

REGULAR BOARD MEETING AGENDA  
 PUBLIC SESSION

TUESDAY, JANUARY 31, 2017  
 7:00 p.m.

Board Room  
 Sarnia Education Centre  
 200 Wellington Street, Sarnia

**A**

Page Reference

1. Call to Order
2. Approval of Agenda
3. Declaration of Conflict of Interest
4. Approval of the Minutes from January 17, 2107 Regular Board Meeting 3
5. Business Arising from the Minutes
6. Motions Emanating from the Regular Board Private Session
7. Motion that the Actions of the Regular Board Private Session be the Action of the Board.
8. Presentations:
9. Delegations
10. Questions from the Public
11. Reports for Board Action:
  - a) Report of the Ad Hoc Naming Committee for the Consolidated South Plympton and Wyoming Public Schools 6  
Recommendation  
 “That the Board name the consolidated South Plympton and Wyoming Public School the *Plympton-Wyoming Public School*.”  
 Chair Bryce  
 Report B-17-12
  - b) Proposed LKDSB Procedural By-Law Change – Section 1.01, 1.02 8.1 8  
Recommendation  
 “That the Board approve the revisions to Sections 1.01, 1.02, 8.1 of the LKDSB Procedural By-laws.”  
 Director Costello  
 Report B-17-13
  - c) Proposed Relocation of the April 25, 2017 Regular Board Meeting 9  
Recommendation  
 “That the Board hold the April 25, 2017 Regular Board Meeting at the Chatham Board Office.”  
 Director Costello  
 Report B-17-14
12. Reports for Board Information:
  - a) Indigenous Liaison Committee Report 10  
 Trustee Rising  
 Report B-17-15
  - b) Special Education Advisory Committee Report 11  
 Vice-Chair Hudie  
 Report B-17-16

- |   |  |    |
|---|--|----|
| c) Ontario Public School Boards' Association Report   | Trustee McGregor<br>Oral Report              |    |
| d) LKDSB Multi-Year Strategic Plan  | Director Costello<br>Report B-17-17          | 12 |
| e) Accommodation Review Committee Updates<br>Transition Committee Updates   | Superintendents Girardi/McKay<br>Oral Report |    |
| f) Financial Statements – Expenditures to November 30, 2016   | Superintendent McKay<br>Report B-17-18       | 18 |
| 13. Correspondence  |  |    |
| a) Letter to Board Chairs from Minister of Education regarding Indigenous Names, Logos<br>and/or Mascots, dated January 18, 2017  |  | 21 |
| 14. New Business  |  |    |
| 15. Trustee Question Period   |  |    |
| 16. Notices of Motion   |  |    |
| 17. Future Agenda Items   |  |    |
| 18. Announcements   |  |    |
| a) A Special Board Meeting will be held on February 7, 2017 at the Sarnia Education Centre<br><u>at 6:00 p.m.</u> The Final Staff Report for the Forest Area Schools Pupil Accommodation Review<br>will be presented to Trustees. |  |    |
| b) The next Regular Board Meeting will be held on February 14, 2017 at the Chatham<br>Education Centre, 7:00 p.m.   |  |    |
| 19. Adjournment   |  |    |

PRESENT:

Trustees: Chair Jane Bryce, Randy Campbell, Ruth Ann Dodman, Jack Fletcher, Tom McGregor, Scott McKinlay, Bob Murphy, Lareina Rising, Shannon Sasseville

Student Trustee Ayla Jacobs and Keaton Jennings

Staff: Director of Education Jim Costello, Superintendent of Business Brian McKay, Superintendents of Education, Angie Barrese, Gary Girardi, Helen Lane, Taf Lounsbury, Mark Sherman and Phil Warner

Regrets: Vice-Chair Elizabeth Hudie, Trustee Dave Douglas

Recording Secretary: Trish Johnston, Executive Assistant and Communications Officer

Call to Order: Chair Bryce called the meeting to order at 7:00 p.m. Trustee Campbell served as Acting Vice-Chair for the Meeting. She welcomed Superintendents Barrese and Lane.

#2017-18  
Approval of the Agenda  
Jan/17/2017  
Moved by Tom McGregor, seconded by Ruth Ann Dodman,  
"That the Agenda for the Regular Board Meeting Public Session of  
January 17, 2017 be approved."

CARRIED.

Declaration of Conflict of  
Interest: No declarations of conflict of interest were issued.

#2017-19  
Approval of Minutes  
Nov/22/2016  
Moved by Jack Fletcher, seconded by her Ruth Ann Dodman,  
"That the Board approve the Minutes of the Regular Board Meeting of  
November 22, 2016."

CARRIED.

#2017-20  
Approval of Organization  
Minutes Dec/6/2016  
Moved by Jack Fletcher, seconded by Tom McGregor,  
"That the Board approve the Minutes of the Organization Meeting held on  
December 6, 2016."

CARRIED.

Motions Emanating from  
Regular Board Private  
Session  
Moved by Randy Campbell, seconded by Jack Fletcher,  
"That the Board approve the Terms and Conditions Agreement between  
the Lambton Kent District School Board and the Lambton Kent Ontario  
Principals' Council dated September 1, 2014 to August 31, 2018."

CARRIED

#2017-21  
Action of the Regular  
Board Private Session be  
the Action of the Board  
Moved by Randy Campbell, seconded by Ruth Ann Dodman,  
"That the Action of the Board in Private Session be the Action of the  
Board."

CARRIED.

Policy and Regulations on  
*School Attendance Areas*  
Report B-17-6  
Director Costello explained that the policy and regulations on *School Attendance Areas* have been reviewed as part of the LKDSB cyclical review. It is proposed that the second statement in the policy be deleted as it is covered in the corresponding regulations. Director Costello explained that minor wording changes are proposed for the regulations. He outlined the renumbered statements in the regulations to reflect the flow of the process and explained the intent of the regulations. He commented on the granting of transportation courtesy seats for out of boundary students and the requirement to reapply for a bus courtesy seat annually. He noted that the Ministry of Education considers secondary open access and that there are more out of

area students at the secondary level.

#2017-22  
Policy and Regulations on  
School Attendance Areas

Moved by Jack Fletcher, seconded by Bob Murphy,

“That the Board approve the revised policy and regulations on *School Attendance Areas*.”

It was agreed that regulation #4 would be revised to reflect that programs as well as schools could be closed to transfer.

CARRIED.

Special Education  
Advisory Committee  
Report (SEAC)  
Report B-16-7

Trustee Fletcher commented on the report of the Special Education Advisory Committee (SEAC) Meeting held on December 1, 2016 at Wallaceburg District Secondary School. Angie Barrese was introduced as the incoming Superintendent of Education – Special Education effective January 1, 2017. Christine Davenport, Manager of Psychological Services for the Lambton Kent District School Board, made a presentation on Supporting Students with Learning Disabilities in Mathematics. Exceptional pupil data detailing the number of exceptional pupils at each school was provided to the members of SEAC. The Association Representatives on SEAC provided updates.

In response to Trustee Rising’s question, Director Costello explained that exceptionalities must be formally identified under the approved Ministry of Education categories. Students with exceptionalities are formally identified through the Identification, Placement and Review Committee process (IPRC). Students must be formally identified by the LKDSB Supervisor of Psychological Services or a member of the medical field, licensed according to the Education Act. Approximately 14.5% of LKDSB students are identified. All students who are formally identified must have an Individual Education Plan (IEP) in place. Students not formally identified may also have an IEP and receive support. Director Costello and Superintendent Barrese confirmed that the LKDSB does provide programs for Gifted and Enrichment students. Gifted students are formally identified. Director Costello advised that the Special Education budget is about \$24M with about 10% assigned to Enrichment students that covers 3 enrichment teachers, classroom and central activities for students.

Student Senate Report

Student Trustee Jennings reported on the Student Senate Meeting held on December 5, 2016. Student Senators agreed that the focus of their project this year would be on Student Stress/Anxiety and not just at school. Ellie Fraser, LKDSB Mental Health Lead attended the meeting and helped with brain storming. They decided to hold 2 conferences with 40 students attending each conference. Student Trustee Jacobs commented on the discussions about stress busters and stated that they plan to host the conferences during Mental Health Week in May.

Student Trustee Jacobs explained that each School Senator was going to work with their Principal to determine what students would benefit from attending the conference from each school.

Parental Involvement  
Committee Report

Director Costello reported on the PIC Meeting held on December 5, 2016. Trustees Sasseville and Dodman serve on PIC. Public Relations Officer Heather Hughes attended the Meeting to discuss with PIC members options related to establishing a PIC Facebook account to connect with parents. PIC members heard a presentation by Lambton County’s Circle Program representative. They use a community based approach to support and befriend those who want to leave poverty behind. Director Costello advised that he shared and obtained input on the draft LKDSB Multi Year Strategic Plan. He also briefed them on the pupil accommodation reviews for the 2016/2017 school year. PIC members are planning a district event in April.

Notice of Motion

Director Costello served Notice of Motion to amend the following clauses of the LKDSB Procedural By-laws:

- 1.01 The Board’s First Nation Partners, through the Native Advisory Committee **change to Indigenous Liaison Committee**, shall appoint the First Nation Trustee to serve on the Lambton Kent District School Board for a four year term consistent with the term of the elected Trustees.
- 1.02 The Board’s First Nation Partners, through the Native Advisory Committee **change to Indigenous Liaison Committee**, shall appoint a First Nation Trustee Alternate who may sit at the Board Table in the absence of the First Nation Trustee during public meeting with voting rights. The Alternate’s term will be consistent with the term of the First Nation Trustee.

SECTION 8

LEGISLATIVE/STATUTORY, PERMANENT AND AD HOC COMMITTEES

- 8.1 Permanent Committees of the Board do not meet at regular times and are not necessarily composed of the entire membership of the Board. There shall be the following Permanent Committees of the Board:
  - a) Striking Committee
  - b) Grievance Committee (acts on behalf of the Board)
  - c) First Nations Advisory Committee – **change to Indigenous Liaison Committee**
  - d) Student Suspension Appeal/Expulsion Committee (acts on behalf of the Board)
  - e) Negotiations Committee
  - f) Surplus Sites Committee (acts on behalf of the Board in accordance with parameters established by the Board)
  - g) Secondary Student Art
  - h) Student Senate
  - i) Elementary Teacher/Board Communications Committee
  - j) Board Agenda Review Committee
  - k) Audit Committee
  - l) Parent Involvement Committee (PIC)

Future Agenda Item:  
#2017-23  
Presentation on  
International Education at  
a Future Board Meeting

Moved by Scott McKinlay, seconded by Tom McGregor,

“That Administration provide a presentation on the LKDSB International Education Program at a future Board Meeting.”

CARRIED.

Announcements

- a) The next Regular Board Meeting will be held on Tuesday, January 31, 2017, 7:00 p.m. at the Samia Education Centre.
- b) The OPSBA Public Education Symposium is being held January 19 to 21, 2017.

Adjournment  
7:40 p.m.

There being no further business, Chair Bryce declared the meeting adjourned at 7:40 p.m.

\_\_\_\_\_  
Chair of the Board

\_\_\_\_\_  
Director of Education and Secretary of the Board

**Report to the Board**

**From:** Jane Bryce, Trustee, Chair of the Ad-Hoc Committee to Name the Consolidated South Plympton and Wyoming Public Schools

**Date:** January 31, 2017

**Subject:** Report of the Ad-Hoc Naming Committee for the Consolidated South Plympton and Wyoming Public School

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At the May 24, 2016 Regular Board Meeting, the Board passed the following Motion to form an Ad Hoc Committee to recommend to the Board a name for the consolidated secondary schools in Sarnia.

“That the Board approve the establishment of an Ad Hoc Committee to recommend to the Board a name for the consolidated South Plympton and Wyoming Public Schools and appoint two Trustees to serve on the Committee.”

The Committee was comprised of:

Administration

Trustee Jane Bryce (Chair)  
Trustee Elizabeth Hudie  
Superintendent Taf Lounsbury

South Plympton Public School

Principal Andy Parnham  
Vice-Principal DeeAnna Smith  
Staff Representative Cindy Buchner  
Community Representative Kimberly Kerr  
Community Representative Tammy With

Wyoming Public School

Principal Andy Parnham  
Staff Representative Brandon Owen  
Community Representative Shaughn Morton  
Community Representative Jodi Campbell

The Ad Hoc Committee met on September 29, November 14, 2016 and January 19, 2017.

Committee members discussed criteria for the school name. They decided that the street names the schools are located on should not be used and that there are too many significant local people to choose from, so a local person’s name should also not be used.

Process for Input

- Input was gathered from students and parent/community using various methods.

Timelines for Input:

- Deadline for submissions was November 11, 2016
- Naming Committee met on November 14, 2016 to short-list possible school names

Short-list of names:

- Plympton-Wyoming Public School
  - South Plympton Wyoming Public School
  - Sir John Colborne Memorial School
  - Wyoming Station Public School
- Short-listed names were posted on the LKDSB Website from December 2, 2016 to January 13, 2017

The Ad Hoc Naming Committee met on January 19, 2017 to consider the input and select a name to recommend to the Board.

**Recommendation:**

***“That the Board name the consolidated South Plympton and Wyoming Public School the Plympton-Wyoming Public School.”***

**REGULAR BOARD, PUBLIC SESSION**

**REPORT TO BOARD**

**FROM: Jim Costello, Director of Education**

**DATE: January 31, 2017**

**SUBJECT: Proposed LKDSB Procedural By-Law Change – Section 3.14 and 3.15 Regarding Delegations**

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Director Costello served Notice of Motion on January 17, 2017 to revise Section 1.01, 1.02, 8.1 of the LKDSB Procedural By-laws:

- 1.03 The Board's First Nation Partners, through the ~~Native Advisory Committee~~ **change to Indigenous Liaison Committee**, shall appoint the First Nation Trustee to serve on the Lambton Kent District School Board for a four year term consistent with the term of the elected Trustees.
- 1.04 The Board's First Nation Partners, through the ~~Native Advisory Committee~~ **change to Indigenous Liaison Committee**, shall appoint a First Nation Trustee Alternate who may sit at the Board Table in the absence of the First Nation Trustee during public meeting with voting rights. The Alternate's term will be consistent with the term of the First Nation Trustee.

**SECTION 8 LEGISLATIVE/STATUTORY, PERMANENT AND AD HOC COMMITTEES**

- 8.1 Permanent Committees of the Board do not meet at regular times and are not necessarily composed of the entire membership of the Board. There shall be the following Permanent Committees of the Board:
  - a) Striking Committee
  - b) Grievance Committee (acts on behalf of the Board)
  - c) ~~First Nations Advisory Committee~~ – **change to Indigenous Liaison Committee**
  - d) Student Suspension Appeal/Expulsion Committee (acts on behalf of the Board)
  - e) Negotiations Committee
  - f) Surplus Sites Committee (acts on behalf of the Board in accordance with parameters established by the Board)
  - g) Secondary Student Art
  - h) Student Senate
  - i) Elementary Teacher/Board Communications Committee
  - j) Board Agenda Review Committee
  - k) Audit Committee
  - l) Parent Involvement Committee (PIC)

The LKDSB Indigenous Liaison Committee Members, formerly the Native Advisory Committee, proposed the name change for the Committee to reflect the current, respectful language associated with all First Nations citizens.

**Recommendation:**

**“That the Board approve the revisions to Sections 1.01, 1.02, 8.1 of the LKDSB Procedural By-laws.”**



**REGULAR BOARD, PUBLIC SESSION**

**REPORT NO.: B-17-14**

**Report to the Board**

**From: Jim Costello, Director of Education**

**Date: January 31, 2017**

**Subject: Proposed Relocation of April 25, 2017 Board Meeting to the Chatham Education Centre**

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The Final Staff Report for the Chatham Area Schools Pupil Accommodation Review will be presented to Trustees for information at the April 11, 2017 Regular Board Meeting. In response to the Final Staff Report, individuals may delegate to the Board at the following Board Meeting which is scheduled for April 25, 2017 in Sarnia.

Administration is proposing that the Board Meeting be held at the Chatham Education Centre rather than the Sarnia Education Centre to accommodate the individuals from the Chatham area wishing to delegate at the April 25 Board meeting. This is in keeping with past practice when possible.

Individuals wishing to delegate at the April 25, 2017 Board Meeting must submit their requests by 4:00 p.m. on April 18, 2017 to [trish.johnston@lkdsb.net](mailto:trish.johnston@lkdsb.net).

The Addendum to the Final Staff Report will be presented to Trustees for approval at the May 9, 2017 Board Meeting which is scheduled to be held at the Chatham Education Centre.

**Recommendation**

**“That the Board hold the April 25, 2017 Regular Board Meeting at the Chatham Board Office.”**

**BOARD REPORT**  
**REGULAR BOARD, PUBLIC SESSION**

**REPORT NO: B-17-15**

**FROM: Lareina Rising, Trustee**

**DATE: January 31, 2017**

**SUBJECT: Indigenous Liaison Committee Report**

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The January 18, 2017 meeting of the Indigenous Liaison Committee was hosted at Bkejwanong Kinomaagewgamig, which is the new name for the Walpole Island elementary school.

Reports from communities included the following:

- Walpole Island First Nation Board of Education completed its strategic planning exercise.
- Aamjiwnaang First Nation is undertaking a feasibility study on the expansion of their community education program from JK to SK and perhaps to eventually include primary grades. Drum groups are being organized at Great Lakes Secondary School. The community ratified the recommendation to join the Anishinabek Education System and become part of the master education agreement with the province.
- Delaware Nation is happy with the new cultural space at RDHS and efforts to offer Lenape language instruction at CKSS during semester two this year. They are also interested in resuming discussions toward an education services agreement with the LKDSB this year.

Trustee Rising noted that Trustee Hudie will be continuing her involvement with the committee, and that trustees will be voting at their next meeting on the recommendation to change the name of the group to the Indigenous Liaison Committee from the Native Advisory Committee.

A separate item that came forward from community reports was a motion from the Walpole Island Board of Education to seek a senior leadership position, First Nations Superintendent, within the Lambton Kent District School Board. The motion was endorsed by the four First Nations and then raised with the committee. Representatives acknowledged their meeting with Director Costello in December and expressed the wish to talk further on this subject with him in the near future.

Draft wording for a traditional territory acknowledgment was presented by Indigenous Liaison Chris Riley. He outlined the historical references that are being used as a basis for the wording. Community consultation will take place prior to the next ILC meeting and once finalized will be recommended to the Board for adoption and use in specifically identified ways.

Discussion took place on voluntary self-identification for staff, particularly with regard to potential parameters for self-identification. Historical context was shared by members of the group with note of recent references in the media about self-identification. Further consideration of the wording and process will occur before the policy and regulations are recommended to the Board.

The February 15, 2017 meeting will be held at Wallaceburg District Secondary School at 6:00 pm.

**REPORT TO THE BOARD  
REGULAR BOARD, PUBLIC SESSION**

**REPORT NO: B-17-16**

**FROM: Elizabeth Hudie, Trustee and Vice-Chair of the Special Education Advisory Committee**

**DATE: January 31, 2017**

**SUBJECT: SPECIAL EDUCATION ADVISORY COMMITTEE MEETING SUMMARY**

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The Special Education Advisory Committee (SEAC) of the Lambton Kent District School Board met on January 19, 2017 via Video-Conference between the Sarnia Education Office and the Chatham Regional Education Office. Following is a report of the activities of the meeting:

**Election of 2017 SEAC Chair and Vice-Chair**

Rose Gallaway was nominated and re-elected to the position of Chair.

The Vice-Chair of SEAC is required to be a Trustee, and since Trustee Hudie was unable to attend the meeting, it was agreed that the election for the position of Vice-Chair will be conducted at the February 16, 2017 meeting of SEAC.

**Business Arising from the Minutes**

In response to a request made by Trustee Fletcher at the December meeting, a presentation on 'Community Hubs' will be made at the February 16, 2017 meeting of SEAC.

**Presentation: Individualized Education Plans (IEPs) – Special Education Team**

Members of the Special Education Team provided an overview of the information contained within an Individualized Education Plan (IEP), citing Regulation 181/91 as the guideline for how and when IEPs are developed and how information is shared with parents. It was also noted that PPM 140 sets out details regarding IEPs and the programming to be provided for students with autism. The importance of parent involvement and consultation throughout the entire IEP process was noted.

After the presentation the members of SEAC were provided with an opportunity to review and audit a sample IEP.

At the conclusion of the presentation members asked questions regarding student transitions from one school to another, whether it is within our Board or outside of the Board. Members also inquired about the process of a student simply having an IEP through to being identified through the Identification, Placement and Review Committee (IPRC) process. Members also asked about the support mechanisms for students in modified programs. The realities of scheduling parent consultations with parents of First Nations students were discussed and strategies to improve communications were discussed.

**Special Education Report Items for Review for January**

The members reviewed and/or approved amendments the following sections of the Special Education Plan:

2.1.1 - Preamble

- The title in first sentence of second paragraph was changed to read: *Comprehensive Report on Special Education Programs and Services 2017.*

2.1.2 – Vision, Mission and Belief Statements

- No changes were recommended

2.1.3 – Philosophy of Special Education

- No changes were recommended

2.2. – Roles and Responsibilities in Special Education

- No changes were recommended

2.7 – Categories of Exceptionalities and Definitions

- The definition for Learning Disabilities was changed to reflect the Ministry's revisions to PPM 8.

4.0 – Transition Planning and Coordination of Services with Other Ministries or Agencies

- Appendix 4.7 (PPM 149) was revised to include references to the Mental Health Lead being involved with programs and services being delivered if they're related to student mental health. As well, the reference to the Central Board Committee was removed. And, the verbiage regarding both Consent and Evaluations was revised.

**Correspondence**

There was no correspondence.

**Association Reports, Other Business and Sharing of Best Practices**

Shelley Martsch-Litt informed the membership about the Preschool Intake Parent Nights that were held in Chatham-Kent and Sarnia-Lambton recently. She also stated that Central Office Preschool Intake meetings for children with moderate to high needs will take place for students in Chatham-Kent on March 7 and 8, 2017, and for students in Sarnia-Lambton on April 3, 4, 6, 10, 12 and 13, 2017.

Ms. Martsch-Litt also reported that Ministry funding for an after-school skills development program for teen-aged students with autism was approved; details are being finalized and the program will be operational soon.

Learning Disabilities Association of Chatham-Kent are accepting registrations for their Winter/Spring 2017 programs, including: Tutoring, Social Skills, SOAR (Secondary School Preparation Course) and Friends For Life, which is a relatively new program that has been proven to be effective in helping children and youth cope with feelings of anxiety and depression while building emotional resilience and self-esteem.

Bkejwanong Walpole Island First Nation will be holding a conference entitled "*Inclusion: We All Belong*" – *First Nations with Special Needs* on March 2 & 3, 2017 at Walpole Island Elementary School, with Dr. Jean Clinton as the event's keynote speaker.

**Next Meeting**

Thursday, February 16, 2017

Via Video-Conference between the Sarnia Education Centre and the Chatham Regional Education Centre

6:00 p.m.

Rose Gallaway, SEAC Chair

**REGULAR BOARD, PUBLIC SESSION**  
**Report To Board**

**FROM: Jim Costello, Director of Education**

**DATE: January 31, 2017**

**SUBJECT: LKDSB Multi-Year Strategic Plan**

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The draft LKDSB Multi-Year Strategic Plan (MYSP) to guide the LKDSB until 2019/2020 was shared with Trustees in October 2016.

The draft MYSP is based on the six LKDSB Belief Statements. Strategic Priorities and Strategic Actions have been assigned to each Belief Statement to guide decision-making. The Strategic Priorities are broadly stated in order to incorporate all stakeholders in their implementation and achievement. The Strategic Actions are designed to mobilize the Strategic Priorities to ensure that the Belief Statements are supported. In this fashion the Belief Statements, teacher priorities and Strategic Actions are aligned in the common direction of improving student achievement.

Since then input on the draft has been obtained from:

- Native Advisory Committee Members
- Parent Involvement Committee Members
- Special Education Advisory Committee Members
- Student Senate Members

The input has been incorporated into the attached chart. Revisions and additions are in red ink.

At the OPSBA Public Education Symposium held on January 19 to 21, 2017, the Ministry of Education's draft revised *Multi-Year Strategic Planning A Guide For School Board Trustees* was shared with Trustees and Administrators in attendance. Input on the draft document was obtained by OPSBA representatives to be shared with Ministry Representatives. The finalized document will be published later in 2017.

Administration would like input from Trustees on how to move forward and finalize the LKDSB Multi-Year Strategic Plan. Some Trustees expressed an interest in forming a Strategic Planning Committee. Once the Strategic Plan is finalized, Administration plans to develop an Annual Plan that contains targets and steps to achieve the targets including measurable outcomes.

The following options are proposed:

1. Finalize the attached LKDSB Multi-Year Strategic Plan now and revisit it when the Ministry Guide is finalized;
2. Form a Strategic Planning Committee to finalize the LKDSB Multi-Year Strategic Plan now and revisit it when the Ministry Guide is finalized;
3. Form a Strategic Planning Committee to finalize the LKDSB Multi-Year Strategic Plan when the Ministry Guide is released.

# DRAFT

Vision Statement  
Our Students - Shaping Our World

Mission Statement  
Fostering Success for Every Student Every Day

Belief Statements	Strategic Priorities	Strategic Actions
<p>✓ Public education is an investment in the future of all peoples and all communities.</p>	<p>We will provide programs for the betterment of all students to acquire the skills necessary for good citizenship and to become community leaders.</p>	<ul style="list-style-type: none"> <li>○ Provide authentic learning experiences that allow students to collaborate and think critically about school, community and global issues and encourage community engagement.</li> </ul>
<p>✓ All students can learn and are entitled to quality instruction.</p>	<p>We will provide quality instruction to ensure that students achieve high mental, physical, emotional, and spiritual well-being within a holistic learning environment to support their academic performance.</p> <p>We will ensure that all students are provided with programs suitable to their needs.</p>	<ul style="list-style-type: none"> <li>○ Provide job-embedded professional learning that is responsive to demonstrated student needs: “why this learning for this student at this time?”</li> <li>○ Work to implement lessons that are current, relevant and engaging to students in order to enhance skills.</li> <li>○ Measure and report on graduation rates. (moved from #1)</li> </ul>
<p>✓ A safe and caring learning environment is strengthened by embracing diversity, and respecting self, others and the world around us.</p>	<p>We will develop the capacity of all students and staff to embrace safe and caring learning environments and ensure respect for the world around us.</p>	<ul style="list-style-type: none"> <li>○ Provide a welcoming learning environment supports the diversity of learners.</li> <li>○ Ensure that classroom instructional practices reflect inclusiveness, cultural understanding and tolerance, caring and respect for all.</li> <li>○ Collaborate with First Nation partners regarding application of Truth and Reconciliation Recommendations/Calls to Action.</li> <li>○ Implement ongoing professional learning for all employees.</li> </ul>

Belief Statements	Strategic Priorities	Strategic Actions
		<ul style="list-style-type: none"> <li>○ Ensure that hiring processes and succession planning reflect our ever-changing community.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Student success is achieved through shared responsibility of students, staff, families, community and First Nation partners.</li> </ul>	<p>We will engage with all stakeholders who have an interest in public education.</p>	<ul style="list-style-type: none"> <li>○ Strengthen communication regarding student learning with all partners through a variety of strategies.</li> <li>○ Collaborate with First Nation partners regarding program development, hiring practices, succession planning and application of Truth and Reconciliation Recommendations/Calls to Action with solutions achieved by consensus.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Accountability is attained through open dialogue, transparency and fiscal responsibility.</li> </ul>	<p>We will be accountable to all:</p> <ul style="list-style-type: none"> <li>➤ Students</li> <li>➤ Staff</li> <li>➤ Parents/guardians</li> <li>➤ Community members.</li> </ul> <p>We will consider available resources when determining program offerings.</p>	<ul style="list-style-type: none"> <li>○ Communicate progress in improving student achievement to parents and the school community.</li> <li>○ Annually report on the allocation of system financial resources through the budget process and presentation of the Audited Financial Statements.</li> <li>○ Effectively allocate resources in order to maximize impact on student learning at the school level.</li> <li>○ Demonstrate commitment to transparency and increased communication in all LKDSB actions.</li> </ul>
<ul style="list-style-type: none"> <li>✓ We are committed to innovation and continuous improvement.</li> </ul>	<p>We will regularly introduce effective research-based methods, ideas and practices in order to deliver programs of the highest quality.</p>	<ul style="list-style-type: none"> <li>○ Teachers will engage in inquiry, reflection, dialogue and sharing of ideas across subject areas.</li> <li>○ Continue to incorporate technology based learning in schools.</li> <li>○ Recognize the leadership potential of all through informal and formal means.</li> </ul>

January 27, 2017

**BOARD REPORT  
REGULAR BOARD, PUBLIC SESSION**

**REPORT NO: B-17-18**

**Memorandum To: Jim Costello, Director of Education**

**FROM: Brian McKay, Superintendent of Business**

**DATE: January 31, 2017**

**SUBJECT: Financial Report 2016-17 School Year  
Expenditures to November 30, 2016**

This financial report summarizes the 1st quarter expenditures for the period from September 1 to November 30, 2016.

This period represents about 25% of operating expenses that occur over 12 months, and approximately 30 - 35% of the salary and benefit portion of the instructional operating expenses that occur over a 10 to 12 month period.

**Comments on the Financial Report (Appendix A):**

Report Ref. No.	Notes on the following selected Expenditure Categories:
A	The expenditures under the Supplies and Services and Capital Expenditures categories are showing a variance to the budget due to timing differences of purchases when compared to the budget. Spending under Supplies and Services was ahead of budget for the first quarter while spending under Capital Expenditures was behind budget for the quarter. Spending for the school year is anticipated to be on budget.

For this reporting period the expenditure categories are tracking well against the budget.



**THE LAMBTON KENT DISTRICT SCHOOL BOARD**  
**FINANCIAL REPORT - SEPTEMBER 01 TO NOVEMBER 30, 2016**

EXPENDITURE CATEGORIES	2016-2017 REVISED BUDGET	SEPT. TO NOV. 2016 EXPENDITURES	BUDGET REMAINING AT NOV. 30, 2016 \$	BUDGET REMAINING AT NOV. 30, 2016 %	NOVEMBER 30 BENCHMARK	VARIANCE FROM BENCHMARK %	Report Ref No.
<b>SALARIES AND WAGES</b>							
Classroom Teachers (Includes Preparation Time)	\$ 120,359,370	\$ 33,387,642	\$ 86,971,728	72.3%	72.0%	0.3%	
Occasional / Supply Teachers	\$ 4,641,614	\$ 1,378,774	\$ 3,262,840	70.3%	71.2%	-0.9%	
Teacher Assistants	\$ 10,688,913	\$ 2,809,590	\$ 7,879,323	73.7%	70.0%	3.7%	
Paraprofessionals & Technicians	\$ 3,808,711	\$ 890,111	\$ 2,918,600	76.6%	77.3%	-0.6%	
Library & Guidance	\$ 3,786,074	\$ 833,988	\$ 2,954,086	78.0%	76.2%	1.8%	
Staff Development	\$ 37,000	\$ 12,579	\$ 24,421	66.0%	70.0%	-4.0%	
Coordinators & Consultants	\$ 1,929,124	\$ 444,539	\$ 1,484,585	77.0%	73.1%	3.8%	
Early Childhood Educators	\$ 4,669,511	\$ 1,220,823	\$ 3,448,688	73.9%	73.0%	0.9%	
Principals and Vice-Principals	\$ 10,025,942	\$ 2,575,231	\$ 7,450,711	74.3%	75.0%	-0.7%	
School Office - Secretarial & Supplies	\$ 4,602,793	\$ 1,202,959	\$ 3,399,834	73.9%	73.0%	0.9%	
Continuing Education	\$ 567,287	\$ 149,964	\$ 417,323	73.6%	72.3%	1.3%	
Trustees	\$ 122,051	\$ 30,513	\$ 91,538	75.0%	75.0%	0.0%	
Directors & Supervisory Officers	\$ 1,036,052	\$ 277,868	\$ 758,184	73.2%	74.0%	-0.8%	
Board Administration	\$ 3,369,844	\$ 767,426	\$ 2,602,418	77.2%	75.9%	1.3%	
Department Heads	\$ 443,337	\$ 117,480	\$ 325,857	73.5%	73.6%	-0.1%	
Operations and Maintenance - Schools	\$ 10,205,299	\$ 2,286,806	\$ 7,918,493	77.6%	76.8%	0.8%	
<b>TOTAL SALARIES AND WAGES</b>	<b>\$ 180,294,922</b>	<b>\$ 48,386,292</b>	<b>\$ 131,908,630</b>	<b>73.2%</b>	<b>72.7%</b>	<b>0.5%</b>	
<b>EMPLOYEE BENEFITS</b>							
Classroom Teachers	\$ 15,192,413	\$ 1,915,798	\$ 13,276,615	87.4%	85.9%	1.5%	
Occasional / Supply Teachers	\$ 353,284	\$ 124,948	\$ 228,336	64.6%	72.4%	-7.8%	
Teacher Assistants	\$ 2,654,979	\$ 662,513	\$ 1,992,466	75.0%	73.4%	1.6%	
Paraprofessionals & Technicians	\$ 919,481	\$ 190,443	\$ 729,038	79.3%	78.6%	0.7%	
Library & Guidance	\$ 402,237	\$ 56,862	\$ 345,375	85.9%	84.7%	1.2%	
Staff Development	\$ 3,000	\$ 1,231	\$ 1,769	59.0%	100.0%	-41.0%	
Coordinators & Consultants	\$ 181,768	\$ 22,733	\$ 159,035	87.5%	85.9%	1.6%	

Appendix A

Board Meeting - January 31, 2017

**THE LAMBTON KENT DISTRICT SCHOOL BOARD  
FINANCIAL REPORT - SEPTEMBER 01 TO NOVEMBER 30, 2016**

EXPENDITURE CATEGORIES	2016-2017 REVISED BUDGET	SEPT. TO NOV. 2016 EXPENDITURES	BUDGET REMAINING AT NOV. 30, 2016 \$	BUDGET REMAINING AT NOV. 30, 2016 %	NOVEMBER 30 BENCHMARK	VARIANCE FROM BENCHMARK %	Report Ref No.
Early Childhood Educators	\$ 1,010,598	\$ 246,299	\$ 764,297	75.6%	73.0%	2.6%	
Principals and Vice-Principals	\$ 1,154,339	\$ 141,788	\$ 1,012,551	87.7%	87.8%	-0.1%	
School Office - Secretarial & Supplies	\$ 1,033,348	\$ 262,993	\$ 770,355	74.5%	73.8%	0.8%	
Continuing Education	\$ 90,053	\$ 13,474	\$ 76,579	85.0%	85.0%	0.1%	
Trustees	\$ 4,764	\$ 846	\$ 3,918	82.3%	81.3%	0.9%	
Directors & Supervisory Officers	\$ 95,059	\$ 16,144	\$ 78,915	83.0%	82.1%	0.9%	
Board Administration	\$ 838,443	\$ 153,220	\$ 685,223	81.7%	81.7%	0.0%	
Operations and Maintenance - Schools	\$ 2,582,833	\$ 505,031	\$ 2,077,802	80.4%	77.3%	3.1%	
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>\$ 26,516,597</b>	<b>\$ 4,314,323</b>	<b>\$ 22,202,274</b>	<b>83.7%</b>	<b>82.3%</b>	<b>1.4%</b>	
<b>STAFF DEVELOPMENT</b>							
Staff Development - Classroom	\$ 395,012	\$ 173,350	\$ 221,662	56.1%	54.2%	2.0%	
Principals and Vice-Principals	\$ 31,012	\$ 3,233	\$ 27,779	89.6%	91.8%	-2.3%	
Trustees	\$ 35,000	\$ 769	\$ 34,231	97.8%	95.3%	2.5%	
Board Administration	\$ 72,861	\$ 27,758	\$ 45,103	61.9%	76.1%	-14.2%	
Operations and Maintenance - Schools	\$ 66,647	\$ 9,737	\$ 56,910	85.4%	88.8%	-3.4%	
<b>TOTAL STAFF DEVELOPMENT</b>	<b>\$ 800,532</b>	<b>\$ 214,848</b>	<b>\$ 385,684</b>	<b>64.2%</b>	<b>65.0%</b>	<b>-0.8%</b>	
<b>SUPPLIES AND SERVICES</b>							
Classroom Teachers	\$ 187,259	\$ 32,101	\$ 155,158	82.9%	82.0%	0.9%	
Classroom Computers	\$ 658,775	\$ 245,317	\$ 413,458	62.8%	77.9%	-15.1%	
Textbooks, Supplies & Equipment	\$ 5,211,047	\$ 1,135,597	\$ 4,075,450	78.2%	82.6%	-4.4%	
Paraprofessionals & Technicians	\$ 551,785	\$ 91,004	\$ 460,781	83.5%	85.8%	-2.3%	
Library and Guidance	\$ 61,000	\$ 25,746	\$ 35,254	57.8%	47.0%	10.8%	
Coordinators & Consultants	\$ 199,042	\$ 43,199	\$ 155,843	78.3%	82.4%	-4.1%	
Principals and Vice-Principals	\$ 98,000	\$ 2,470	\$ 95,530	97.5%	95.9%	1.6%	
School Office - Secretarial & Supplies	\$ 402,060	\$ 171,869	\$ 230,191	57.3%	61.6%	-4.4%	
Continuing Education	\$ 53,700	\$ 13,651	\$ 40,049	74.6%	83.0%	-8.4%	

THE LAMBTON KENT DISTRICT SCHOOL BOARD  
FINANCIAL REPORT - SEPTEMBER 01 TO NOVEMBER 30, 2016

EXPENDITURE CATEGORIES	2016-2017 REVISED BUDGET	SEPT. TO NOV. 2016 EXPENDITURES	BUDGET REMAINING AT NOV. 30, 2016 \$	BUDGET REMAINING AT NOV. 30, 2016 %	NOVEMBER 30 BENCHMARK	VARIANCE FROM BENCHMARK %	Report Ref No.
Trustees	\$ 43,800	\$ 5,422	\$ 38,378	87.6%	87.0%	0.6%	
Board Administration	\$ 703,547	\$ 211,727	\$ 491,820	69.9%	76.3%	-6.4%	
Operations & Maintenance - Schools	\$ 12,024,007	\$ 1,864,456	\$ 10,159,551	84.5%	87.1%	-2.6%	
<b>TOTAL SUPPLIES AND SERVICES</b>	<b>\$ 20,194,022</b>	<b>\$ 3,842,558</b>	<b>\$ 16,351,464</b>	<b>81.0%</b>	<b>84.5%</b>	<b>-3.5%</b>	<b>A</b>
<b>CAPITAL EXPENDITURES</b>							
Classroom Computers & SEA Computers	\$ 2,925,800	\$ 164,566	\$ 2,761,234	94.4%	82.5%	11.8%	
Textbooks, Supplies & Equipment	\$ 1,369,831	\$ 10,547	\$ 1,359,284	99.2%	90.9%	8.4%	
Paraprofessionals & Technicians	\$ 25,000	\$ -	\$ 25,000	100.0%	100.0%	0.0%	
Coordinators & Consultants	\$ 25,000	\$ -	\$ 25,000	100.0%	100.0%	0.0%	
School Office	\$ 20,000	\$ -	\$ 20,000	100.0%	100.0%	0.0%	
Principals and Vice-Principals	\$ 52,000	\$ -	\$ 52,000	100.0%	100.0%	0.0%	
Board Administration	\$ 70,000	\$ 17,135	\$ 52,865	75.5%	80.8%	-5.3%	
Operations & Maintenance - Schools	\$ 115,000	\$ -	\$ 115,000	100.0%	99.0%	1.0%	
School Renewal	\$ 19,123,638	\$ 483,552	\$ 18,640,086	97.5%	90.7%	6.8%	
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 23,726,269</b>	<b>\$ 675,800</b>	<b>\$ 23,050,469</b>	<b>97.2%</b>	<b>89.7%</b>	<b>7.4%</b>	<b>A</b>
<b>NON-OPERATING EXPENDITURE</b>							
NPF Debt Repayment	\$ 3,173,260	\$ 894,625	\$ 2,278,635	71.8%	70.2%	1.6%	
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 3,173,260</b>	<b>\$ 894,625</b>	<b>\$ 2,278,635</b>	<b>71.8%</b>	<b>70.2%</b>	<b>1.6%</b>	
<b>RENTAL EXPENDITURE</b>							
Paraprofessionals & Technicians	\$ 8,171	\$ 814	\$ 7,357	90.0%	90.0%	0.0%	
<b>TOTAL RENTAL EXPENDITURE</b>	<b>\$ 8,171</b>	<b>\$ 814</b>	<b>\$ 7,357</b>	<b>90.0%</b>	<b>90.0%</b>	<b>0.0%</b>	
<b>FEES AND CONTRACTUAL SERVICES</b>							
Classroom Supplies & Services	\$ 28,000	\$ -	\$ 28,000	100.0%	100.0%	0.0%	
Computers	\$ 17,650	\$ 7,110	\$ 10,540	59.7%	59.7%	0.0%	

**THE LAMBTON KENT DISTRICT SCHOOL BOARD  
FINANCIAL REPORT - SEPTEMBER 01 TO NOVEMBER 30, 2016**

EXPENDITURE CATEGORIES	2016-2017 REVISED BUDGET	SEPT. TO NOV. 2016 EXPENDITURES	BUDGET REMAINING AT NOV. 30, 2016 \$	BUDGET REMAINING AT NOV. 30, 2016 %	NOVEMBER 30 BENCHMARK	VARIANCE FROM BENCHMARK %	Report Ref No.
Textbooks, Supplies & Equipment	\$ 200,000	\$ 177,025	\$ 22,975	11.5%	11.5%	0.0%	
Paraprofessionals & Technicians	\$ 675,466	\$ 150,616	\$ 524,850	77.7%	77.7%	0.0%	
Coordinators & Consultants	\$ 46,764	\$ 7,727	\$ 39,037	83.5%	88.0%	-4.5%	
School Office	\$ 9,903	\$ 9,903	\$ (0)	0.0%	0.0%	0.0%	
Continuing Education	\$ 104,618	\$ 17,672	\$ 86,946	83.1%	81.7%	1.4%	
Board Administration	\$ 587,232	\$ 199,269	\$ 387,963	66.1%	66.5%	-0.5%	
Pupil Transportation	\$ 12,236,896	\$ 3,710,833	\$ 8,525,863	69.7%	69.5%	0.2%	
Operations & Maintenance - Schools	\$ 3,240,807	\$ 411,842	\$ 2,828,965	87.3%	83.6%	3.6%	
<b>TOTAL FEES AND CONTRACTUAL SERVICES</b>	<b>\$ 17,147,136</b>	<b>\$ 4,691,998</b>	<b>\$ 12,455,138</b>	<b>72.6%</b>	<b>71.8%</b>	<b>0.8%</b>	
<b>OTHER</b>							
Board Administration	\$ 95,846	\$ 93,372	\$ 2,474	2.6%	0.0%	2.6%	
Other Non-Operating Expense	\$ 744,654	\$ -	\$ 744,654	100.0%	100.0%	0.0%	
<b>TOTAL OTHER</b>	<b>\$ 840,500</b>	<b>\$ 93,372</b>	<b>\$ 747,128</b>	<b>88.9%</b>	<b>88.6%</b>	<b>0.3%</b>	
<b>CHARGES-NON FINANCIAL ASSETS</b>							
Amortization	\$ 400,000	\$ -	\$ 400,000	100.0%	100.0%	0.0%	
<b>TOTAL CHARGES-NON FINANCIAL ASSETS</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 272,901,409</b>	<b>\$ 63,115,260</b>	<b>\$ 209,786,149</b>	<b>76.9%</b>			

**Ministry of Education**

Minister

Mowat Block  
Queen's Park  
Toronto ON M7A 1L2

**Ministère de l'Éducation**

Ministre

Édifice Mowat  
Queen's Park  
Toronto ON M7A 1L2



January 18, 2017

Dear colleagues:

Last year, the Ontario government released *The Journey Together: Ontario's Commitment to Reconciliation with Indigenous People*, outlining Ontario's response to the Truth and Reconciliation Commission (TRC) Calls to Action. Among the commitments made by the province in *The Journey Together* is the commitment to discourage the use of names that are considered offensive to Indigenous people in organizations funded by the government.

As chairs of your board, I urge you to show leadership on this issue and ask for measures to address anything that could be considered offensive in your board. In addition, Deputy Minister Bruce Rodrigues will be in contact with Directors of Education to highlight the importance of working closely with our many Indigenous partners to review all school team names, logos and mascots in your board.

All boards will be asked to take measures to deepen understanding of the negative impact that stereotypes can have for individuals, staff and communities, as well as the school climate itself – particularly with respect to Indigenous cultures, histories and perspectives. For more details, please see the attached memo.

Our publicly funded education system upholds the value that everyone, regardless of background or personal circumstances, should feel engaged and included. As such, all forms of discrimination, including discrimination based on race, age, disability, or other factors are unacceptable in our schools.

I want to thank you for your commitment to ensuring safe, welcoming, respectful, and inclusive learning environments for all.

Sincerely,

A handwritten signature in black ink, appearing to read "MH".

Mitzie Hunter, MBA

Minister

- c. Bruce Rodrigues
- Denys Giguère
- Denise Dwyer
- Steven Reid

**Ministry of Education**

Deputy Minister

Mowat Block  
Queen's Park  
Toronto ON M7A 1L2

**Ministère de l'Éducation**

Sous-ministre

Édifice Mowat  
Queen's Park  
Toronto ON M7A 1L2



**Memorandum To:** Directors of Education

**From:** Bruce Rodrigues  
Deputy Minister

**Date:** January 18, 2017

**Subject:** Indigenous Names, Logos and/or Mascots

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At the heart of our publicly funded education system is the core value that everyone, regardless of background or personal circumstances, should feel engaged and included. Equity and inclusive education are fundamental to our government's renewed vision for education in Ontario. Research shows that students who feel welcome and accepted in their schools are more likely to succeed academically.

In Ontario, we are fully committed to initiatives that support learning and achievement for Indigenous students. In collaboration with First Nation, Métis and Inuit partners, Ontario is taking steps to ensure that mandatory learning about residential schools, treaties and the role of Indigenous peoples in our history and society is included in the curriculum, in an age and grade appropriate manner. In the 2016 Budget, Ontario made a three-year annual investment (2016-17 to 2018-19) of \$5M to support targeted resource development and educator capacity building to enhance (age and grade appropriate) learning and teaching of the history and legacy of residential schools, treaties, and the *Indian Act* (Canada).

The ministry continues to encourage school boards to work with their schools and communities so that everyone feels safe, welcomed, respected and included in the school environment. As you are aware, all school boards must adhere to the Ontario *Human Rights Code*. All forms of discrimination are unacceptable in our schools, and we have strengthened requirements for school boards to foster safe, inclusive and accepting schools for all students. All school boards must have an equity and inclusive education policy in place, in accordance with the *Education Act* and Policy/Programs Memorandum No. 119, Developing and Implementing Equity and Inclusive Education Policies in Ontario.

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Last year, the Ontario government released *The Journey Together: Ontario's Commitment to Reconciliation with Indigenous People*, outlining Ontario's response to the Truth and Reconciliation Commission (TRC) Calls to Action. As you may be aware, the Ministry of Education is currently working with Indigenous partners and education stakeholders to implement a number of the recommendations. Working with Indigenous partners, Ontario is taking action by reconciling relationships with Indigenous Peoples. We will support the rebuilding of relationships between Indigenous and non-Indigenous people through trust, understanding and respect.

Among the commitments made by the province in *The Journey Together* is the commitment to discourage the use of names that are considered offensive to Indigenous people in organizations funded by the government. As we deepen our focus on supporting Indigenous students and communities, I am asking you to engage and collaborate with school and Indigenous communities, Indigenous Education Board Leads, Indigenous Education Advisory Councils and Indigenous Student Voice to review all school team names, logos and mascots in your board. If potentially offensive names, logos or mascots are identified, I ask that you begin and/or continue discussions with Indigenous students and communities to determine the appropriate steps forward to ensure safe and inclusive schools.

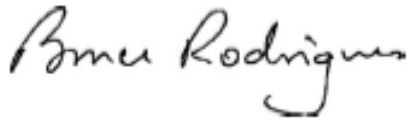
In addition, I am asking boards to take measures to deepen understanding of the negative impact that stereotypes can have for individuals, staff and communities, as well as the school climate itself, particularly with respect to Indigenous cultures, histories and perspectives. Where stereotypes are identified, appropriate actions are to be taken to foster a school culture that is safe, inclusive and accepting for all.

We know that many boards have already taken an active role in addressing and resolving these issues which are offensive to Indigenous people. I want to acknowledge and thank those of you who have already taken those steps. Should you need support or information on how the ministry is supporting Ontario's commitment to Reconciliation with Indigenous peoples, please contact the Field Services Education Officer or Indigenous Education Office Education Officer from your regional office.

Thank you for your commitment to ensuring safe, welcoming, respectful, and inclusive learning environments for all.

.../3

Sincerely,

A handwritten signature in black ink that reads "Bruce Rodrigues". The signature is written in a cursive style with a large, sweeping "B" and a long, trailing "s".

Bruce Rodrigues

Deputy Minister

- c. Council of Ontario Directors of Education
  - Steven Reid, Field Services Branch
  - Taunya Paquette, Indigenous Education Office
  - Ruth Flynn, Inclusive Education Branch
  - Eileen Silver, Safe Schools and Student Well-Being Branch