at Craig Kielburger SS. New facilities will be negotiated in the urban expansion area to accommodate new students.

In addition, the Ministry of Education announced funding for the 1200-pupil place Milton SW #1 hs, which will be the third secondary school in Milton and a scheduled opening for September 2020; therefore, any accommodation issues in the existing schools will continue to be addressed by the placement and use of portable classrooms on the respective school sites.
HALTON HILLS
Elementary Review Areas
1. ERA 124: Ethel Gardiner, Joseph Gibbons, Park, Silver Creek, Stewarttown Public Schools

Long range enrolment projections show a stable review area with a mix of mature, declining communities (downtown Georgetown, north of Maple Drive/17 Side Road) and growth neighbourhoods (Georgetown South). Overall OTG utilization is projected to increase from 90% to 134% by 2027. Town Council approved the expansion of the urban boundary west of Eighth Line to Trafalgar Road, north of 10 Side Road (Vision Georgetown) and a study was initiated in 2013 with the preparation of a secondary plan for the area.

The draft Preferred Land Use Concept proposes a total of 6,408 residential units with a population growth of approximately 17,800 people by 2031. The concept plan shows four elementary school sites, 1 secondary school site, and 1 elementary/secondary school site. The Board staff has identified the need for 3 elementary schools and 1 secondary school. It is expected that Council decision on approval of the secondary plan will be made by Summer 2018.

Ethel Gardiner PS will continue to require portable classrooms during the next ten years as enrolments are projected to exceed OTG utilization plus portable capacity by 2025. Silver Creek PS enrolment is projected to decrease to 63% by 2023 then increase to 101% by 2027. Enrolment at Joseph Gibbons PS is projected to increase from 69% in 2017 to 124% by 2027. Park PS is projected to increase from 74% OTG utilization to 114% by 2027. Stewarttown PS is projected to increase from 105% OTG utilization to 143% by 2027 (projected residential units to be built in Vision Georgetown in ERA124 is currently accommodated at this school under current boundaries).

Georgetown South #3 ps has been identified east Mountainview Road South and north of 10 Side Road. The timing of the new school will likely be associated with the accommodation pressures, resulting from the development of the Vision Georgetown area.

2. ERA 125: Centennial, George Kennedy, and Harrison Public Schools

Enrolment projections indicate a stable review area with mature communities that have some infill development in the Norval hamlet and neighbourhoods around Mountainview Road North and north of the CN Railway. It is projected that there will be approximately 75 empty pupil places within this review area by 2027. Enrolment at Harrison PS is projected to increase from 74% OTG utilization in 2017, to 88% by 2027. Enrolment at Centennial PS is projected to increase from 85% OTG utilization in 2017 to 101% by 2027. Enrolment at George Kennedy PS is projected to increase from 73% OTG utilization in 2017 to 92% by 2027.

3. ERA 126: Glen Williams, Limehouse, McKenzie-Smith Bennett, Pineview, Robert Little Public Schools

This review area contains the Acton urban area, several hamlets, and rural residential areas. It currently exhibits an OTG utilization of 82% and is projected to decrease to 79% by 2021 then increase to 87% by 2027, with 244 available pupil places. Glen Williams PS is projected to remain stable over the next ten years at around 80%. Pineview PS is projected to increase from 70% OTG utilization to 130% by 2027 (projected residential units to be built in Vision Georgetown in ERA 124 is currently accommodated at this school under current boundaries). Robert Little PS is projected to decrease from 80% OTG utilization to 75% by 2027. Limehouse PS is projected to decrease from 74% OTG utilization to 59% by 2027.
Secondary Review Area
1. SRA 107
OTG utilization for Acton District HS is projected to decline from 64% in 2017 to 58% by 2027, with 273 empty pupil places.

Georgetown District HS is near OTG building capacity, with a 91% OTG utilization rate, and is projected to increase to 107% by 2027.

The need for a secondary site within the Vision Georgetown area has been identified; however, the timing of the school will be contingent upon when new residential development begins and the ability for Georgetown District HS to accommodate those students moving forward. The secondary plan for Vision Georgetown is expected to be approved by Town Council in Summer 2018.

Conclusions
Through the 2017 round of Capital Priorities funding submissions, the Board has received funding approval for two new school projects: Milton SW #11 ps and Oakville NE#2 ps, as well as funding for renovations/additions to MM Robinson HS and Nelson HS. Along with the capital projects verification, the 2017/2018 LTAP also identifies issues related to enrolment that are occurring in various review areas throughout the Board. Tables in the LTAP identify future capital project initiatives. As well the LTAP identifies potential consideration for the undertaking of boundary reviews. The LTAP continues to be a fluid document, which is reviewed annually in order to monitor enrolments, addresses provincial policy initiatives, and implement new capital projects accordingly.

Once approved by the Board, the 2017/2018 LTAP will be forwarded to the Ministry of Education. As well, the Ministry of Education adopted the Community Planning and Partnerships Guideline in order to encourage school boards to reach out to community organizations to share planning information (i.e. LTAP). This information will allow school boards and other entities to work together to the benefit of boards, students and the community, and to optimize the use of public assets owned by school boards. As a result the Ministry wants school boards to focus on opportunities to share facilities with community partners when building new schools and undertaking significant renovations, when considering the use of unoccupied space in schools and when considering properties associated with schools that may close and sites that may be considered for future disposition.

The Board will share the Long Term Accommodation Plan (LTAP) with community partners (as identified in the policies) so that external entities may have sufficient time to respond to presented opportunities. The Board encourages community partners to provide notification to the board when community partners have proposals or plans to build their own new facilities. Eligible partners can express interest in co-building partnerships to the Board, by way of a letter to the Director of Education. Co-build opportunities with eligible partners will be evaluated on a case-by-case basis.

Respectfully submitted,

L. Veerman, Superintendent of Business Services
S. Miller, Director of Education
Summary:
The NSBA Annual Conference & Exposition is the one national event that brings together education leaders at a time when domestic policies and global trends are combining to shape the future of the students. Join us in San Antonio for a robust offering of over 250 educational programs, including three inspirational general sessions that will give you new ideas and tools to help drive your district forward. 
https://www.nsba.org/conference/education/schedule-at-glance
https://www.nsba.org/conference

Follow-up:
The first workshop session I attended was called Team of 8: Empowering a Community through Partnerships and Planning. This session was a good example of community involvement. The traditional approach to improving a district where reliance was heavily on the district itself is no longer working. However, good leaders understand that committed stakeholders within a community must unite to truly improve a school district. Understanding the Board and Director's roles in spurring community engagement and empowerment, leading the charge regarding future and strategic planning and how to leverage public and private partnerships to advance the district's mission and goals is critical to a district's success

Session 2: Trauma-Informed Systems in Schools: How to Support Students through Mental Health Studies have shown that prolonged exposure to a traumatic environment can impact brain development and impair learning ability. Marginalized students, in particular, are at increased risk of trauma-related symptoms, due to many factors, including systemic racism and bias, exposure to violence, and historical trauma.

For example, the current political climate has led to a rise in white supremacy hate crimes that are spilling into school environments and having a traumatic impact on marginalized students. This session explored the impact of traumatic events on students' ability to learn and explore options for districtwide policies and programs that will provide the conditions that these students need to succeed.
**Session 3: Navigating the Current Political Waters in Addressing Transgender Issues: a Legal and District Perspective**

Attendees explored the journey of one school as it dealt with the challenges, both legal and practical, in addressing the needs of a transgender student. Grants/Cibola County (NM) Schools (enr.3,700) negotiated a series of political, legal, media and cultural obstacles to establish and implement a policy and series of protocols that were fair to all students when it came to gender identity. They talked about the resistance they had to work through and by working through the challenges, they were able to make their school stronger.

**Session 4: The Country's Urgent Need for Better K-12 College and Career Counseling**

Local, state and national jobs data must inform families, students, and school districts before college and career decisions are made. Maine Township High School District 207’s (enr. 6400) innovative College and Career Counseling model that helped students pick the right career and finish their post high school education in less time and at a lower cost in a career that helps increase the chances of success in life.

**Session 5: Hillsborough County Public Schools Honoured for Enhancing Educational Equity, Alexandria, Va.**

The National School Boards Association’s National Black Council of School Board Members (NBC) presented its Recognizing Innovative Strategies in Equity (RISE) Award to Hillsborough County Public Schools, Tampa, Florida. In its inaugural year, the RISE Award honoured a school board for its excellence in policies, practices, and strategies that promote and enhance equitable outcomes and career readiness for African American students. The RISE award is sponsored by McGraw-Hill Education, a learning science company that delivers personalized learning experiences that help students, parents, educators and professionals improve results.

**Session 6: As school building designers, DLR Group is invested in looking at the future of learning and what that’s going to bring, buildings last a long time; they have to be able to support the learning coming down the road. But knowing the various constraints that districts often face, financial and otherwise, the challenge offers an opportunity to “model innovative learning, collaboration, and teamwork without those limitations. To ramp up the challenge, the teams were told to conduct their research and presentations against a backdrop of being assigned to a task force to address safety and security in the year 2030. Students don’t have to limit their research to traditional resources. DLR Group professionals also served as mentors and team guides throughout the process. The three districts who participated in this year’s challenge represented: San Antonio Independent School District; College Station Independent School District; and Lockhart Independent School District, all of Texas.**

**Session 7: Teaching the Next Generation of Innovators**

In this session we explored STEM, innovation technology, creativity and 21st century skills. One district started building all of these skills in classrooms across the district. Through a mix of STEM, Center Grove Community Schools has found a variety of ways to foster creativity and innovation in today’s classrooms. STEM is more than just a grouping of subject areas. It is a movement to develop the deep mathematical and scientific underpinnings students need to be competitive in the 21st-century workforce. But this movement goes far beyond preparing students for specific jobs. STEM develops a set of thinking, reasoning, teamwork, investigative, and creative skills that students can use in all areas of their lives. STEM isn’t a standalone class—it’s a way to intentionally incorporate different subjects across an existing curriculum.

**Session 8: Full STEAM ahead: how a school district effectively partnered with stakeholders to a highly successful STEM Program**

Attendees learned how unique virtual solutions were helpful in allowing Districts to deliver successful STEM curriculum to students. Thru Project Lead the Way, this approach has been helping schools deliver, track and ensure students are learning the content required for their future careers in Math and Science. These experiential programs for groups allow students the opportunity for hands-on knowledge of innovation and problem solving in health care discovery.
Keynote Speakers

**Terry Bradshaw**, Co-host and Analyst, Fox; NFL Legend
As the opening keynote speaker, Terry used his unique form of humor to charm the conference about life as a professional football player and the importance of public education. Noting that teachers in multiple states have gone on strike over pay, Bradshaw blamed state Legislatures for failing to support public education adequately. Our educational system depends heavily upon local leadership. While praising board members for their role, he said he wanted to challenge them to do more, because the stakes are so high. He asked that board members always put integrity at the top of the agenda. Over the years, he has read far too many stories about people who are in public office for the wrong reasons. He hopes you will be a voice and leader to ensure we have the strongest codes of ethics at every level of government.

**Ann Compton**, Legendary ABC News White House Correspondent
Having worked with seven White House administrations, Ann talked about the importance of public service and the need to look for best interest of students, innovate and go for things that truly work, whether new or old. She believed that we’ve lost our commitment to public education that made us so strong in the first place. Regarding equity, she complimented the NSBA board for taking action to focus the organization on that issue. This is a challenge we’ve been dealing with for decades, but there is more to be done to ensure that people of all races, backgrounds, and abilities thrive in public education. When students achieve, remember those moments belong to you.

**Julián Castro**, Former US Secretary of Housing and Urban Development and Mayor of San Antonio
Texas politician and San Antonio native Julián Castro wrapped up the NSBA 2018 annual conference. He called upon school board members to redouble their advocacy efforts and capitalize on the opportunities that every community. If he could wave a magic wand, each of you would spearhead an effort to get your superintendent in a room with the mayor, housing director, transit director, and community college president to figure out what you can do together to make a difference in your community. As basic as that kind of meeting sounds, it seldom occurs. He challenged board members to pursue excellence, equity and integrity. Regarding excellence, he urged attendees to apply the lessons they learned at the conference back home. He said board members can draw plenty of inspiration from Texas high school student Michael Brown, who was admitted to all 20 colleges he applied to. Michael represents the potential of so many students of modest backgrounds. Finally, Julian reminded board members to dream big for their communities.