



*Renfrew County District School Board*

# *Director's Annual Report 2007*





## Renfrew County District School Board

*Education for Life, Opportunities for All*

### Annual Report to the Board for 2007

(Presented in accordance with Education Act, Section 283)

#### Education for Life, Opportunities for All

The Renfrew County District School Board aims to develop all students under its care to their greatest potential as individuals within our society.

To this end, the Board has articulated three key outcomes related to its vision of Education for Life, Opportunities for All:

- 1. Excellence in Teaching and Learning**
- 2. Safe, Caring and Respectful Learning Environments**
- 3. Wise Use of Resources**

All system, school and department management plans focus on achievement of our three key outcomes. The report provides examples of activities and initiatives undertaken in 2007 and gives evidence that significant progress is being made in achieving our ultimate goal of developing the minds and character of students to full potential.

It is a privilege to present this report as acknowledgement of the commitment and contribution that all those associated with education in the Renfrew County District School Board bring to the important work of student success.

Respectfully submitted,

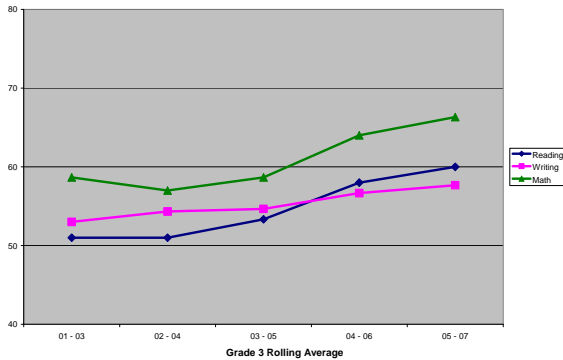
Eleanor Newman  
Director of Education and Secretary to the Board  
Renfrew County District School Board  
January 28, 2008

# Excellence in Teaching and Learning

## RCDSB Students Develop Literacy and Numeracy Skills

The Renfrew County District School Board is committed to the ongoing improvement of student achievement in reading, writing and mathematics. While results in any one year may rise or fall, the graphs of three year rolling averages show steady progress.

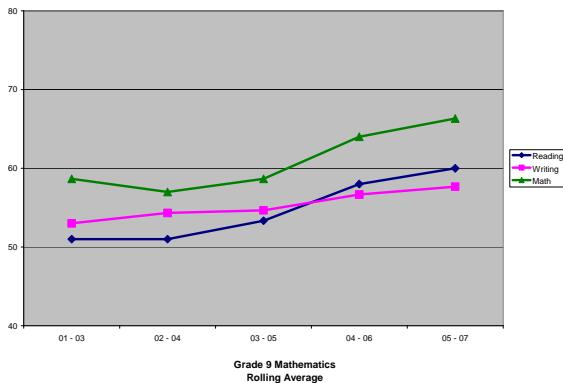
Grade 3 Rolling Average



### Primary Division - Grade Three - 2007 Results

- Reading: 58% of students at or above level three; 83% of students at or above level two
- Writing: 59% of students at or above level three; 91% of students at or above level two
- Mathematics: 69% of students at or above level three; 91% of students at or above level two

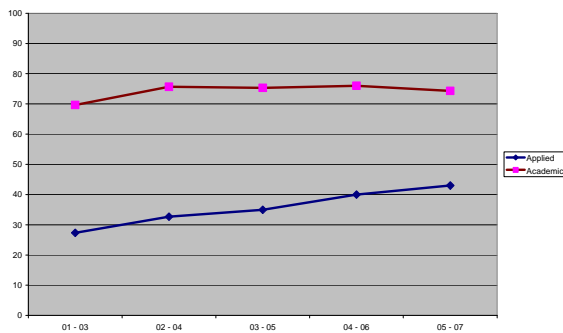
Grade 3 Rolling Average



### Junior Division - Grade Six - 2007 Results

- Reading: 58% of students at or above level three; 86% of students at or above level two
- Writing: 54% of students at or above level three; 90% of students at or above level two
- Mathematics: 54% of students at or above level three; 85% of students at or above level two

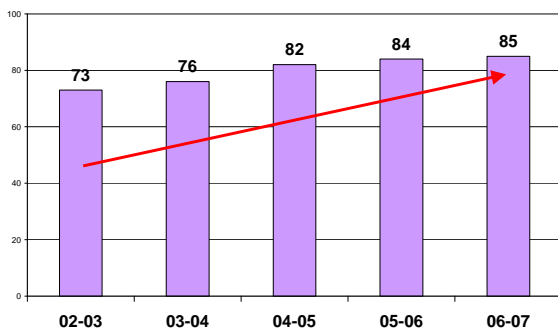
Grade 9 Mathematics Rolling Average



### Grade Nine Mathematics - 2007 Results

- Applied Mathematics: 47% at or above level three; 82% at or above level two
- Academic Mathematics: 70% of students at or above level three; 90% at or above level two

OSSLT



### Ontario Secondary School Literacy Test - 2007 Results

- 85% of students writing the OSSLT for the first time were successful
- 97% of students eligible to write the test for the first time did so - a very high rate of participation
- Students may rewrite the OSSLT or meet the graduation requirement by completing the Ontario Literacy Course

## Literacy and Numeracy Stories to Tell



In 2007, the Renfrew County District School Board was recognized by the Ontario Public School Boards' Association as the most improved board in the province based upon EQAO results from 2003 to 2006. Board Chair, David Shields received the award of \$2000 from OPSBA President Rick Johnson. The RCDSB matched the award and provided a \$500 scholarship to each secondary school for a graduating student who had overcome obstacles and achieved results.

- The Board continues to provide its early literacy intervention program, with additional teacher time for the primary division at every school. Each year, the Board sponsors a Summer Booster Program as a means to reinforce good learning habits and maintain literacy and numeracy skills for students needing extra support. In 2007, staff designed instruction to target individual student needs as shown in diagnostic assessments. The results were dramatic - for example, the eighteen students enrolled at the Petawawa site collectively improved by a total of 69 PM Benchmark levels during the month of July.
- Special project funding over the past three years provided time and resources for teams of teachers at each elementary school to develop expertise in writing individual education plans with a focus on literacy and numeracy. Results on the May 2007 EQAO tests are encouraging in that grade three students with identified special needs achieving at or above level two increased by 14 percentage points for reading and 21 percentage points for each of writing and mathematics. Results for grade six students improved in writing and math.
- In summer 2007, 47 grade 7 and 8 students and 27 grade 9 and 10 students participated in summer school. The elementary students worked to improve literacy and numeracy skills and secondary students earned a total of 23 course credits and two transfer credits.
- The gender gap whereby girls outperform boys continues to exist. Admaston, Queen Elizabeth and Central public schools are studying the impact of using inquiry and non-fiction reading to improve the reading and writing skills of grade one girls and boys. Results on PM Benchmarks show all students making progress with 47 of 57 students reading at level 14 and above by June. Grade three EQAO scores for these schools give early indication of improvements in writing with gains of 13 percentage points at Admaston and 20 percentage points at Central over last year.
- Funding and coaching provided by the Literacy and Numeracy Secretariat assisted four elementary schools - Pinecrest, Champlain Discovery, Eganville and Palmer Rapids. At Palmer Rapids Public School, the staff has implemented many of the recommendations from the diagnosticians report including moving to larger blocks of literacy instruction, establishing a book room and buying books for classrooms and the library, using data walls to monitor reading progress, and setting goals with and meeting regularly with intermediate students at risk of not completing assignments. Staff has attended training and embraced problem-solving approaches in mathematics and six-traits writing.
- The Petawawa schools (General Panet High School, General Lake, Pinecrest, Pine View and Herman Street elementary schools) implemented 6+1 Writing Traits as a framework for teacher-teacher and teacher-student dialogue about writing. Principals shared the experience and initial results with colleagues, and the project has expanded to other areas. Pine View's EQAO results show grade six students meeting provincial targets with achievement at 75% in reading, 61% in writing and 79% in mathematics.
- Several schools provide workshops for parents. For example, AJ Charbonneau teachers held a series of family math workshops for parents of primary and junior children, after school numeracy instruction for intermediate students, and parent workshops on topics such as positive discipline, bullying prevention and helping with homework.

## Students Succeed in RCDSB Secondary Schools

The Renfrew County District School Board acts upon its concern for addressing the needs of all students through its support of academic programs, remedial and alternative programs, adult and continuing education, and special education.

- Credit accumulation in the first two years of secondary school is critical to students staying in school. June 2007 data shows 85% of grade nine students achieving the full eight credits and 72% of grade ten students achieving the full sixteen credits. An additional 10% of grade ten students had attained fifteen credits. Student success teams are tracking students at risk of failing and doing “whatever it takes” to intervene. Homework clubs, peer tutors, and lunchtime tutoring are in place to ensure that assignments are completed and all credits are earned and achieved.
- RCDSB secondary schools support students on the journey to graduation and the percentage of students leaving school without graduating dropped from 6.6% to 4.7% in two school years. Additionally, the data on the eleven indicators of student success tracked by the Ministry shows RCDSB scoring very well on accountability measures such as completion of compulsory credits, success with credit recovery, closing the achievement gap between academic, applied and locally developed courses, and transition planning.
- RCDSB secondary schools are pushing for even higher levels of academic achievement. At General Panet High School, staff provides gender specific instruction in English and Mathematics and results have improved - students in applied mathematics show a gain of 15 percentage points over three years. At Opeongo High school, 99% of credits attempted at grades nine, ten and eleven were achieved. Equally impressive is the data that shows that over 97% of grade nine credits attempted at all RCDSB schools were achieved.
- Two hundred and fifty-two students from our high schools were Ontario Scholars, achieving an 80% or better average on six grade 12 courses. This represents approximately 32% of grade 12 graduates. Fifty-six students from our high schools won provincial Queen Elizabeth Aiming for the Top Scholarships.
- The Renfrew County District School Board currently serves 127 adult day school students, 61 high school students taking alternative programs (including six in the young parent program), 111 students in adult basic literacy programs, 10 students in ESL programs, and hundreds of students enrolled in correspondence courses. In 2006-2007, 116 individuals achieved their secondary school diploma having completed requirements through alternative and continuing education. The School for Continuing and Community Education has developed an excellent program calendar with promotional materials, and has embraced student success as evidenced by an 82% success rate by its students on the provincial Literacy Test.
- With a special grant from the Ministry and additional support from RCDSB, three schools are implementing Specialist High School Majors. Opeongo High School in Forestry; Mackenzie High School in Hospitality and Tourism; and Fellowes High School in Hospitality and Tourism. Students in these programs complete credit courses as well as gaining certificates such as WHMIS, First Aid, Chain Saw operation, etc.
- Sound transition planning results from connections between elementary and secondary schools. There has been considerable training for teachers of grades 7 to 9 on differentiated instruction, literacy and mathematics. McNab Public School has established a pilot student success program for students having difficulty with attendance, engagement and work completion. The program focus was on social and study skill development. Results include better attendance, improved results in reading, writing and mathematics and significant reduction in incidents of misbehaviour. Keys Public School has set a target that 75% of grade 7 and 8 students will achieve level three or above in reading, writing and mathematics.
- In light of declining enrolment and the need to plan carefully to provide programs in small secondary schools, the Renfrew County District School Board appointed Lauren Wilson to conduct a review and make recommendations regarding school organization and course offerings.

## Precision, Personalization and Professional Development

The Renfrew County District School Board invests in the ongoing training and development of its employees.

- Teachers newly hired by the RCDSB participate in a formal two-year orientation and mentoring program that includes group sessions and provides time for protégés to connect periodically with an experienced teacher trained as a mentor. The program is integrated with performance appraisal and recommendation by the principal for certification of the beginning teachers by the Ontario College of Teachers. The New Teacher Induction Program (NTIP) is led by Terry Burwell and a team of school administrators.
- School improvement plans in each school are developed and implemented by teams of teachers working together to analyze student results, set learning goals based upon curriculum expectations, determine instructional strategies that match student needs, and monitor the impact on learning. Herman Street Public School reports that each staff member is a member of a professional learning team and that each team reviews formative data from PM Benchmark, CASI, and classroom assessments and summative data from report cards throughout the year with a view to supporting students to higher achievement. EQAO data from Herman Street shows 80 - 90% of primary students meeting provincial targets.
- The Curriculum and Special Education Departments provide support for school-based professional learning teams. In the CODE project, elementary teacher consultants Cathy Kyle, Michelle Belsher, Tracey Stevens and Diane Kiser with Special Education Principal Dennis Weatherdon and Special Education Administrator Shelley O'Malley modeled how classroom teachers, special education teachers, literacy teachers and administrators work together to develop learning plans and to differentiate instruction. Gayle Bishop, Dave Bishop and Bill Smith provide similar supports to secondary student success teams as they develop strategies to "*Reach Every Student*".
- The Curriculum Department consultants work with school staff to develop data walls and organize book rooms and to provide support in the implementation of 6+1 Writing Traits and Balanced Literacy and Numeracy. As well, the consultants organized and provided training related to new Ministry of Education resources such as Differentiated Instruction and the provincial e-learning repository.
- Special Education staff has provided significant and ongoing support for teachers, school support counsellors, and educational assistants. Examples include training on Crisis Prevention Intervention, assistive technology, education assessments, and approaches to supporting students with autism.
- In 2007, Assessment and Evaluation has been a focus as the central team began to review and revise our guidelines in light of current research and practice. Recently, Lauren Wilson, Amy Johnson and Christine MacKechnie, presented at the Ministry of Education symposium on a variety of topics related to assessing and evaluating in secondary schools.
- RCDSB Curriculum Department applied for and received \$100,000 to support best practices in professional development for experienced teachers. Part of the project involved collaboration with Queen's University to develop a survey to gather input from staff regarding PD needs and preferences. Information gleaned from the survey was used in planning the Board PD day and participants gave the day an exceptionally high satisfaction rate.
- RCDSB applied for and received \$200,000 in multi-year funding to purchase resources and train teachers of core French on the Aim Gesture approach. Ginette Krantz, FSL Consultant, and a team of teacher "coaches", provided support for French teachers during implementation. Teacher feedback shows that time for teachers to work together in a professional learning community is valued and that students are more confident in speaking French. A new program was purchased for grade 7 and 8 and is proving to provide both structure and content.
- School office managers and secretaries have been provided with training on Trillium, the student information system that has been implemented to address the OnSIS expectations of the Ministry of Education. School office staff had opportunity to meet on PD days to share strategies and celebrate achievements.

## Leadership Matters

- Special Education: The Renfrew County District School Board is showing leadership in the province through its Comprehensive Review of Special Education philosophy, programs and services. One in four students served by the Board has identified special needs and the Board was pleased to see improvement in their learning as a result of pilot projects. The Board initiated the review so that students with special needs will experience even greater success and improved achievement; so that available resources for special education are used effectively to obtain the best possible outcomes for students, and so that programs and services are designed and delivered with a focus on student success and are aligned with provincial direction. Board members hosted fourteen public meetings to share information and gather input from parents, staff and community partners, reviewed Ministry documents and input from SEAC, and considered reports from staff. Recommendations arising from the review will assist the Board in putting plans in place to assist classroom teachers, resource teachers, and support staff as they address the learning needs of students.
- Aboriginal Education: The Renfrew County District School Board, in partnership with the Renfrew County Catholic DSB and the Algonquins of Pikwakanagan First Nation hosted a very successful two-day symposium on Aboriginal Education, "*Telling our Stories - Crafting a More Promising Future*". Through keynote speakers, presentations and workshops, participants shared perspectives and best practices. Jody Alexander, teacher at Eganville and District Public School, shared strategies from the Learning Circle early literacy project at EDPS where 67% of grade two aboriginal students reached and exceeded grade level PM Benchmark during first term.
- Special Education: In fall 2007, the Renfrew County District School Board and its coterminous board hosted the regional special education conference, "*Meeting the Needs of Individuals*". RCDSB teachers Margo Diamond, Scott Buffam, Angela McGregor-Stewart, Jennifer Marquardt, Allison Ryan, Donna Cox and Gayle Corbin presented workshops. Shelley Gagne, Diane Kiser, Bill Smith and Tracey Stevens represented RCDSB on the planning team.
- Leadership Development: Elementary principals continue to engage in the *Principal Purpose Project - Leading Student Achievement* and meet monthly to review aspects of school improvement including wise use of data, developing knowledge of curriculum, instruction and assessment strategies, setting goals and targets, and developing professional learning teams. RCDSB coordinating team comprised of Brent McIntyre, Kim Shoveller, Margaret Maloney, Lizanne Lacelle, Cindy Simpson, and Gayle Bishop was asked to present its work at a provincial symposium. Each month at senior administration meetings, a block of time is devoted to developing leadership thinking and competencies using a framework. The Director and academic superintendents were invited to share these activities with superintendents enrolled in a course at the Rotman School of Management.
- Parent Engagement: The RCDSB Parent Involvement Committee held its first school council symposium, *Achieving as One: Parents Engaged in Education*, where parents, principals and central staff facilitated discussion groups on a variety of topics and participants were provided with recent Ministry of Education publications and parenting resources. As follow-up, PIC members attended meetings of each school council to encourage sharing and provide support. The steering committee includes Jeannie Hiderman (Admaston), Shari Kosowan (Beachburg), Marc Poirier (Champlain Discovery), Sandy Gibson (Killaloe), Karen Lunn (Walter Zadow/ADHS), Kim Chenard (Fellowes), Sonya McLaren (General Panet) and Etienne Lantos (MISA Leader/Principal).
- Student Leadership: The Board provided leadership training for student leaders through a local symposium for a team of twenty students from each secondary school. Gayle Bishop, Student Success Leader, Dean Zadow, Vice-Principal and teacher advisors from each school organized the day held at Wilderness Tours. OSSTF sponsored "*Me to We*" workshops at each secondary school to educate students about social justice and civic responsibility and to encourage students to demonstrate leadership at school and in the larger community. As a result of changes to Ministry policy, representatives from each secondary school heard candidate speeches and cast votes to determine who would serve as student trustee.

## Safe, Caring and Respectful Learning Environments

### RCDSB Promotes Safe, Caring and Respectful School Climates

- The Renfrew County District School Board hosted system-wide professional development day *Connecting the Dots* where developing both student character and minds was the focus of workshops facilitated by RCDSB staff and invited guests. The keynote speaker, Marc Kielburger shared a powerful message about service to others and social engagement, and illustrated through story and images how the philosophy of “*Me to We*” provides a foundation for character education and actions that promote the well-being of children and youth around the world.
- All schools have embarked on implementing Character Education by modeling, naming and encouraging the attributes and behaviours expected in a civil society and therefore by all those at the school or representing the school. The Opeongo High School girls’ rugby team earned a bronze medal at the OFSAA championship tournament and upon their return received a note of acknowledgement for their exemplary behaviour and positive attitude from one of the referees - a tribute to their character.
- Principals and vice-principals attended a session on bullying prevention and have put measures in place to address bullying at their schools. Walter Zadow Public School initiated a School Climate Committee comprised of students, parents and staff who are working to address issues related to bullying. They crafted an anti-bullying statement “Walter Zadow Public School is committed to speaking out against bullying. We respect each other’s feelings, differences and beliefs. Together we will empower each other to make responsible, peaceful choices.” Each morning at Herman Street Public School, a student reads the school’s “Peace Pledge”.
- RCDSB received \$125,000 to initiate a Safe Schools Model Project whereby school teams consisting of the special education resource teacher, the school support counsellor, principal and classroom teacher meet with central special education staff to learn about strategies and interventions of benefit to students with identified behavioural needs. Madawaska VDHS and Sherwood Public School are examples of schools where there currently are very few suspensions.
- As a pilot project, the Special Education Department created mixed abilities classes at three sites to provide an alternative learning environment for students needing to develop social skills and manage behaviour. Students in the program are developing skills and there has been no need for suspensions.
- RCDSB schools are making a difference in the world and their communities. Three times during the year, staff and students of Rockwood Public School contribute toys, food and money to the Salvation Army for those less fortunate. Renfrew Collegiate Institute staff and students organized the Relay for Life which raised \$56,500, raised a total of \$20,000 for to support others with major medical issues, donated \$3800 to Save the Children, and contributed 20,000 items plus \$1000 to the local food bank.
- There are children at our schools who rely on the supportive intervention of community partners such as the Child Poverty Action Network of Renfrew County. In 2007, teachers from Highview Public School and Central Public School successfully applied for funding from the Elementary Teachers’ Federation of Ontario so that staff could better understand and address the issues faced by children living in difficult economic circumstances.
- Renfrew County public schools collected over 18,000 books in support of the Book Drive initiative of the Lieutenant-Governor of Ontario. These donated books were sent to local OPP detachments to be forwarded on to aboriginal communities in northern Ontario in support of literacy development.
- Shelley O’Malley, Special Education Administrator, worked with local Community Living associations to facilitate a poster contest about inclusion of students with special needs on the theme of *Kids Belong Together*. Many students from RCDSB participated with Staples Business Depot sponsoring the event.

## **RCDSB Promotes Health, Safety and Wellness for Students and Staff**

- Proper nutrition assists learning. The Renfrew County District School Board is the lead agency in the Renfrew County Food for Learning Partnership. With a \$150,000 grant from the province and the help of community volunteers, students in 36 schools across the county have access to breakfast and healthy snacks. Chelsea Burton, who teaches her special education students at General Lake Public School how to prepare nutritious snacks and meals, was recipient of a Nutrition Innovation Award. Killaloe Public School won \$1000 in the “Drink More Milk” contest sponsored by the Dairy Farmers of Canada. The winnings were spent on sports equipment.
- Champlain Discovery Public School, in partnership with the City of Pembroke Fire and Police Services, is implementing Risk Watch, an injury prevention resource that teaches students about the eight major areas of risk and how to stay safe.
- The province is promoting healthy and active schools through daily physical activity. Mackenzie High School developed a partnership with community that resulted in “*Get With It!*” - an opportunity for citizens of all ages to walk the hallways through the winter months when it is difficult to exercise outdoors. The program was reviewed by the Heart Institute in Ottawa and has been adopted in other community schools including Fellowes High School.
- Schools are placing increased emphasis on teaching students to be safety conscious and to report any student injury. Reports of student injury were about the same as last year (about 800 reports). Most injuries were playground or sports related and did not require medical care or time away from school. Injuries occurring in technological studies shops were significantly reduced. The Board achieved its best score on the OSBIE Help Audit since the program began.
- Board staff has been diligent in their efforts to work safely and to reduce workplace injuries. There has been a 13.5% reduction in injuries requiring medical attention - marking 2007 the third year in a row that such injuries were reduced. Days lost due to injury in RCDSB are less than half of the average for small school boards and thus our WSIB costs are at historic lows.
- The Board continues to train employees on WHMIS, first aid, CPR and crisis prevention and intervention. Educational assistants, custodians, plant and information technology personnel have had job specific training on safety procedures and proper use of protective equipment.
- Central departments have processes in place to ensure safe learning environments. The Information Technology Department updates virus scanning and shielding software so that each server in our school system is protected from viruses and unsuitable websites. Plant and Health and Safety Departments conduct weekly tests of well water and ensure that fire and emergency alarm systems and school grounds and equipment are inspected regularly. The Human Resources Department requires criminal background checks of prospective employees and new volunteers. The Transportation Department developed a Student Transportation Guide on Bus Safety and procedures for use by students, parents, drivers and school staff. All bus drivers receive training on CPR, First Aid and use of epi-pens in the event of an anaphylactic reaction.

## Wise Use of Resources

### Celebrating the Successes of Students, Staff, and Community Partnerships



Minister of Education Kathleen Wynne visited McNab Public School to see the Board's three key outcomes in action. She noted that McNab students demonstrate good character and achieve high academic standards and enjoyed learning about the solar heating project.

- The success of staff at General Panet High School, Madawaska VDHS, and Renfrew Collegiate Institute in improving student achievement in literacy and mathematics has been acknowledged by the Education Quality and Accountability Office of Ontario. Each school has been highlighted in recent EQAO publications and Deb Rantz, John McIver and John Scott, the school principals, were invited to a symposium where the efforts of approximately 50 such schools were honoured.
- The excellence of RCDSB staff was recognized by professional organizations during the past year. Loran Young, Principal of Continuing and Community Education, received an Award of Appreciation from the Eastern Ontario Young Justice Agency in acknowledgement of his work to engage and support youth at risk in our communities. Sheila McCarthy, teacher at Morison Public School is the recipient of the 2007 provincial OAME Award for Exceptional and Creative Teaching in Elementary Mathematics. Anne George, itinerant teacher for the vision impaired, was awarded the 2007 Canadian Vision Teacher Award for Excellence in Teaching. Blanche Thomas, teacher at Pine View Public School, is featured in a webcast from the Literacy and Numeracy Secretariat on effective strategies for teaching mathematics.
- Options 2007, a local event highlighting the skilled trades, won a Service Innovation Award from the Ministry of Trades, Colleges and Universities. Organized by staff from Algonquin College, the Renfrew County District School Board and the Renfrew County Catholic District School Board, Options consists of displays, demonstrations and competitions. Teams of students engaged in technological studies from each of our seven secondary schools competed. Ryan Dicker from RCI went on to place 6<sup>th</sup> in cabinet making at the provincial level. In 2006-2007, 209 RCDSB students had cooperative education placements in the skilled trades and of these, 45 registered as apprentices with the Ministry of Training, Colleges and Universities.
- Arnprior District High School continues to achieve excellence in the arts. The vocal jazz group, Red Velvet, was awarded gold standing at the Ontario Vocal Jazz Festival. Both Morison and Keys public schools benefit from talented community members who contribute to the visiting artist program providing students opportunities to engage in music, art, dance and drama. In 2007, the Ministry provided some targeted funding to support the purchase of equipment for arts education.
- RCDSB students excelled at the Renfrew County Science Fair with students from Beachburg, Cobden, General Lake, Highview, Pine View, Mackenzie and Opeongo being among the prize winners. Roopah Suppiah from Mackenzie High School and Kyle Joncas from Cobden Public School advanced to the Canada-Wide Science Fair.
- RCDSB is an active member of the County of Renfrew Best Start Network. As a result of an agreement among the Renfrew County District School Board, the County of Renfrew, and Arnprior and District Child Care Services, construction of a new childcare centre attached to AJ Charbonneau Public School is nearing completion. Principals Cathy Kyte and Catherine McGregor, represent the Board on the Killaloe and Petawawa pilot hubs for service integration.
- Small schools look to partnerships to enrich programs for students. Calabogie Public School connects with the local library, with service clubs, and with the community senior citizen group. With assistance from the IT Department, Westmeath Public School made successful application to MDG Computers and the Steve Nash Foundation, and received fifteen computers for the school.

## **Ensuring Efficient and Effective Operations**

The Renfrew County District School Board has undertaken studies and made decisions so that it can continue to provide excellent services and operate within its means.

### Policies and Procedures

- The Board reviewed and updated its policies and procedures regarding travel expenditures, purchasing cards, advertising, advocacy, pupil accommodation, trustee remuneration, and student trustees in accordance with guidelines issued by the Ministry of Education. The Board initiated a review of all policies and procedures related to its key outcome of safe, caring and respectful learning environments to ensure congruence with Character Education initiatives and changes in Ministry policy regarding safe schools.

### Information Technology Services

- The Board is seeking to provide services and obtain efficiencies through wise use of web-based education and business applications such as on-line resource libraries, e-learning courses, and electronic records management. The Board allocated \$1,000,000 from reserve to address urgent needs to upgrade Wide Area and Local Area Networks, improve email and web-based communications, develop the Board and school websites, and refresh computer hardware in schools. To support its multi-year Information Communications Technology Plan, the Board has restructured the IT Department. Providing access for students to sufficient band width across our rural area is a challenge and an extraordinary expense.
- With tremendous effort from central and school staff, the Board met all the Ministry MISA and OnSIS requirements for October, March and June electronic data submissions related to board operations and student records. To meet these targets, Board staff implemented Trillium, a fully functional student information system and trained staff on the collection, cleansing, storage, and security of data and on completing web-based report cards.

### Transportation Services

- The Renfrew County District School Board and the Renfrew County Catholic District School Board cooperate to offer cost-efficient transportation services. Ninety-six percent of bus routes are shared. Every school-purpose vehicle under contract to the boards is equipped with a two-way communication device and the Transportation Department is initiating a "First Ride Program" to teach primary children bus safety. The boards have established a transportation webpage as a means to communicate with parents and stakeholders.
- The two English language school boards in Renfrew County have submitted a Joint Transportation Consortia Plan to the Ministry of Education as a first step to becoming eligible for additional funding. The Ministry intends to conduct an efficiency and effectiveness review and make recommendations for route optimization and the level of funding it will provide for transportation.

### Business and Human Resources Services

- To achieve greater efficiency and effectiveness, business practices are regularly reviewed, automated, and streamlined. In the past year, the Business Department moved toward a paperless payroll system, has streamlined aspects of purchasing and accounts payable functions, has implemented software to assist with enrolment and staffing projections, has established a process for tracking time, materials and equipment related to plant department projects, and has researched and is testing software to assist with reporting absences, accessing casual help, and accounting for supply teacher usage.
- The Human Resources Department has developed its mission statement - "personal and professional assistance for our valued employees" - and a strategic plan that includes a review of hiring practices and consultation about employee recognition. In the past year, staff has implemented new TPA software and switched to a new benefits provider. The department continues to streamline and automate processes and to use the web as a means of communication. Staff is investigating new HR/Payroll and electronic storage systems.

## Plant Services and Energy Management

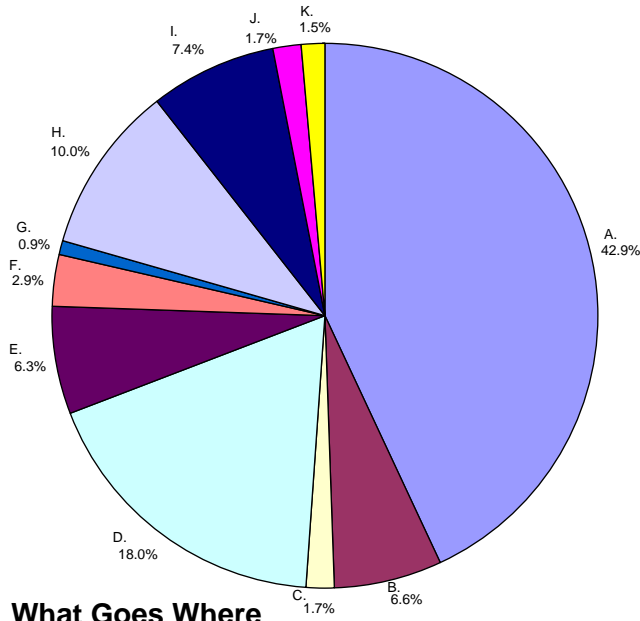
- In 2006-2007, the Renfrew County District School Board completed \$7,500,000 of repairs and renovations to its thirty school facilities, with no lost time due to workplace injury. Some projects addressed recommendations from school safety audits - such as the relocation of school offices at Admaston, Highview, and Westmeath schools to locations near the front entrance for a more welcoming and safer environment and such as the improvement of bus and car traffic flow at AJ Charbonneau and Walter Zadow schools. Other projects responded to recommendations from the Board special education and accessibility plans - such as the covered entranceway to Madawaska VDHS that provides access to the main level and gymnasium level of the school, and installation of an elevator at Opeongo High School.
- Several renovations projects addressed program needs in schools. At Westmeath and Herman Street elementary schools, aging stand-alone portables were replaced with port-a-pack additions that provide adequate space for classrooms, computer labs, libraries, and special education. At Eganville and District Public School, plant staff assisted with a project to renew the school library. At Fellowes High School, a restaurant standard kitchen and dining area was constructed so that students enrolled in the food services program would have up-to-date facilities. Some FHS students on coop education placements worked with our plant staff on the project. "TAPAH's Table" held a celebratory dinner for those involved and students have prepared meals for several board events.
- Major upgrades of facilities, such as those completed at Renfrew Collegiate Institute and Cobden and District Public School, continued to incorporate energy management, improved lighting and ventilation, and other measures that have resulted in annual savings of over \$500,000.

## **Board Budget Priorities Focus on Student Success**

The Renfrew County District School Board continues to provide excellence for students by making wise use of resources made available from the province and from reserves.

- Student achievement is the #1 objective of the Renfrew County District School Board. Over the past three years, the Board has closed schools, reorganized transportation services, invested in energy saving improvements to its schools, and made expenditure reductions through operating efficiencies and thus, the Board has been able to maintain and enhance programs and services in spite of declining enrolment and the resulting reduction in grant revenue.
- Recognizing that the majority of expenditures are determined through government directives, the Board continues to exercise its remaining discretion by allocating resources to support programs for students. For 2007-2008, the Board drew \$1,529,918 from reserves: \$250,000 to provide Work-Ways programs for secondary students at risk; \$25,000 for Character Education initiatives; and an investment of one million dollars into computers and technological infrastructure.
- With financial support from the province, the Board reduced elementary class size so that 93% of kindergarten to grade three classes is at twenty or fewer students with the remainder no greater than twenty-three students. The average class size for grades four to eight is twenty-five students.
- The Board is concerned that the overall grant for special education continues to be insufficient to meet the needs of students with identified special needs, which comprise close to 25% of total enrolment. Therefore, in spite of budgetary constraints, the Board continues to allocate almost 1.8 million dollars more than what has been provided through the provincial grant in order to maintain special education programs and services.
- In 2006-2007, 72.3% of the Board's budget was devoted to program delivery expenditures; 24.7% provided for transportation, school operations and facility repairs; and only 3% was spent on administrative services.

# Sources of Revenue



Provincial Grants	
A. Pupil Foundation Grant	\$ 43,561,575
B. School Foundation Grant	6,701,716
C. Smaller Primary Class Size	1,715,363
D. Special Purpose Grants	18,306,190
E. Transportation	6,439,309
F. Administration and Governance	2,991,234
G. Declining Enrolment Adjustment	895,408
H. Pupil Accommodation Grants	10,151,488
I. Capital Grants	<u>7,484,314</u>
<b>Total Provincial Funding</b>	<b><u>98,246,597</u></b>
J. Tuition Fees and Other Revenues	1,689,830
K. Funded from Reserves	<u>1,529,918</u>
<b>Total Other Revenue</b>	<b><u>3,219,748</u></b>
<b>Total Revenue</b>	<b>\$101,466,345</b>

## What Goes Where

In 2006-2007, the Board operated in compliance with Ministry directives regarding expenditure envelopes. The Board allocates its resources to have the greatest impact on the classroom.

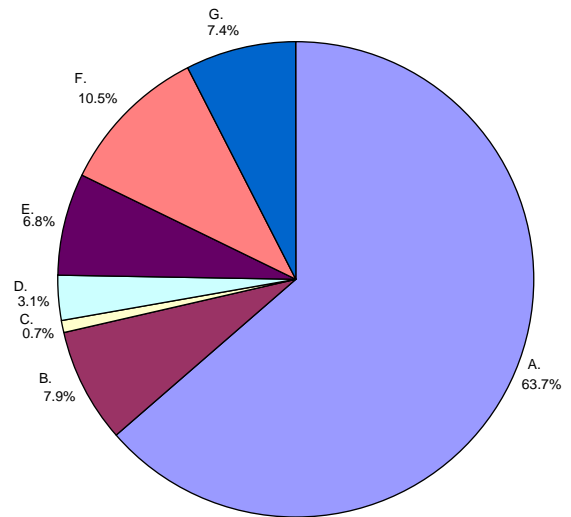
## Personnel Complement

The Board's greatest asset is the people it employs; 94% of staff works directly in schools while 6% work in central services.

Teaching and support personnel bring individual expertise and collective experience to their work, making Renfrew County public schools great places to learn.

	Budget 2007-2008
<i>School Personnel</i>	
Elementary Teachers	337
Secondary Teachers	281
Principals/Vice Principals	50
Secretaries in Schools	54
Educational Assistants	112
Student Support	49
Custodial/Maintenance	101
<b>Sub-total</b>	<b>984</b>
<i>Central Personnel</i>	64
<b>Total</b>	<b>1048</b>

## Expenditures by Function



A. Classroom Expenditures	\$ 64,586,517
B. Classroom Support Expenditures	7,970,579
C. Continuing Education & Other Pathways	714,791
D. Board Administration	3,167,564
E. Student Transportation	6,903,994
F. School Operations	10,638,586
G. Capital Expenditures	<u>7,484,314</u>
<b>Total Expenditures</b>	<b>\$101,466,345</b>

**Classroom Expenditures:** (e.g. Teachers, textbooks, computers).  
**Classroom Support Expenditures:** (e.g. School support staff & school office supplies).

**Continuing Education & Other Pathways:** (e.g. Summer school, Literacy Basic Schools, Correspondence).

**Board Administration:** Board Office staff as well as Trustees.

**Student Transportation:** Student busing to and from school.

**School Operations:** The cost to operate Board buildings.

**Capital Expenditures:** The cost to upgrade school buildings, Debenture payments, and interest.