

**RAINBOW DISTRICT SCHOOL BOARD**  
**REGULAR BOARD MEETING**  
to be held in the boardroom  
on Tuesday, September 29, 2015 at 5:15 p.m.

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<b>AGENDA AND RECOMMENDED MOTIONS</b>
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**A. APPROVAL OF AGENDA**

\*Chair

Motion:

That the agenda for the Regular Board meeting of September 29, 2015 be approved.

**B. PRELIMINARY DECLARATIONS OF PECUNIARY INTEREST**

\*Chair

**C. PRESENTATIONS**

1. Summer School Update – Superintendent Dye, Superintendent Noble, Superintendent Wachnuk
2. 21<sup>st</sup> Century Learning – Superintendent Noble

**D. REPORT FROM THE IN-CAMERA COMMITTEE OF THE WHOLE MEETING OF THE BOARD**

\*Director

**E. OLD BUSINESS**

**Previous Minutes**

\*Chair

1. Motion:

That the minutes of the Regular Board Meeting held on August 25, 2015 be approved.

2. **Tenders/Requests for Proposals**    NIL

\*SBO

3. **Reports and Recommendations from Board Committees**

\*Chair

**Strategic Planning Committee**

a) Notice of Motion:

That the changes to Board Policy GOV-15 Student Accommodation be approved.

b) Motion:

That the draft changes to Board Policy GOV-15 Student Accommodation be distributed to community partners and stakeholders for input and that the motion

to approve the changes to Board Policy GOV-15 Student Accommodation be considered at the November Board Meeting.

c) Motion:

That the draft changes to the Community Planning and Facilities Partnership administrative procedure be distributed to community partners and stakeholders for input and that the final report of the Community Planning and Facilities Partnership administrative procedure be presented at the November Board meeting.

**Audit Committee (AC)**

d) **2014/2015 External Audit Plan – Report from KPMG** \*AC Chair

Motion:

That the 2014/2015 External Audit Plan be approved.

e) **2015/2016 Internal Audit/Multi-Year Internal Audit Plans** \*AC Chair

Motion:

That the 2015/2016 Internal Audit Plan and the Multi-Year Internal Audit Plan be approved.

**F. NEW BUSINESS**

1. **2015 Northern Region Meeting and Program** \*Chair

Motion:

That the Board approve the attendance of Trustee Fox at the OPSBA 2015 Northern Region Meeting and Program in Sault Ste. Marie October 16-17, 2015.

2. **Ontario Student Trustee Association (OSTA) Fall General Meeting** \*Chair

Motion:

That the board approve the attendance of Student Trustee Ethan Urban at the OSTA Fall General Meeting October 1 to 4, 2015 in Toronto.

3. **Requests for Leave of Absence** \*Chair

Motion:

That \_\_\_\_\_ be granted a leave of absence from the September 29, 2015 Board meeting.

4. **Director's Remarks** \*Director

5. **Trustees' Remarks/Questions** \*Chair

*Reminder: Trustees who require detailed information on specific questions are encouraged to contact the Director prior to the meeting.*

6. **Chairperson's Remarks** \*Chair

7. **Other Items** \*Chair  
OPSBA Delegate  
Student Trustee

G. **INFORMATION AND PROPOSALS** \*Chair

1. **Reports from Officials and Staff**  
Audit Committee Meeting minutes December 16, 2014 (official)

2. **Non-Staff Communications**  
Letter from Office of the Ombudsman of Ontario

H. **FUTURE MEETINGS** \*Chair  
Student Senate Meeting October 5, 2015 5:00 pm Boardroom  
Special Education Advisory Cmttee Oct 7, 2015 12:00 pm Education Centre  
Strategic Planning Committee October 13, 2015 5:00 pm Boardroom  
Environmental Education Cmttee Meeting October 14, 2015 3:30 pm Boardroom  
Parent Involvement Cmttee AGM Oct 20, 2015 7:00 pm at Sudbury Secondary School  
Board October 27, 2015 5:00 pm Boardroom  
First Nation Advisory Committee Nov 26, 2015 10:00 am Whitefish River First Nation

I. **ADJOURNMENT** \*Chair

Motion:  
That we do now adjourn at                      p.m.

<b>Title:</b>	Summer Programs
<b>Contact:</b>	Lesleigh Dye, Judy Noble and Kathy Wachnuk
<b>Date Submitted:</b>	September 29, 2015
<b>Mandate</b>	To ensure Rainbow students are successful in the variety summer programs.
<b>Background</b>	Rainbow District School Board offers programs during the summer months to support students.
<b>Information</b>	<p><b>Elementary Special Education:</b>            For the past eight years, Rainbow District School Board has offered the Summer Program for Students with Autism Spectrum Disorder and the Summer Social Emotional Program. These programs service students from ages 5 to 12. A total of 11 students participated in these programs at Princess Anne Public School and Jean Hanson Public School last summer.</p> <p><b>Elementary:</b>            For the fourth summer, Rainbow District School Board offered Summer Programs organized by Council of Ontario Directors of Education (CODE) and funded by the Literacy and Numeracy Secretariat (LNS). The focus was to support primary students who are currently achieving below the provincial standard. There were nine literacy classes, four numeracy classes and three First Nation, Métis and Inuit classes with a total of 251 students attending either Lansdowne Public School, Chelmsford Public School or Little Current Public School.</p> <p>Each class had summer students and Ontario Focused Intervention Partnership (OFIP) students. The principal was Cori Pitre.</p> <p><b>Secondary:</b>            Secondary programs this past summer once again included eLearning Summer School, the Ontario Secondary School Literacy Course, 3 Credit Co-operative Education and volunteer opportunities.</p>
<b>Results</b>	<p><b>Elementary Results:</b>  <b>Literacy Program (146 Students; 40 junior aged, 106 primary aged)</b>            51 primary students improved their sight word vocabulary by at least 10 words (48%)            31 primary students improved their sight word vocabulary by at least 20 words (29%)            8 primary students improved their sight word vocabulary by at least 50 words (7.5%)</p> <p><b>First Nations, Métis and Inuit Program (33 students)</b>            25 students improved their sight word vocabulary by at least 10 words (75%)            13 students improved their sight word vocabulary by at least 20 words (39%)            1 student improved their sight word vocabulary by at least 50 words (3%)</p> <p><b>Numeracy Program (72 students)</b>            19 students consolidated more than 5 mental math strategies (26%)</p> <p><b>Secondary Results:</b>            386 Participating Students            97% Overall Pass Rate (568.5 credits granted out of 586.5 credits attempted)            18 Graduates</p>

<b>Title:</b>	21 <sup>st</sup> Century Technology Learning Fund
<b>Contact:</b>	Judy Noble
<b>Date Submitted:</b>	September 29, 2015
<b>Mandate</b>	Ensure effective stewardship of the Board's resources
<b>Background</b>	<p>To date we have received \$508,346.95.</p> <p>Technology Learning Fund 2014-2015:      \$ 312,346.95</p> <ul style="list-style-type: none"> <li>• Technology (iPADS, apple TVs, cases, accessories)</li> <li>• Apps</li> <li>• 2 (K-12) Teaching and Learning Tech Coaches</li> <li>• Apple Distinguished Educator Professional Learning Sessions</li> <li>• K-12 participation</li> </ul>
<b>Process</b>	<p>Technology Learning Fund 2015-2016      \$337,689.00</p> <ul style="list-style-type: none"> <li>• Professional Learning - \$67,537.80</li> <li>• Teaching and Learning Coach - \$90,000.00</li> <li>• Technology - \$180,151.20</li> </ul> <p>The 2015-2016 21<sup>st</sup> Century Research Project has been aligned with the implementation of our Board Improvement Plan to enhance student achievement in all compulsory applied pathways classrooms and to impact teacher practice in the areas of creating an engaging learning environment with open ended tasks and inquiry that foster student collaboration and uncover student thinking.</p> <p>The technology provided to teacher participants gives their students access to iPAD technology and apps that allow them to conduct an inquiry, to creatively solve problems in a collaborative environment, and to share their thinking and access resources independently in a timely manner to support their thinking processes.</p> <p>Teachers must apply to participate in the research project and must commit to participating in action research with the 21C Innovation Research Initiative.</p>

**RAINBOW DISTRICT SCHOOL BOARD**  
**MINUTES OF THE**  
**REGULAR BOARD MEETING**  
held in the boardroom  
on Tuesday, August 25, 2015 at 5:25 p.m.

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Present: Trustees: D. Dewar (chair), T. Campbell, B. Clement, J. Hunda, L. Killens, J. Kosmerly, G. Santala, Student Trustee Urban  
Absent: G. Fox, D. Morrison  
Officials: N. Blaseg – Director  
B. Bourget, J. Noble, K. Wachnuk - Superintendents  
N. Charette, H. Thirkill  
Others: K. Kozman, R. MacLeod, N. Mousseau, Bev Webb, media

**A. APPROVAL OF AGENDA**

Motion: 15-R102, G.Santala/J.Hunda

That the agenda for the Regular Board meeting of August 25, 2015 be approved as amended. The amendment being the addition of item #5 b under F (New Business) - **Carried**

**STUDENT TRUSTEE**

Motion: 15-R103, J.Hunda/J.Kosmerly

That Ethan Urban (Lockerby Composite School) be appointed Student Trustee for the school year 2015-2016. – **Carried unanimously**

Chair Doreen Dewar introduced Ethan Urban.

Declaration of Office and Oath of Allegiance.

Director Blaseg administered the Declaration of Office and Oath of Allegiance to Student Trustee Ethan Urban and welcomed him to the board table.

**B. PRELIMINARY DECLARATIONS OF PECUNIARY INTEREST NIL**

**C. PRESENTATIONS NIL**

**D. REPORT FROM THE IN-CAMERA COMMITTEE OF THE WHOLE MEETING OF THE BOARD**

Director Blaseg advised that principal Iva McNair has accepted a secondment position with the Early Years Branch of the Ministry of Education for the upcoming school year. Christine Chisholm will be the acting principal at Larchwood Public School for the 2015-2016 school year. The vice-principal at Northeastern Elementary School will be backfilled by August 28, 2015.

Motion: 15-W104, B.Clement/J.Hunda

That the human resources update be received. - **Carried**

## **E. OLD BUSINESS**

### **1. Previous Minutes**

Motion: 15-R105, G.Santala/ J.Kosmerly

That the minutes of the Regular Board Meeting held on June 30, 2015 be approved. – **Carried**

### **2. Construction Update**

Superintendent Cayen-Arnold introduced Manager of Facilities Nathalie Mousseau. Nathalie provided an update on the construction projects at A.B. Ellis Public School and Espanola High School.

Trustees were give the opportunity to ask questions.

### **3. Tenders/Requests for Proposals**

a) Motion: 15-R106, G.Santala/T.Campbell

That the Board award the contract to supply furnace oil to Edward Fuels Limited. – **Carried**

b) Motion: 15-R107, G.Santala/ J.Kosmerly

That the Board award the contract to supply propane to McDougall Energy Inc. – **Carried**

c) Motion: 15-R108, G.Santala/ J.Kosmerly

That the Board award the contract for winter maintenance services to the contractors listed on the attached spreadsheet as outlined in bold and highlighted. – **Carried**

### **4. Reports and Recommendations from Board Committees** NIL

## **F. NEW BUSINESS**

### **1. 2015-2016 Guide for Students and Parents/Guardians**

Director Blaseg provided details about the publication.

Director Blaseg and Trustees expressed appreciation for a job well done.

### **2. 2015-2016 Executive Council Portfolios and Family of Schools**

Director Blaseg reviewed the new distribution of schools and portfolios.

### **3. Current Expenditures Borrowing Resolution**

Motion: 15-R109, J.Hunda/T.Campbell

That the Current Expenditures Borrowing Resolution as attached be deemed to have been read three times and approved. – **Carried**

4. **Borrowing Bylaw**

Motion: 15-R110, J.Hunda/T.Campbell

That Borrowing Bylaw 2015-01 as attached be deemed to have been read three times and approved. – **Carried**

5. **OPSBA Fees**

\*Chair

a) Motion: 15-R111, B.Clement/J.Hunda

That the 2015/16 membership fees in the Ontario Public School Boards' Association be approved. – **Carried**

b) **2015 Northern Region Meeting and Program**

Motion: 15-R112, G.Santala/T.Campbell

That the Board approve the attendance of the following trustees at the OPSBA 2015 Northern Region Meeting and Program in Sault Ste. Marie October 16-17, 2015: Trustee Killens, Trustee Clement, Trustee Hunda, Chair Dewar.  
– **Carried**

6. **Requests for Leave of Absence**

Motion: 15-R113, G.Santala/T.Campbell

That Trustee Fox and Trustee Morrison be granted a leave of absence from the August 25, 2015 Board meeting. – **Carried**

7. **Director's Remarks**

Welcome back. I hope that everyone had a refreshing and restful summer.

It is with great anticipation and cautious optimism that we head into the 2015-2016 school year. All 35 elementary and 11 secondary principals as well as secretaries are back in their schools graciously receiving new registrations.

The start up with every school year is exciting, not only for students and parents but also for teachers, support staff, the third floor and of course trustees.

In terms of the latter it is my sincere hope that we navigate the school year using the tools of collaboration, cooperation and collective visioning. We have a large 2015-2016 agenda before us and I expect all of us will have much to say about the future of education for Manitoulin, Espanola, Sudbury and Shining Tree. From Labour Relations to Audit committees trustees will be asked to ensure the Provincial Agenda: Achieving excellence, Ensuring Equity, Promoting well Being and Building Public Confidence remains the focus for our board, along with ensuring our Board's Strategic Plan maintains its focus for ensuring student success. As always I believe that every member of this table is truly committed to the success of our students and our board. It is through this leadership that others will follow...so lets create legions of followers together.



We continue to work on new protocols for CAS, Special Needs Learning Strategy and of course Mental Health. There is no shortage of reform.

We had a very successful summer program and we will bring a detailed report to you in September.

Finally, I hope you will take *Pete the Cat's Groovy Guide for Life* and share in his belief that everything always looks better when the glass is half full. The animation will bring a smile to your face as well page after page provides insightful quotes that will keep you deep in thought...and if nothing else Pete's story will create great bed time reading and the odd chuckle... enjoy the gift of reading.

I wish everyone a great start up and a fantastic year.

#### Itinerary

- July 2 - Director's Meeting
- July 7 - Meeting with Trustee, Manitoulin Island
- July 8 - Tour Espanola High School construction site
- July 9 - IEL meeting, Mowat Block -Toronto
- July 15 - Summer School Visits, Lansdowne PS/Princess Anne PS
- July 16 - Education Centre tour
- July 17 - Visit Lansdowne summer school program with the Chair  
Meeting with Mishko-deh-Wendam Executive Director
- August 12 - Tour Espanola High School construction site
- August 13- Agenda Setting
- August 19/20/21- CODE meeting, Toronto
- August 24 - Exec Council  
Meeting with Local MPP Glenn Thibeault
- August 25 - Labour Relations Committee Meeting  
Board Meeting

Director Blaseg reminded Trustees at the "Meet and Greet" scheduled for Tuesday, September 1, 2015 at Science North. This is an opportunity for trustees to meet principals, vice principals, managers, assistant managers and administration staff.

8. **Trustees' Remarks/Questions**

Trustee Killens thanked Superintendent Bourget for servicing the Manitoulin schools as the superintendent for the last few years. Trustee Killens thanked Director Blaseg for rearranging superintendent portfolios.

Trustee Campbell advised that he did not attend the Canadian School Board Association (CSBA) Congress 2015 in Saskatoon, Saskatchewan, July 2 - 4, 2015.

9. **Chairperson's Remarks**

Welcome back

As we look to the start of another school year, I would like to take this opportunity to welcome students and staff back to class.

I was pleased to learn that a tentative agreement had been reached with secondary teachers, which will bring stability for students, staff, parents/guardians and the community. We certainly hope that this will pave the way for more agreements to come. We value our teachers and support staff and appreciate their contribution to our students and our schools.

According to official predicted enrolment, there will be approximately 13,440 students in Rainbow Schools when classes resume on Wednesday, September 8, 2015. We remind students and parents that there will be no early dismissal on the first day of school.

As always, we encourage parents and guardians to take an active interest in their child's education including School Councils. Nomination forms for School Councils will be sent home the first week of school.

Work is progressing on the revitalization of the Espanola High School site to accommodate A.B. Ellis Public School (K to Grade 8) and Espanola High School (Grades 9 to 12) in a new learning conducive environment.

Grade 9 to 12 students will move into newly renovated facilities when classes resume. The secondary portion of the revitalization project includes four science labs, a welding shop, six new classrooms and an upgraded library. Upgrades have also been made to the main entrance, lobby and parking area.

Renovations to accommodate A.B. Ellis Public School within the Espanola High School site, including work on the play area, began this summer and will continue throughout the school year.

We invite everyone in the community to join staff and students in Rainbow Schools and wear pink on Thursday, September 17<sup>th</sup> as Rainbow District School Board marks its eighth "Stand Up Against Bullying Day". This small

gesture, which has become a much-anticipated tradition in Rainbow Schools, will go a long way in demonstrating our collective commitment to safe schools.

The public is reminded that there is still time to register for a vibrant, exciting educational experience at a Rainbow School near you or visit [rainbowschools.ca](http://rainbowschools.ca).

Student transportation information is available through the Sudbury Student Services Consortium. Parents and guardians are reminded to call now at 705-521-1234 or visit [www.businfo.ca](http://www.businfo.ca) under the Parent Portal.

All parents and guardians, who moved during the summer, changed their child's school and/or modified their child's babysitter, are required to contact the Sudbury Student Services Consortium before August 26<sup>th</sup>, 2015. This will ensure bus service as of the first day of school. For student safety, any changes received after August 26<sup>th</sup>, 2015 will not be processed until September 21<sup>st</sup>, 2015.

Thought for the month:

Whatever is good to know is difficult to learn. **Greek Proverb**

Chair Dewar advised that a date would be set to have headshots and a group photo taken of trustees. This would be scheduled prior to the Board meeting or Strategic Planning Committee meeting in September.

10. **Other Items**

**OPSBA Delegate** – NIL

**Student Trustee** – Student Trustee Urban thanked everyone for the warm welcome. He looks forward to being a part of this group as the student voice.

**G. INFORMATION AND PROPOSALS**

1. **Reports from Officials and Staff**

2. **Non-Staff Communications**

**H. FUTURE MEETINGS**

Strategic Planning Committee Meeting Sept 15, 2015 5:00 pm Boardroom

Special Education Advisory Cmttee Sept 16, 2015 12:00 pm Education Centre

Student Senate Meeting September 14, 2015 5:00 pm Boardroom

Board Meeting September 29, 2015 5:00 pm Boardroom

First Nation Advisory Committee Sept 24, 2015 10:00 am M'Chigeeng

Environmental Education Cmttee Meeting October 14, 2015 3:30 pm Boardroom

Parent Involvement Cmttee AGM Oct 20, 2015 7:00 pm at Sudbury Secondary School

**I. ADJOURNMENT**

Motion: 15-R114, T/Campbell/B.Clement  
That we now adjourn at 6:15 p.m. – **Carried.**

unofficial


**BOARD POLICY No. GOV 15**

Adopted	March 25, 2014
Last Revised	
Review Date	
Board Motion	14-R37

## STUDENT ACCOMMODATION

### 1. RATIONALE

Rainbow District School Board is committed to providing an appropriate and equitable range of learning opportunities for students in Rainbow schools. This commitment requires the Board to consider the curriculum, program needs, well-being and student achievement of all students, while also ensuring fiscal responsibility and sustainability.

Board decisions may require consolidation, closing, or relocation of a program or school due to changes in program demands, student enrolment, community demographics, capital needs of the school, and other factors. Decisions under this governance policy will be made in the context of the Board's Capital and Accommodation Plan, and in accordance with the Ministry of Education's Pupil Accommodation Review Guideline and Community Planning and Partnerships Guide (March 2013).

### 2. DEFINITIONS

**Student Accommodation review:** A process, as defined in the Student Accommodation Policy (GOV-15) undertaken to determine the future of a school or group of schools.

**Accommodation Review Committee (ARC):** The ARC, established by the Board, represents the school(s) under review and acts as the official conduit for information shared between the school board and the affected school communities.

**ARC working meeting:** A meeting of ARC members to discuss a student accommodation review, and includes a meeting held by the ARC to solicit feedback from the affected school communities of a student accommodation review.

**Business day:** A calendar day that is not a weekend or statutory holiday. It also does not include calendar days that fall within the board's Christmas, spring, and summer break.

**Consultation:** The sharing of relevant information as well as providing the opportunity for municipalities and other community partners, the public and affected school communities to be heard.

**Facility Condition Index (FCI):** A building condition determined by the Ministry of Education by calculating the ratio between the five-year renewal needs and the replacement value for each facility.

**On-the-ground (OTG) capacity:** The capacity of the school determined by the Ministry of Education by loading all instructional spaces within the facility to current Ministry standards for class size requirements and room areas.

**Public delegation:** Presentations by groups or individuals at a regular meeting of the Board.

**Public meeting:** An open meeting held by the Board to solicit broader community feedback on a student accommodation review.

**School Information Profile (SIP):** An orientation document with current data for each of the schools under review to assist the ARC and the community in understanding the context surrounding the decision to include the specific school(s) in a review.

**Space template:** A Ministry of Education template used by the board to determine the number and type of instructional areas to be included within a new school, and the size of the required operational and circulation areas within that school.

**Ministry of Education Pupil Accommodation Review Guideline:** The Guideline established by the Ministry of Education to provide direction to school boards regarding accommodation reviews undertaken to determine the future of a school or group of schools. The Guideline is posted on the board's website.

**Ministry of Education Administrative Review of Accommodation Review Process:** The process established by the Ministry of Education to allow for a Ministry review of the Board's accommodation review process. Information is posted on the board website.

**Terms of Reference:** The terms of reference, prepared by staff describe the mandate of the Accommodation Review Committee. The mandate will refer to the board's education and student accommodation objectives in establishing an ARC and reflect the board's strategy for supporting student achievement and well-being. The terms of reference will also outline the board's expectations of the roles and responsibilities of the ARC and describe the procedures of the ARC.

## **APPLICATION OF POLICY**

### **3. Exceptions to an Accommodation Review**

3.1 The following outlines circumstances where the Board is not obligated to undertake an accommodation review.

- a) Where a replacement school is to be built by the board on the existing site, or built or acquired within the existing school attendance boundary as identified through the board's existing policies or administrative procedures.
- b) Where a replacement school is to be built by the board on the existing site, or built or acquired within the existing school attendance boundary and the school community must be temporarily relocated to ensure the safety of

students and staff during the reconstruction, as identified through the board's existing policies or administrative procedures.

- c) When a lease is terminated.
  - d) When the board is considering the relocation in any school year or over a number of school years of a grade or grades, or a program, where the enrolment in the grade or grades or program constitutes less than 50% of the enrolment of the school. This calculation is based on the enrolment at the time of the relocation or the first phase of relocation carried over a number of school years.
  - e) When the board is repairing or renovating a school and the school community must be temporarily relocated to ensure the safety of students during the renovations.
  - f) Where a facility has been serving as a holding school for a school community whose permanent school is over-capacity and/or under construction or repair.
  - g) Where there are no students enrolled at the school at any time throughout the school year.
- 3.2 In the above circumstances, the Board is expected to inform school communities about proposed accommodation plans for students before a decision is made by the Board. The Board will also provide written notice to each of the affected municipalities through the Clerks Department (or equivalent), as well as other community partners that expressed an interest prior to the exemption, and the coterminous boards in the areas of the affected school(s) through the Director of Education, and to the Ministry of Education through the Assistant Deputy Minister of the Financial Policy and Business Division no fewer than 5 business days after the decision to proceed with an exemption.
- 3.3 A transition plan will be put in place following the Board's decision to consolidate, close or move a school or students in accordance with this section.

## **POLICY**

### **4. Student Accommodation**

- 4.1 Rainbow District School Board provides schools and facilities for students and operates and maintains schools effectively and efficiently to support student achievement and well-being.
- 4.2 The Board is committed to the following guiding principles:
  - a) All students will continue to have access to the best programming possible in quality school facilities.
  - b) Surplus space will be reduced.

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- 4.3 The board must undertake long term capital and accommodation planning, supported by information obtained from local municipal governments and community partners, which takes into consideration long term enrolment projections, planning opportunities for the effective use of excess space in all area schools and program needs.
- 4.4 The board may proceed to establish a student accommodation review after undertaking the necessary assessment of long-term capital and accommodation planning options for the school(s).
- 4.5 Wherever possible, accommodation reviews will focus on a group of schools within the board's planning area.
- 4.6 Wherever possible, schools will only be subject to an accommodation review once in a five-year period.
- 4.7 It is preferable that an accommodation review begin and end within one school year.

**5. Composition of Accommodation Review Committee (ARC)**

- 5.1 Employees of the Board cannot be ARC members, with the exception of the teacher representative(s). ARC members cannot have a relative working at the school(s) under review.

The membership of the ARC will include:

- a) One parent/guardian School Council member per school under review;
- b) One teacher per school under review, who does not have a relative attending the school(s) under review;
- c) One Community member who does not have a relative attending the school(s) under review;
- d) One secondary School Student Representative per secondary school under review; and
- e) One First Nation Representative from a reserve, within the catchment area of the school(s) under review where possible, who does not have a relative attending the school(s) under review.

- 5.2 The following staff members will act as resources to the ARC:

- a) Superintendent of Schools for the school(s) under review
- b) Superintendent of Business
- c) Principal for each school under review
- d) Other staff members as required

- 5.3 Trustees do not serve on the Accommodation Review Committee. Trustees consider feedback from the Accommodation Review Committee and make the final decision.



**6. Accommodation Review Committee Role**

- 6.1 The Accommodation Review Committee acts as the official conduit for information shared between the board and the school communities. The ARC will comment on the initial staff report and may, throughout the student accommodation review process, seek clarification of the initial staff report. The ARC may provide other accommodation options than those in the initial staff report, however, it must include supporting rationale for any such option. The focus will be on board financial viability and sustainability in keeping with two guiding principles:
- a) All students will continue to have access to the best programming possible in quality school facilities.
  - b) Surplus space will be reduced.
- 6.2 The ARC members do not need to achieve consensus regarding the information provided to the Board.
- 6.3 The ARC may request clarification about information provided in the School Information Profile (SIP) however, it is not the role of the ARC to approve the SIP.
- 6.4 Staff will provide the Accommodation Review Committee with Terms of Reference that describe the mandate roles and responsibilities and procedures.
- 6.5 The ARC will hold a maximum of four working meetings within the timelines established.

**BOARD EXPECTATIONS****7. School Information Profile (SIP)**

- 7.1 A School Information Profile will be completed by staff for each of the schools under review.
- 7.2 The School Information Profile will be provided to assist the Accommodation Review Committee and the community to understand the context surrounding the decision to include the specific school(s) in a student accommodation review.
- 7.2 The School Information Profile provides an understanding of and familiarity with the schools under review.
- 7.3 The School Information Profile will include data for each of the following two considerations about the school(s) under review:
- a) Value to the Student
  - b) Value to the School Board

- 7.4 Value to all students will take priority over all other considerations.
- 7.5 School Information Profiles are to be completed prior to the commencement of a student accommodation review.

## **8. Public Information and Access**

- 8.1 All information relevant to the accommodation review, will be posted in a prominent location on the school board's website.

## **9. Public Consultation**

- 9.1 The Board shall ensure that individuals from the school(s) under review and the broader community are invited to participate in the student accommodation review consultation.
- 9.2 The student accommodation review process must consist of the following methods of consultation:
  - a) Accommodation Review Committee (ARC) if applicable or a Modified Accommodation Review Process;
  - b) Consultation with municipal governments and other community partners, local to the affected school(s);
  - c) Public meetings;
  - d) Public delegations to the Board.

## **10. Consultation with Local Municipal Governments**

- 10.1 Following the Board's approval to undertake a student accommodation review, the board shall invite the affected municipality(ies) as well as community partners that expressed interest prior to the student accommodation review to provide feedback on the recommended option(s) in the board's initial staff report.
- 10.2 The invitation for this meeting will be provided through a written notice, and be directed through the Clerks Department (or equivalent) for the affected municipality(ies).
- 10.3 The affected municipality(ies), as well as other community partners that expressed interest prior to the student accommodation review, must provide their response on the recommended option(s) in the school board's initial staff report before the final public meeting. The board must provide them with advance notice of when the final public meeting is scheduled to take place.
- 10.4 The board shall document efforts to meet with the affected municipality(ies), as well as other community partners that expressed an interest prior to the student accommodation review and include information from this meeting in the final staff report to the Board.

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**11. Initial Staff Report**

- 11.1 Prior to establishing a student accommodation review, the initial staff report to the Board must contain one or more options to address the accommodation consideration(s). Each option must have a supporting rationale. There must be a recommended option if more than one option is presented. The initial staff report must also include information on actions taken by staff prior to establishing a student accommodation review process and supporting rationale as to any actions taken or not taken.

The option(s) included in the initial staff report must address the following:

- a) Summary of accommodation issue(s) for the school(s) under review.
- b) The proposed timelines for implementation.
- c) Where students will be accommodated
- d) If proposed changes to existing facility or facilities are required as a result of the student accommodation review.
- e) Identify any program changes as a result of the proposed option.
- f) How student transportation will be affected if changes take place.
- g) If new capital investment is required as a result of the student accommodation review, how the board intends to fund this, as well as a proposal on how students will be accommodated if funding does not become available.
- h) Information obtained from the municipality(ies) and community partners prior to the commencement of the student accommodation review, including any confirmed interest in using the underutilized space.

**12. Public Meetings**

- 12.1 Once the board has received the initial staff report and has approved the initiation of a student accommodation review, the board must arrange to hold a minimum of two public meetings over a minimum five-month period, for broader community consultation on the initial staff report. Staff or designate(s) are expected to facilitate the public meetings to solicit broader community feedback on the recommended option(s) contained in the initial staff report.
- 12.2 Notice of public meetings of the Accommodation Review Committee will be widely distributed through various forms of public communication and held at the school(s) under review, if possible, or in a nearby facility if physical accessibility cannot be provided at the school.
- 12.3 The first public meeting must include an overview of the ARC orientation session, the initial staff report with recommended option(s) and a presentation of the School Information Profiles.

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### **13. Recommendations and Board Decision**

#### Final Staff Report

- 13.1 At the conclusion of the student accommodation review process, staff will submit a final staff report to the Board, which will be made available on the board's website.
- 13.2 The final staff report must include a Community Consultation section that contains feedback from the ARC and any public consultations as well as information obtained from the municipality(ies) and community partners prior to and during the student accommodation review.
- 13.3 Staff may choose to amend their proposed option(s) included in the initial staff report. The recommended option(s) must also include a proposed accommodation plan and a timeline for implementation.

#### Public Delegations

- 13.4 Once staff submits the final staff report to the Board, the board must allow an opportunity for members of the public to provide feedback on the final staff report through public delegation(s) to the Board.
- 13.5 After the public delegation(s), staff will compile feedback from the public delegation(s), which will be presented to the Board with the final staff report.

#### Board Decision

- 13.6 The Board will make the final decision regarding the future of the school(s).

#### Transition Planning

- 13.7 Following the decision to consolidate and/or close a school, the board will establish a committee to address the transition. The transition of students will be carried out in consultation with parents/guardians and staff.

### **14. Timelines for an Accommodation Review Process**

- 14.1 Following the date of the Board's approval to conduct a student accommodation review, the board will provide written notice of the Board's decision within 5 business days to the affected municipality(ies) through the Clerks Department (or equivalent), community partners that expressed interest prior to the student accommodation review and include an invitation for a meeting to discuss and comment on the recommended option(s) in the board's initial staff report. Boards must also notify the Director(s) of Education of their coterminous school boards and the Ministry of Education through the office of the Assistant Deputy Minister of the Financial Policy and Business Division.
- 14.2 The affected municipality(ies), as well as the community partners that expressed an interest prior to the student accommodation review, must provide their

- response on the recommended option(s) in the board's initial staff report before the final public meeting.
- 14.3 Beginning with the date of the Board's approval to conduct a student accommodation review, there must be no fewer than 30 business days before the first public meeting is held.
- 14.4 There must be a minimum period of 40 business days between the first and final public meeting.
- 14.5 The final staff report presented at a Board meeting must be publicly posted no fewer than 10 business days after the final public meeting.
- 14.6 From the posting of the final staff report, there must be no fewer than 10 business days before the public delegations.
- 14.7 There must be no fewer than 10 business days between public delegations and the final decision of the Board.

## **15. Modified Accommodation Review Process**

- 15.1 Where the potential student accommodation options available are deemed by the board to be less complex, a modified student accommodation review process may be initiated. The conditions for conducting a modified student accommodation review process will be based on two or more of factors a) to d).
- a) There is one school under review.
  - b) The distance between elementary and/or secondary schools of the board, within the review is less than 10 kilometres.
  - c) The utilization rate of one of the schools in the review is 60% or less of the on-the-ground capacity of the school.
  - d) The number of students enrolled at one of the schools is less than 150.
- OR
- e) The board is planning the relocation of a program, in which the enrolment constitutes more than or equal to 50% of the school's enrolment (this calculation is based on the enrolment at the time of the relocation) or the first phase of a relocation carried over a number of school years)
- 15.2 Even when the criteria for a modified student accommodation review are met, the board may choose to use the standard accommodation review process.

### Implementation

- 15.3 The initial staff report will explain the rationale for exempting the school(s) from the standard student accommodation review process.
- 15.4 A notice of a public meeting will be widely distributed through various forms of public communication and held at the school(s) under review, if possible, or in a nearby facility if physical accessibility cannot be provided at the school.

- 
- 15.5 Following the public meeting, staff will submit a final staff report to the Board. The final staff report will include a Community Consultation section that contains feedback from public consultations as well as information obtained from the municipality(ies) and community partners prior to and during the modified pupil accommodation review.
  - 15.6 The board must allow an opportunity for members of the public to provide feedback through public delegations to the Board.
  - 15.7 Staff will compile feedback from the public delegation(s), which will be presented to Board in the final report
  - 15.8 The Board will make the final decision regarding the future of the school(s).
  - 15.9 A transition plan will be put in place following the decision to consolidate and/or close a school.

#### Timelines for the Modified Accommodation Review Process

- 15.10 Following the date of the Board's approval to conduct a student accommodation review, the board will provide written notice of the Board's decision within 5 business days to the affected municipality(ies) through the Clerks Department (or equivalent), community partners that expressed interest prior to the student accommodation review and include an invitation for a meeting to discuss and comment on the recommended option(s) in the board's initial staff report. Boards must also notify the Director(s) of Education of their coterminous school boards and the Ministry of Education through the office of the Assistant Deputy Minister of the Financial Policy and Business Division.
- 15.11 The affected municipality(ies), as well the community partners that expressed an interest prior to the student accommodation review, must provide their response on the recommended option(s) in the board's initial staff report before the final public meeting.
- 15.12 The board must hold at least one public meeting over a minimum three-month period. Beginning with the date of the Board's approval to conduct a modified student accommodation review, there must be no fewer than 30 business days before this meeting is held.
- 15.13 The final staff report must be publicly posted no fewer than 10 business days after the final public meeting.
- 15.14 From the posting of the final staff report, there must be no fewer than 10 business days before the public delegations.
- 15.15 There must be no fewer than 10 business days between public delegations and the final decision of the Board.

**REFERENCE DOCUMENTS****Legal:**

*Education Act, paragraph 8 (1) 26 School Closings*

*Education Act, paragraph 171 (1) 7 Schools and Attendance Areas*

*Education Act, sections 194-196 Disposal or Purchase of a School Site*

Ministry of Education, Pupil Accommodation Review Guideline (revised March 2015)

Ministry of Education, Community Planning and Partnerships Guideline March 2015

Ministry of Education, Administrative Review of Accommodation Review Process

Ontario Regulation 444/98 Disposition of Surplus Real Property

Ministry Guidelines: Loading Capacity

Ministry Memorandum 2015: B09 Release of New Pupil Accommodation Review Guideline and Community Planning and Partnerships Guideline

**Board References:**

Board Policy No. GOV-01 Vision, Mission, and Values

Board Policy No. GOV-02 Strategic Directions for Rainbow Schools

Board Policy No. GOV-03 Role of the Corporate Board

Board Policy No. GOV-06 Role of the Director of Education

Board Policy No. GOV-09 Delegation of Authority

Board Capital and Accommodation Plan

Administrative Procedure Community Planning and Facilities Partnerships

## Timelines for an Accommodation Review

Item	Action	Business Days
Initial Staff Report	Presented and approved at a Board Meeting	
Notice to Municipalities, Community Partners, Coterminous boards, Ministry of Education	Maximum five (5) business days from the Board meeting to approve an accommodation review	5
Orientation of ARC (First Working Meeting)	Prior to the first Public Meeting	
Meeting with municipalities to review the initial staff report	Prior to the first Public Meeting	
ARC second working meeting	Following the orientation session	
First Public Meeting	Minimum thirty (30) business days from the Board motion approval of accommodation review(s)	30
ARC third working meeting	Following the First Public Meeting	
ARC fourth working meeting, if needed	Following the third working meeting	
Second Public Meeting	Minimum of forty (40) business days from the first Public Meeting	70
Final Staff Report	Presented at a Board meeting and posted a minimum of ten (10) business days after the second public meeting	80
Board meeting to receive delegations	Minimum of ten (10) business days following the posting of the Final Staff Report	90
Board meeting to decide Accommodation Review outcome	Minimum of ten (10) business days following the Public delegations to the Board	100



## Timelines for a Modified Accommodation Review

Item	Action	Business Days
Initial Staff Report	Presented and approved at a Board Meeting	
Notice to Municipalities, Community Partners, Coterminous boards, Ministry of Education	Maximum five (5) business days from the Board meeting to approve an accommodation review	5
Public Meeting	Minimum thirty (30) business days from the Board motion approval of the accommodation review(s)	30
Final Staff Report	Presented at a Board meeting and posted a minimum of ten (10) business days after the public meeting	40
Board meeting to receive delegations	Minimum of ten (10) business days following the posting of the Final Staff Report	50
Board meeting to decide Accommodation Review outcome	Minimum of ten (10) business days following the Public delegations to the Board	60

**ADMINISTRATIVE PROCEDURE  
BUSINESS ADMINISTRATION**

Effective:	Date x, 2015
Last Revised:	

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## Community Planning and Facilities Partnerships

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### 1. RATIONALE

Rainbow District School Board is committed to exploring opportunities to share facilities with its community partners when building new schools, undertaking significant additions and/or renovations, considering the use of underutilized space in schools, and considering properties associated with schools that may close and sites that may be considered for future disposition.

### 2. DEFINITIONS

**Board:** Rainbow District School Board

**Community Partners:** Community non-profit or profit entities expressing interest in participating in facility use partnership agreements that are deemed eligible by the board.

**Facilities:** Buildings and properties owned by Rainbow District School Board.

**Facility Partnerships:** A mutually beneficial and supportive arrangement supported by a formal Facilities Partnership Agreement with the board.

**Unused space:** Space that is unoccupied in a facility that has not been declared surplus to the needs of the board.

### 3. APPLICATION

The intent of facilities partnerships is to reduce facility operating costs, strengthen the relationships between the board, community partners and the public, maximize the use of public infrastructure, provide a foundation for improved service delivery for communities, and ultimately improve services, programs and supports available to students.

### 4. PROCEDURES

#### 4.1 Facilities Partnership Opportunities

Each year, a long-term capital and accommodation plan of all facilities will be conducted and reported to the Board.

The board will identify facilities deemed eligible for facilities partnerships.

#### 4.2 Criteria for Facilities Partnerships

The board will consider the value of the facilities partnerships to its students, when applying the following criteria:

- The health and safety of students must be protected;
- Partnerships must be appropriate for the school setting;
- Partnerships must not compromise the student achievement strategy;
- Entities that offer competing education services such as tutoring services, K-12 private schools or private colleges, and credit offering entities that are not government funded, are not eligible partners.

#### **4.3 Co-building Opportunities**

The construction of new schools, additions and major renovations may provide co-building opportunities with entities that offer services and programs for children, their families and the community. The board will endeavor to notify its potential facilities partners well in advance of the anticipated construction start date (typically 1 to 3 years).

The board does not need to have an identified source of funding or Ministry approval when notifying potential partners of co-building opportunities, however, formal partnership agreements cannot be finalized until both the board and the partners have an approved source of funding.

The board encourages community partners to provide notification of proposals or plans to build new facilities.

#### **4.4 Suitability of Unused Space**

Facilities deemed eligible for facilities partnerships will be identified as part of the long-term capital and accommodation plan.

The following factors will be considered when determining the suitability of unused space for facility partnerships:

- the space is not required by the board for programming in the foreseeable future;
- suitable parking exists;
- the ability to create a distinct and contiguous space within the facility, separate from the students, if necessary;
- zoning and site use restrictions;
- the condition of the facility;
- other criteria as determined by the board.

#### **4.5 Notification Process**

Following the annual report to the Board of the long-term capital and accommodation plan, information related to potential new schools, major renovations and additions, and available space for facility partnerships will be updated on the board's website and circulated to entities including, but not limited to, those listed in Ontario Regulation 444/98.

The Manager of Facilities will be listed on the website as the contact for inquiries regarding facilities partnerships.

The board will hold a public meeting once a year to review potential facility partnership opportunities. The notice for this public meeting will be posted on the board's website.

In addition to the annual public meeting, the board will continue discussions with affected municipalities and other community organizations to explore options to address underutilized space in schools within specific areas of the board. These discussions will inform proposals that school board staff may present to the Board, including recommendations to undertake a student accommodation review process.

The board will request technical information from the local municipality or municipalities where a planned student accommodation review will occur. This technical information will include, but not be limited to, population and future development projections in the area.

#### **4.6 Selection of Facilities Partnership Proposals**

The board shall have full discretion when evaluating and selecting partners. Partnerships will be evaluated based on how well the proposal meets the criteria described in Section 4.2 above.

Prior to being approved, potential partners must:

- be willing to enter into a lease or joint-use/partnership agreement;
- agree to operate in accordance with Board policies and procedures;
- provide financial statements showing financial viability of their organization;
- present proof of criminal background checks for staff and/or volunteers working within the schools.

#### **4.7 Partnership Agreements**

The board will provide clear instructions to potential partners regarding their rights and responsibilities as tenants, including maintenance standards and the applicability of Board policies and procedures.

The fees charged to partners for the occupied space will include operations and capital costs, administrative costs, property taxes (if applicable) and any other fees deemed appropriate by the board.

In co-building, partners will be required to pay for and finance their share of construction, including a proportional share of joint-use or shared space.

### **REFERENCE DOCUMENTS**

#### ***Legal:***

Education Act

Ontario Regulation 444/98

Ministry of Education Community Planning and Partnerships Guideline March 2015

Accessibility for Ontarians with Disabilities Act (2005)

#### ***Board References:***

Board Policy GOV-02 Strategic Directions for Rainbow Schools

Board Policy GOV-11 Learning and Working Environment: Equity and Inclusion

Board Policy GOV-12 Learning and Working Environment: Safe Schools

Board Policy GOV-15 Student Accommodation

Board Capital and Accommodation Plan

<b>Title:</b>	External Audit Planning Report for the year ending August 31, 2015
<b>Contact:</b>	Diane Cayen-Arnold
<b>Date Submitted:</b>	September 29, 2015
<b>Background</b>	<p>The Audit Committee approved the report from KPMG regarding the external audit plan for the 2014/2015 fiscal year.</p> <p>Ministry of Education memorandum 2015:SB19 requires the Audit Committee to report on the content of the external auditor's audit plan to the Board.</p>
<b>Process</b>	<p>The purpose of the external audit is to enhance the degree of confidence of the users of the financial statements through the expression of an opinion on whether the financial statements are prepared, in all material respects, the financial position, results of operations and cash flows of the Board in compliance with the Financial Administration Act, supplemented by Ministry of Education memorandum 2004:B2 and Ontario Regulation 395/11 of the Financial Administration Act.</p> <p>The external audit is risk focused, taking into account key areas for financial reporting that, by their nature, require specific audit consideration. The risks identified, for Boards of Education, are risks of material misstatement prior to consideration of internal controls in the areas of:</p> <ul style="list-style-type: none"> <li>Revenue recognition, including government grants</li> <li>Tangible Capital Assets</li> <li>Contaminated Sites</li> <li>School Generated Funds</li> <li>Employee Future Benefits and</li> </ul> <p>the presumed risk, under Canadian Auditing Standards, from management override of controls which exist for all Boards of Education</p>
<b>Recommendation</b>	That the 2014/2015 External Audit Plan be approved.

# Rainbow District School Board

## Multi-Year Internal Audit Plan

As at September 2015

2014/2015

<b>Audit</b>	Health and Safety	Follow up	Plan and Develop Programs
<b>Area</b>	Human Resources	Business	Instruction and Schools
<b>Rationale</b>	High risk score High profile process	2 recommendations presented thus far	
<b>Result</b>			
<b>Notes</b>	In Progress	Completed	Deferred

2015/2016

<b>Audit</b>	Information Technology and Communication (Based on Risk Assessment)	Instruction and Schools: Risk Assessment update	Follow Up-As management action plans are due
<b>Area</b>	IT	Instruction and Schools	
<b>Rationale</b>	Critical operation No prior IT audit	To determine next 5 year plan	
<b>Result</b>			
<b>Notes</b>			

2016/2017

<b>Audit</b>	Budget Planning, Development and Control	Instruction and Schools (Based on Risk Assessment)	Follow Up-As management action plans are due
<b>Area</b>	Business	Instruction and Schools	
<b>Rationale</b>	High risk score High budget impact High profile process	To be assessed	
<b>Result</b>			
<b>Notes</b>			

2017/2018

<b>Audit</b>	Attendance Management	Special Education	Follow Up-As management action plans are due
<b>Area</b>	Human Resources	Instruction and Schools	
<b>Rationale</b>	High risk score High impact on cost and service delivery	Mid risk High profile process	
<b>Result</b>			
<b>Notes</b>			

2018/2019

<b>Audit</b>	Facility Requirement Forecasting and Capital Planning	Instruction and Schools (Based on Risk Assessment)	Follow Up-As management action plans are due
<b>Area</b>	Facilities	Instruction and Schools	
<b>Rationale</b>	High risk Critical planning process	To be assessed	
<b>Result</b>			
<b>Notes</b>			

2019/2020

<b>Audit</b>	Information Technology and Communication (Based on Risk Assessment)	Manage Facility Operations	Follow Up-As management action plans are due
<b>Area</b>	IT	Facilities	
<b>Rationale</b>	To be assessed	Moderate Financial Moderate Reputational	
<b>Result</b>			
<b>Notes</b>			

**RAINBOW DISTRICT SCHOOL BOARD**  
**MINUTES OF THE**  
**AUDIT COMMITTEE MEETING**  
held in the Boardroom  
on Tuesday, December 16, 2014 at 3:08 p.m.

Present: Trustees: T. Campbell, J. Hunda, D. Morrison

External Audit

Committee Members: F. Cinotti  
Absent: A. Lukezic

Officials: N. Blaseg – Director  
D. Cayen-Arnold – Superintendent of Business  
K. Kozman – Manager of Finance

Other: D. D'Angelo – Lead Audit Engagement Partner – KPMG  
Y. de la Morandiere – Financial Analyst

1. **Approval of Agenda**

Motion: J.Hunda/F.Cinotti

That the agenda for the Audit Committee meeting of December 16, 2014 be approved. – **Carried**

2. **Preliminary Declarations of Pecuniary Interest – NIL**

3. **2014: SB22 Guidance For Holding Audit Committee Meetings in Closed Session**

Chair Morrison discussed the Ministry's updated guidance.

4. **2013/2014 Financial Statements**

Motion: J.Hunda/F.Cinotti

That the 2013/2014 Financial Statements be recommended to the Board for approval. – **Carried**

5. **2013/2014 Audit Committee Reports**

Motion: T.Campbell/F.Cinotti

That the 2013/2014 Audit Committee Reports be approved. – **Carried**



6. **Other**

Motion: T.Campbell/J.Hunda

That a letter be sent (with a copy to the Board) to Frank Cinotti and Apryl Lukezic's employers recognizing their service and valuable contributions to the Rainbow District School Board's Audit Committee. – **Carried**

7. **Future Meetings**

Call of the Chair.

8. **Adjournment**

Motion: J.Hunda/T.Campbell

That we now adjourn at 4:18 p.m. – **Carried**

**August 20, 2015**

Ms Doreen Dewar  
Chair  
Rainbow DSB  
69 Young Street  
Sudbury, Ontario P3E 3G5

Greetings,

As the 2015-2016 school year approaches, our Office would like to provide you with information about the expansion of the Ombudsman's jurisdiction to school boards. As of September 1, 2015, the Ombudsman can begin accepting, resolving and investigating complaints about school boards under the *Public Sector and MPP Accountability and Transparency Act, 2014*.

The Ontario Ombudsman is an independent officer of the Legislative Assembly, appointed to conduct impartial investigations relating to the administrative conduct of public bodies. The Ombudsman's services are available to anyone free of charge.

As we do with the tens of thousands of provincial complaints we handle every year, we will work to resolve complaints about school boards wherever possible. We resolve most complaints without need for an investigation or report, by referring people to existing complaint mechanisms.

When we receive complaints about school boards, we will first refer complainants to local avenues to address their issues at the school or board level, and to school board ombudsmen or similar appointed officials where they exist.

We are an office of last resort, meaning individuals should exhaust any available statutory appeal mechanisms (e.g., the Ontario Special Education Tribunal) before complaining to the Ombudsman. The Ombudsman strongly encourages school boards to resolve local issues at the local level, and to create their own accountability officers.

If local complaint mechanisms are unable to resolve the problem and the Ombudsman determines that an investigation is warranted (either into an individual complaint issue or a broader systemic one), the board in question will be notified by our Office, and will be required to co-operate with the Ombudsman's investigation. The Ombudsman may report his findings and recommendations publicly. However, he cannot overturn any decisions of a school board, and his recommendations are not binding.

The Ombudsman's Office has 40 years of experience in resolving and investigating administrative problems throughout the provincial government – including handling complaints about school boards in the past that were under direct government supervision through the appointment of a supervisor. We handle more than 23,000 complaints per year by applying alternate dispute resolution strategies – resolving some 75% of all cases in less than two weeks.

At the same time, almost all of the Ombudsman's recommendations for systemic change have been accepted by the government in the past 10 years, resulting in administrative improvements that have affected millions of Ontarians (e.g., expansion of newborn screening, a more secure lottery system, better monitoring of unlicensed daycares). We have always received excellent co-operation from the public bodies we oversee.

We have recently reached out to several school board associations and other stakeholders to share information about our Office's role. We have asked all Directors of Education and supervisors of School Authorities to complete a brief online survey that will help us in responding to any complaints we may receive.

For more information about how we work and our new mandate with respect to school boards, you might wish to review our Frequently Asked Questions at <https://ombudsman.on.ca/About-Us/MUS-FAQ.aspx> and our new brochure, *Complaints about School Boards*, at [https://ombudsman.on.ca/Files/sitemedia/Documents/P3-1690-MUS-Brochures-S-ENG-copy\\_1.pdf](https://ombudsman.on.ca/Files/sitemedia/Documents/P3-1690-MUS-Brochures-S-ENG-copy_1.pdf). Our latest Annual Report, published in July for the 2014-2015 fiscal year, also provides a good overview of our work; it can be found online here: <https://ombudsman.on.ca/Resources/Reports/2014-2015-Annual-Report.aspx?lang=en-CA>. You can also receive information about our office monthly by subscribing to our e-newsletter at <https://ombudsman.on.ca/Newsroom/E-Newsletter.aspx>.

My team and I would be happy to answer questions, provide copies of our publications, or connect you with our colleagues who will be working on school board cases. Please contact us by emailing [thewatchdog@ombudsman.on.ca](mailto:thewatchdog@ombudsman.on.ca), or call our Communications Officers: Laura Nadeau (416-586-3402) or Cynthia McQueen (416-586-3525).

Sincerely,



Linda Williamson  
Director of Communications, Office of the Ombudsman of Ontario