

SOUTH SHORE REGIONAL SCHOOL BOARD

September 28, 2011

**South Shore Regional School Board Office
Bridgewater, Nova Scotia
7:30 p.m. – Public Session**

A G E N D A

- 1. Call to Order**
- 2. Education Presentation**
 - a) Early Literacy Program –
Stephen Jamieson, Literacy Mentor & Gretchen Gerhardt, Early Literacy Leader
- 3. Order of the Day**
- 4. Record of Attendance**
- 5. Approval of Agenda**
 - a) Additions
 - b) Deletions
- 6. Approval of School Board Minutes**
 - a) Board Meeting – August 31, 2011
 - b) Special Board Meeting – September 14, 2011
- 8. Business Arising from Minutes of Previous Meeting**
 - a) NSTU PD Board Representative
 - b)
- 9. Rise and Report from Meeting in Committee of the Whole, In Camera**
- 10. Receipt of Correspondence**
- 11. Reports from the Board Standing Committees**
 - a) Human Resources – (*Committee Chair – Board Member Seymour*)
 - b) Education – (*Committee Chair – Board Member Forbes*)
 - c) Finance and Operations Committee – (*Committee Chair – Board Member Rafuse*)
- 12. New Business**
 - a) Motion for December Board Meeting and March Work Session
 - b) Business Plan – Governance Goal & Plan Approval
- 13. Report from the Board Chair**
- 14. Report from the Superintendent of Schools**

15. Report from the Regional Education Officer**16. Reports from Other Committees**

- a) ***NSTU Board/Teacher*** (*Seymour, Mailman, Reinhardt*)
 - Nothing to report.
- b) ***SEIU Joint Consultation*** (*Forbes*)
 - Nothing to report.
- c) ***CUPE Joint Consultation*** (*Foster, Hudson, Alternate - Payzant*)
 - Nothing to report.
- d) ***NSGEU Joint Consultation*** (*Foster, Alternate - Reinhardt*)
 - Nothing to report.
- e) ***Non-Union Joint Consultation*** (*Payzant, Jenkins, Alternate - Mailman*)
 - The Committee met on September 22, 2011. The report is attached.
- f) ***Joint Use Agreement, Forest Heights Community School*** (*Hudson, Rafuse*)
 - Nothing to report.
- g) ***Community Use of Schools Agreement, Aspotogan Consolidated Elementary School*** (*Payzant, Rafuse*)
 - Nothing to report.
- h) ***Poverty Intervention Committee*** (*Forbes, Francis, Rafuse, Alternate - MacLeod*)
 - The Committee met on September 20, 2011.
- i) ***Audit Committee*** (*Francis, MacLeod, Alt. Mailman*)
 - Nothing to report.
- j) ***RCH Committee*** (*Francis, Maynard, Forbes*)
 - Nothing to report.
- k) ***NSTU PD Committee*** (*Forbes, Seymour*)
 - Nothing to report.
- l) ***Board Governance Committee*** (*Payzant, Mailman, MacLeod, Francis, Hudson*)
 - The Committee met on September 14, 2011. The report is attached.
- m) ***Elections Committee*** (*Hudson, Maynard, Alternate - Francis*)
 - Nothing to report.

17. Reports from Ad Hoc Committees

- a) **Superintendent Evaluation Process Committee** (*Payzant, Mailman, Forbes, Rafuse, Seymour*)
- b) **Open Boundaries Committee** (*Jenkins, Mailman, Reinhardt*)

18. Other Reports

- a) **Nova Scotia School Boards Association (NSSBA) Board of Directors** (*Forbes*)
- b) **Nova Scotia School Boards Association (NSSBA) Finance Committee** (*Reinhardt*)
- c) **Joint Management Committee** (*Payzant, Mailman*)
- d) **Council for Mi'kmaq Education (CME)** (*Francis*)

19. Inquiries and/or Responses from the Public

Please complete the Inquiries and Responses (Public) Form and pass to the Board Secretary prior to this section of the Agenda.

20. Inquiries/Comments from School Board Members**21. Notice of Motion**

22. Upcoming Meetings & Schedule

- Board Work Session – October 12, 2011
- Board Meeting – October 26, 2011

23. Adjournment

10. Receipt of Correspondence

- a. Letter from the Minister of Education re: SSRSB By-Laws

School Newsletters/Notices distributed since the last Board Meeting (*placed in mail slots or via email*)

- Bridgewater Junior Senior High School
- Hebbville Academy

These minutes are in draft form and will be approved at the next regular Board Meeting.

SOUTH SHORE REGIONAL SCHOOL BOARD

Minutes of Regular Board Meeting

August 31, 2011

Regional Office

Bridgewater, Nova Scotia

Present:

Board Members

Payzant, Elliott; Board Chair	Francis, Jill
Mailman, Gary; Board Vice Chair	MacLeod, Butch
Forbes, Marg	Maynard, Mustapha
Hudson, Dan	Rafuse, Max
Jenkins, John	Reinhardt, Karen
	Seymour, Herb

Staff

Butler, Barry; Director of Operations
Ferraina, Lori; Executive Assistant to the Superintendent & Board Secretary
Munro, Tina; Director of Human Resources
Prest, Steve; Director of Programs and Student Services
Pynch-Worthylake, Nancy; Superintendent of Schools
Tattrie, Wade; Director of Finance
Thompson, Jenn; Acting Communications Manager

Other

Lowe, Allan; Senior Executive Director, Department of Education

Absent

Foster, Allan

CALL TO ORDER

Board Chair Payzant called the meeting to order at 6:07 p.m.

BOARD MEET IN COMMITTEE OF THE WHOLE

MOTION by Board Member MacLeod, seconded by Board Member Mailman, that the Board meet as Committee of the Whole (6:07 p.m.) **Motion Carried**

Board Vice Chair Mailman, assumed the Chair for the meeting of Committee of the Whole.

BOARD MEET IN COMMITTEE OF THE WHOLE, IN CAMERA

MOTION by Board Member Reinhardt, seconded by Board Member Seymour, that the Board meet as Committee of the Whole, In Camera (6:07 p.m.) **Motion Carried**

BOARD RETURN TO ITS MEETING IN COMMITTEE OF THE WHOLE

MOTION by Board Member Forbes, seconded by Board Member MacLeod, that the Board return to its meeting in Committee of the Whole. (7:12 p.m.) **Motion Carried**

BOARD RETURN TO REGULAR MEETING

MOTION by Board Member Maynard, seconded by Board Member MacLeod, that the Board return to its regular meeting. (7:12 p.m.) **Motion Carried**

RECESS

Board Chair Payzant entertained a recess at 7:13 p.m.

CALL TO ORDER

Board Chair Payzant called the meeting to order at 7:31 p.m.

ORDERS OF THE DAY

There were no Orders of the Day.

RECORD OF ATTENDANCE

The Board Secretary recorded attendance. Eleven Board Members and seven Staff Members were present.

APPROVAL OF AGENDA

MOTION by Board Member Rafuse, seconded by Board Member Foster, that the Agenda be approved, as amended. **Motion Carried**

EDUCATION PRESENTATION

There were no education presentations this evening.

APPROVAL OF MINUTES

MOTION by Board Member Forbes, seconded by Board Member Seymour, that the Minutes from the *June 22, 2011, Board Meeting*, be approved. **Motion Carried**

MOTION by Board Member Seymour, seconded by Board Member Forbes, that the Minutes from the *July 20, 2011, Special Board Meeting*, be approved. **Motion Carried**

BUSINESS ARISING FROM MINUTES OF PREVIOUS MEETING***School Utilization Study Meeting Details***

Nancy Pynch-Worthylake, Superintendent of Schools, stated that at the previous Board Meeting the Board directed staff via motion to do a Utilization Study on all sub-systems and bring the information back to the Board for review. The Superintendent reviewed the time line and the fact sheet for the School Utilization Study meetings. The following timeline was approved at the last Board Meeting:

- High level overview – Fall 2011
- Input session: SAC Executives, Home & Schools Executives, Student Council Executives – Fall/Winter 2011-2012
- Report: Staff – Committee – Board
- In-depth study (1-6systems) – Spring 2012
- Report
- Public Meetings – November/December 2012
- Feedback, options & recommendations
- Board decisions – Winter 2013
- Implementation – Fall 2012

Discussion and review continued:

- Review and revise background info sheet and discussion questions. Send the draft to principals and ask them to review it with their SAC Chair and their Home and School President.
- The fact sheet will also include an overview of programs and student services at each school and information on current transportation time.
- **Questions** – Add the following: Are there other options for multiple/shared uses of the building? Is there any other input that you would like to share?
- **Who is invited** – Board Members agreed that the meetings should include School Advisory Council Executive, Home and Schools Executive, Student Council Executive, Municipal Councilors, Town Councilors and MLAs.
- **Schedule and location of meetings** – Board Members agreed on the following revised meeting dates and times:
 1. Thursday, October 13, 2011, at 7:00 p.m. – Hebbville Academy
 2. Thursday, October 20, 2011, at 7:00 p.m. – Mill Village Consolidated School
 3. Monday, October 24, 2011, at 7:00 p.m. – Greenfield Elementary School
 4. Wednesday, November 2, 2011, at 7:00 p.m. – Bridgewater Junior Senior High School
 5. Monday, November 14, 2011, at 7:00 p.m. – Centre Consolidated School
 6. Wednesday, November 17, 2011, at 7:00 p.m. – New Germany High School
 7. Wednesday, November 30, 2011, at 7:00 p.m. – Chester Area Middle School

Sub-System	Schools Involved	Input Session Location	Date
Parkview*	PVEC, CCS, HA, BCS, LA, PRES, PES, NES	Session 1: Hebbville Academy Session 2: Centre Consolidated School	Session 1: Thursday, October 13 Session 2: Monday, November 14
South Queens	LHS, SQJHS, DJCWA, MVCES, MES	Mill Village Consolidated School	Thursday, October 20
Chester Area	FHCS, NRCS, CAMS, BTES, CDES, GRWSES, ACES	Chester Area Middle School	Wednesday, November 30
Bridgewater	BJSHS, BES	Bridgewater Junior Senior High School	Wednesday, November 2
North Queens	NQCS, GES	Greenfield Elementary School	Monday, October 24
New Germany	NGRHS, NGES, WNES	New Germany Rural High School	Thursday, November 17

*Sub-system is too large for one session; session members are invited to attend one of the two available sessions.

- **Facilitation** – Board Members agreed to have an internal staff member facilitate the School Utilization Study meetings. Board Members also suggested that we check on prices for an external facilitator:
- **Meeting Format** – Board Members agreed that the meetings will be scheduled from 7:00 p.m. to 9:30 p.m.

RISE AND REPORT FROM MEETING IN COMMITTEE OF THE WHOLE, IN CAMERA

Board Vice Chair Mailman reported that the Board met earlier during this meeting in Committee of the Whole, In Camera. The Board was updated on an HR grievance, Bluenose Academy and a number of

questions regarding Board personnel files, which Allan Lowe will research and report back to the Board. There were no motions to bring forward at this time.

RECEIPT OF CORRESPONDENCE

MOTION by Board Member Reinhardt, seconded by Board Member Seymour, that the Board receive the correspondence listed on page 3 of the Agenda.

REPORTS FROM THE BOARD'S STANDING COMMITTEES

Board Member Seymour, Chair of the Human Resources Committee, presented the following motions to the Board:

MOTION SS121-11 by Board Member Seymour, seconded by Board Member Mailman, that the Board approve *HR Report HRA023 -11, Appointments to Staff*. **Ten For/One Opposed/Motion Carried**

MOTION SS122-11 by Board Member Seymour, seconded by Board Member Rafuse, that the Board approve *HR Report HRR029-11, Requests from Staff*. **Motion Carried**

MOTION SS123-11 by Board Member Seymour, seconded by Board Member Reinhardt, that the Board approve a 1% salary increase for the non-union group, effective April 1, 2011. **Motion Carried**

The next Human Resources Committee Meeting is scheduled for September 6, 2011, at 6:30 p.m.

Education

The next Education Committee Meeting is scheduled for September 13, 2011, at 6:30 p.m.

Finance and Operations

The next Finance and Operations Committee Meeting is scheduled for September 1, 2011, at 1:00 p.m. Board Member Rafuse stated that a Board Member suggested that we look at a couple of things in the Transportation Policy. Currently, the policy states 300 meters for the distance between stops and the URAB regulations state 200 meters. Other Boards vary between 200 and 300. Another item to be reviewed will be the notice time given before stops are terminated.

Barry Butler, Director of Operations, stated that the Department of Education has informed us that the Bluenose Academy opening has been delayed by two months. The new date for occupancy is March 1, 2012.

NEW BUSINESS

Municipality of the District of Lunenburg Meeting

Board Vice Chair Mailman reported that he attended the Municipal Council meeting on July 21st. The Council had two areas of concern: a) bussing changes in the New Germany area and b) the recent motion addressing the Pine Grove option area. The Council is not happy with the decision and raised some valid points regarding bus times and the fact that this was an option area since Park View built. The Council is asking the Board to reconsider the motion. In order for the Board to consider rescinding the motion, we would need new information. The Council was going to forward building permits, housing info, etc. To date, we have not received any new information. A couple of Councilors believe that Park View Education Centre is the best school in the region and they had their heart set on having Park View looked after. They did have some valid points with bussing distances from Pine Grove to New Germany and that this was originally an option area and not a grey area. Councilors thought that all Pine Grove students were now going to New Germany. We did make it clear that Bayview students will attend Park View and

the West Northfield students will attend New Germany. We explained that the Board's reasoning behind the decision was to be consistent with the other decisions surrounding the option/grey areas.

Change in bell time for Mill Village Consolidated School

Steve Prest, Director of Programs and Student Services, stated that the school day currently starts at 8:45 and ends at 2:15 for a total of 285 minutes of available instructional time. The Principal, with support of parents, is requesting to change their first bell time from 8:45 to 8:30 to meet the standards of 300 minutes of instructional time. This is a minor change request, initiated by the school to comply with the recommended instructional times for grades 4-6. The principal has contacted all the parents and there was no objection to the time change. The SAC supports this request.

MOTION SS124-11 by Board Member Jenkins, seconded by Board Member Seymour, that the Board approve the change in bell time for Mill Village Consolidated School. **Motion Carried**

REPORT FROM THE BOARD CHAIR

Board Chair Payzant distributed the following report this evening:

Annual Business Plan - As part of the mandate established by the Department of Education, school boards are required to submit an Annual Business Plan outlining goals, priorities and achievements pertaining to the operation of the public school system. This annual plan includes details and information from all departments: human resources, finance, operations, programs and student services, the superintendent's office, and the Board. The annual plan also includes information such as planning context, organizational structure, core business functions, and key facts regarding staffing, enrollment, budget and capital projects. The draft 2011-2012 Annual Plan will be discussed at the September 21st Board meeting.

Based on a template provided by the Department of Education, staff works with committees and the Board to create and manage goals and priorities. During the course of the year staff works to ensure these are met and records progress made on defined outcome measures. The Superintendent has provided a summary of achievements for the 2010-2011 year related to goals 1 and 2.

Goal 3 – Board Governance - For the past few years, the SSRSB has had a goal based on improving its governance role. For the 2010-2011 year, the Board approved three priorities. Following is a summary of progress on those priorities:

Priority 1: Policy revisions - All departments continue to update policies in an effort to improve SSRSB policy and procedures. This includes reformatting old Southwest Regional School Board policies, as well as consolidating existing policies to make them more concise and user friendly. To date, 81 of 118 policies have been revised.

Priority 2: Multi-year strategic planning - The Board participated in strategic planning sessions with an external facilitator over a year-long period. During this time the Board identified goal areas for a multi-year strategic plan. It also helped the Board understand the planning process and how it can help them affect change. The Board has also been engaging the public with new initiatives such as public meetings and more documents being available on the website.

Priority 3: Annual Board self-evaluation - Based on the results of the Board Self-Evaluation questionnaire and with assistance of an external facilitator, the Board determined what areas related to governance needed to be addressed as a group for Professional Development sessions and discussions. Results from subsequent questionnaires will contribute to decisions for the 2011-2012 year. Board Work

Session topics were selected by the Board after reviewing 22 recommended topics put forth by a consultant hired to help the Board with strategic planning and governance.

During the 2010-2011 school year the Board has been working closely with the Regional Education Officer (REO) to improve the functioning of the Board. The REO has assisted with updating Board By-Laws, and the Board had an external facilitator who specializes in Board governance conduct a session to review the by-laws.

In July, the Board approved a motion requesting that the Minister of Education conduct a review of the Board. The Minister has agreed to do so and Terms of Reference have been announced.

Board Chair Payzant stated that he is confident that the Board can work together and that now is the time that we make sure our decisions are focused on the best interests of the students. In the past, we have let some differences get in the way of the good work that we have been doing. We can successfully get beyond that and move ahead.

REPORT FROM THE SUPERINTENDENT

Nancy Pynch-Worthylake, Superintendent of School, distributed the following report this evening:

The focus of this report is to share information on achievements on goals one and two of the 2010-2011 Annual Plan.

Goal 1 - To improve student achievement in literacy and numeracy and to increase equitable access

Priority 1: Review and revise the region-wide school improvement planning process - The School Improvement Planning process has been streamlined for all schools re-entering the cycle of improvement this year. Schools will collect, present, analyze, and draw conclusions with respect to their data in Language Arts and Math. All other subject areas may be considered if the school so chooses, but these other areas are optional. Data must be collected for any subject that may become the goal focus for the school. The only required school performance data are the survey results from Department of Education templates, which is provided to schools. Schools may choose to add other data if they wish, but this is optional. All support materials provided to schools have been re-written and updated with this new information. Former External Review Teams are now called Validation Teams and will be comprised of two staff members from the Board and one chair from another Board. Monitoring of the School Improvement Process will continue.

Priority 2: Continue improvement in mathematics - This year, a new pilot program, Support and Assessment in Mathematics (SAM) was introduced as an early intervention to help students meet expectations in Math. In addition, our Mathematics Consultant developed Common Assessment and Advisory Professional Learning Teams of Math teachers at grades P-6, 7-9 and 10-12 to strategize and focus on various aspects of Math curricula, with a special emphasis on Provincial Assessments. We continued with the Math Mentor model which involved a small percentage of on-site mentor time allocated to each school from P-9. Finding qualified mentors who have a solid background in Mathematics is considered essential to this program, and continued to be a challenge. We continued to provide principals and teachers (including PSTs) with added support in differentiating instruction to meet the needs of struggling and excelling learners. Specific performance results for 2010-11 compared with baseline measures are appended to this report.

Priority 3: Continue improvement in literacy - Board-level literacy assessments (SELL, EXSELL) and Department of Education assessments were continued and the results were analyzed for the purposes of

tracking improvements in student achievement and identifying aspects of literacy that required additional support. We have seen gradual improvements in assessment results on a yearly basis and we continue to employ responsive intervention for students with identified literacy challenges. Specific performance results for 2010-11 compared with baseline measures are appended to this report.

Priority 4: Continue improvement in school climate and student engagement - Although this priority was not intended as an outcome measure, staff worked towards identifying various data sources to improve our ability to report on progress both through quantitative and qualitative information. Potential for reliable data will significantly increase when the new Student Information System is fully functional. Potential sources of data include: In and out-of-school suspensions; “Tell Them from Me Surveys” (TTFM used by schools as part of SIP process); Attendance reports; Achievement Gap Surveys (administered to ten schools in 2009-2010); and Provincial and SSRSB provincial student services data.

Promoting Alternative Thinking Strategies (PATHS) was expanded to include Hebbville Academy (P-5) and a new control school was established. Training was held for new staff. Schools Plus now has an outreach worker with a social work background to provide student and family support in the Chester area. A worker was hired to staff the Teen Health Centre, which began operation at Forest Heights in September.

Guidance Support is available in all schools with an emphasis on comprehensive guidance programs and the connection with existing programs. A three-year plan is currently being developed to support a healthy school climate. The focus is on individual schools and the development a school-specific guidance program that meets the needs of all students.

Priority 5: Improve student access to programs - Our French Second Language Consultant spent a considerable amount of time investigating the potential for implementation of the Integrated French Model for Chester Area Middle School. The Integrated French Model was considered a more sustainable model compared to French Immersion in the Chester Area. Meetings were held with families and staff and there was considerable support for the program. However at registration time, interest was not sufficient to warrant starting the program for 2011-12. Investigation for a sustainable program option and further conversations will continue for 2012-13.

For the first time in the SSRSB, Options and Opportunities became available in all high schools. In addition, our Technology Integration and Assessment Coordinator began work to evaluate the effectiveness of integrating technology within the curriculum and this work will be on-going with all schools. Furthermore, Assistive Technology (AT) provides access to the curriculum for students with disabilities and improves the functional capability of those students to perform in the school setting and beyond. Without AT, students with disabilities would not be able to function independently or meet curriculum outcomes.

Goal 2 - To increase operational efficiency and effectiveness

Priority 1: Procurement - There have been improvements to the procurement policy and procedures at the Finance and Operations Committee level. The policy is now out for stakeholder review. Depending on any potential changes from the provincial procurement services office, the policy could be approved in the fall of 2011.

Priority 2: Improve energy efficiency in board buildings - Five new energy-efficient boilers were purchased for schools, but only two were installed before the end of the year. The Operations Department will install the remaining three as funds become available.

Priority 3: Performance management and hiring process - The Human Resources department developed policies, procedures and templates to solidify performance management for all employee groups. Short listing criteria were reviewed this year and successful candidates are now hired conditionally on completing qualification requirements to make better hires.

Priority 4: Ensure a safe and healthy work environment - Overview of the Return to Work Program: After an injury occurs, if it is determined to be appropriate, the Return to Work process is initiated. The Return to Work plan is monitored by the Human Resources Manager and as healing progresses, the plan can be modified based on updated functional abilities information.

The Employee is supplied with additional supports where necessary. Following treatment and a typical recovery time of 8 weeks, the employee returns to full pre-injury duties.

As a result of the program:

- Workers recover significantly quicker, allowing them to maintain attachment to the workplace and regain normal life activities.
- The Board retains experienced and valued employees and reduces costs related to injuries.
- The Union provides a valued service to their members and retains membership.
- There is a lessened demand on the health care and other social services.
- The Board experiences significant cost savings in Workers' Compensation claims.
- The Board realizes decreased costs for overtime, temporary workers, recruitment, training, manager time, and loss of productivity.
- The indirect costs of injury management are generally 5 times higher than direct costs.
- We had a reduction in the cost of time lost claims by \$51,867

Priority 5: Transportation efficiency - The plan to complete a route review on one subsystem per year was met in 2010-2011. The result of the review was the re-routing of the subsystem and the reduction of two bus routes. We also ensured compliance with Utility and Review Board regulations and Board policy in that area.

A number of initiatives have been completed with our bus fleet to improve efficiency. These two initiatives were funded externally by Conserve Nova Scotia: Installation of Global Positioning Systems in buses to discover inefficiencies and areas for improvement; and Installation of auxiliary heaters on buses to reduce idling time when starting up during the winter months.

Tracking is not yet completed to determine cost savings of these installations.

Each year, we contact our Municipal Councils and Town Councils to request a meeting. Typically, we don't have specific agenda items but we focus on our shared concern for children, youth, families and our communities. To date, we have one meeting scheduled with the Bridgewater Town Council on October 11th at 6:00 p.m.

REPORT FROM THE REGIONAL EDUCATION OFFICER (REO)

The REO sent regrets for this evenings meeting.

REPORTS FROM OTHER COMMITTEES

Persons interested in additional details, please contact the Board Secretary.

NSTU Board/Teacher (*Mailman, Reinhardt, Seymour*)

Nothing to report.

SEIU Joint Consultation (*Forbes*)

Nothing to report.

CUPE Joint Consultation (*Foster, Hudson, Alt. Payzant*)

Nothing to report.

NSTU PD Committee (*Seymour*)

Board Chair Payzant stated that at the last Board Meeting the Board agreed to have another Board representative on the PD Committee. Any interested Board Members are asked to submit their name to the Board Secretary.

NSGEU Joint Consultation (*Foster, Alt. Reinhardt*)

Nothing to report.

Non Union Joint Consultation (*Jenkins, Payzant, Alt. Mailman*)

Nothing to report.

Joint Use Agreement, Forest Heights Community School (*Payzant, Rafuse*)

Nothing to report.

Community Use of Schools Agreement, Aspotogan Consolidated Elementary School (*Payzant, Rafuse*)

Nothing to report.

Poverty Intervention Committee (*Forbes, Francis, Rafuse, Alt. MacLeod*)

Nothing to report.

RCH Committee (*Forbes, Francis, Maynard*)

Nothing to report.

Board Governance Committee (*Francis, Hudson, Mailman, MacLeod, Payzant*)

Nothing to report.

Superintendent Evaluation Process Committee (*Forbes, Mailman, Payzant, Rafuse, Seymour*)

Board Chair Payzant stated that he will contact Mildred Royer to facilitate the Superintendent Evaluation Process this year. The Board agreed to use an external facilitator every other year. Committee members will be contacted with a meeting date shortly.

Board Elections Committee (*Hudson, Maynard, Alt. Francis*)

Nothing to report.

Open Boundaries Committee (*Jenkins, Mailman, Reinhardt*)

Nothing to report.

South Queens Junior High School Steering Committee (*Foster, Francis, MacLeod*)

Nothing to report.

OTHER REPORTS**Nova Scotia School Boards Association (NSSBA) Board of Directors (Forbes, Alt.) -**

Board Member Forbes stated that Sharon Findlay-MacPhee has retired but will be chairing the communications conference in Halifax this fall. Directors are scheduled to meet at the end of September.

MOTION SS125-11 by Board Member Forbes, seconded by Board Member Mailman, that the Board appoint Board Member Seymour as the alternate member for the NSSBA Board of Directors.

Motion Carried

Nova Scotia School Boards Association (NSSBA) Finance Committee (Payzant) -

MOTION SS126-11 by Board Member Seymour, seconded by Board Member Rafuse, that the Board appoint Board Member Reinhardt as the NSSBA Finance Committee representative.

Motion Carried

Joint Management Committee

Nothing to report.

Council for Mi'kmaq Education (CME) (Francis)

Nothing to report.

INQUIRIES AND/OR RESPONSES FROM THE PUBLIC

There were no inquiries or responses from the public.

INQUIRIES/COMMENTS FROM SCHOOL BOARD MEMBERS

There were no inquiries or comments from Board Members.

NOTICE OF MOTION

There were no notices of motion.

NEXT MEETING

- Board Work Session – September 14, 2011, at 6:00 p.m.
- Regular Board Meeting – September 28, 2011, at 6:00 p.m.

ADJOURNMENT

MOTION by Board Member Seymour, seconded by Board Member Francis, that the meeting be adjourned (9:19 p.m.)

Lori Ferraina,
Board Secretary &
Executive Assistant to the Superintendent of Schools

Elliott Payzant, Board Chair

These minutes are in draft form and will be approved at the next regular Board Meeting.

SOUTH SHORE REGIONAL SCHOOL BOARD

Minutes of Special Meeting held September 14, 2011

South Shore Regional School Board Office

Bridgewater, Nova Scotia

Present:

Board Members

Payzant, Elliott; Board Chair

Mailman, Gary; Board Vice Chair

Forbes, Margaret

Foster, Allan

Hudson, Dan

Jenkins, John

MacLeod, Butch

Maynard, Mustapha

Rafuse, Max

Seymour, Herbert

Staff

Butler, Barry; Director of Operations

Ferraina, Lori; Board Secretary & Assistant to the Superintendent

Munro, Tina; Director of Human Resources

Prest, Steve; Director of Programs & Student Services

Pynch-Worthylake, Nancy; Superintendent of Schools

Tattrie, Wade; Director of Finance

Thompson, Jenn; Communications Manager

Other

Amirault, Stephen; REO

Regrets

Francis, Jill

Reinhardt, Karen

CALL TO ORDER

Board Chair Payzant called the meeting to order at 7:58 p.m.

RECORD OF ATTENDANCE

The Board Secretary recorded attendance. Ten Board Members and six staff members were in attendance, along with the Regional Education Officer, Stephen Amirault. Regrets were received from Board Members Francis and Reinhardt.

APPROVAL OF AGENDA

MOTION by Board Member Foster, seconded by Board Member Maynard, that the Board approve the Agenda.

BOARD MEET IN COMMITTEE OF THE WHOLE

MOTION by Board Member Seymour, seconded by Board Member Foster, that the Board meet as Committee of the Whole (7:58 p.m.)
Motion Carried

Board Vice Chair Mailman, assumed the Chair for the meeting of Committee of the Whole.

BOARD MEET IN COMMITTEE OF THE WHOLE, IN CAMERA

MOTION by Board Member Foster, seconded by Board Member Hudson, that the Board meet as Committee of the Whole, In Camera (7:58 p.m.) **Motion Carried**

BOARD RETURN TO ITS MEETING IN COMMITTEE OF THE WHOLE

MOTION by Board Member Foster, seconded by Board Member Maynard, that the Board return to its meeting in Committee of the Whole. (8:07 p.m.) **Motion Carried**

BOARD RETURN TO REGULAR MEETING

MOTION by Board Member Seymour, seconded by Board Member Maynard, that the Board return to its regular meeting. (8:07 p.m.) **Motion Carried**

REPORT FROM COMMITTEE OF THE WHOLE

Board Vice Chair Mailman reported that the Board met earlier in Committee of the Whole. He stated that the Board was updated on a recent arbitration. The following motions were brought forward from the Human Resources Committee:

MOTION SS127-11 by Board Member Seymour, seconded by Board Member Foster, that the Board approve *HR Report HRR030-11, Requests from Staff.* **Motion Carried**

Board Member Seymour, Chair of the Human Resources Committee, stated that they are currently looking for Board Members for the bargaining teams for collective agreements - CUPE, NSTU, SEIU, NSGEU. Board Members interested in serving on these committees are asked to contact the Board Secretary before September 30, 2011.

MOTION SS128-11 by Board Member Seymour, seconded by Board Member Foster, that the Board approve the revised *Terms of Reference for the Human Resources Committee.*

Motion Carried

ADJOURNMENT

MOTION by Board Member Foster, seconded by Board Member MacLeod, that the meeting be adjourned at 8:17 p.m.

Lori Ferraina, Board Secretary &
Executive Assistant to the Superintendent of Schools

Elliott Payzant, Board Chair

**SOUTH SHORE REGIONAL SCHOOL BOARD
FINANCE AND OPERATIONS COMMITTEE**

The Finance and Operations Committee met on September 1, 2011 at 1:00 p.m. The following are highlights from the Operations segment of the meeting:

- **Summer Help at Bus Garage**
 - The summer project the summer help was hired for was completed as planned.
- **Health and Safety issue bus drivers**
 - Mr. Butler will follow up with Denise Crouse around the reasons behind the use of spares in helping with route sheets in the past and why they were not used this year.
- **Parking at West Northfield**
 - Mr. Lowe, who owns the property around West Northfield Elementary School, is concerned with extra-curricular activities and the parking situation on the private road; the majority of this is not due to school activities.
 - The Finance and Operations Committee directed Mr. Butler to communicate to the West Northfield Elementary School Principal to inform parents that there is no parking on that private road during school concerts or other school activities.
- **Proposed amendments to the transportation policy**
 - Problems have been arising due to the discrepancy between the URB regulations which stipulate a minimum of 200m between bus stops and the SSRSB policy which stipulates a minimum of 300m between stops. It has been proposed that changes should be made to our policy to make it consistent with the URB regulations of 200m between stops.
- **Director's Report**
 - The New Germany Elementary School electrical upgrade will be substantially complete by the end of day tomorrow and we are moving forward with gym lighting retrofits.
 - Three sites were recommended and all were explored, we should know something in a week or so.
 - A number of rooms were switched around at Bridgewater High School and there was some concern that the cleaning would not be completed in time for school opening. Mr. Butler will follow up with the Manager of Custodial Services to ensure the building is ready for the first day of school.

Operations Motions

The Finance and Operations Committee recommends, and I so move, that the South Shore Regional School Board make a minor change to the transportation policy to reflect the URB regulations of 200m between stops. (5 for, 0 against) **Motion Carried**

The Finance and Operations Committee recommends, and I so move, that the South Shore Regional School Board approve the Operations section of the 2011-2012 Annual Plan. (5 for, 0 against) **Motion Carried**

The following are highlights from the Finance segment of the meeting:

- **Receivables**
 - Finance staff have been successful in recovering doubtful accounts receivable of \$42,974.
- **2011/2012 Budget Process**
 - Finance staff will proceed with initial steps for the 2012/2013 Budget in September 2011.
- **Pension Plans – Amendments to be Filed with Superintendent of Pensions and Notice to Active Members**
 - Motion F/O 11-14 that was approved at the June 2, 2011 Board meeting incorrectly referred to the new employee contribution rate as 6.72%, whereas it should have been 6.60%.
- **2011-2012 Annual Plan – Outcome Measures**
 - The committee reviewed sections of the draft Annual Plan pertaining to Finance.
- **Financial Statements for Period Ending July 31, 2011**
 - The committee reviewed the financial statements and discussed some of the reasons for the variances.

Finance Motions

The Finance and Operations Committee recommends, and I so move, that the South Shore Regional School Board file a revised Amendment 2011-1 for the Support Staff Pension Plan as required by the Superintendent of Pensions. Pursuant to Motion #F/O 11-14 passed on June 2, 2011, the School Board approved the filing of Amendment 2011-1 for the Support Staff Pension Plan and the CUPE Staff Pension Plan. These amendments have not been filed to date. The revised Amendment 2011-1 for the Support Staff Pension Plan clarifies that the increase in the contribution rate for Support Staff Employees shall be from 5.0% to 6.60% effective January 1, 2012. *(5 for, 0 against)*

Motion Carried

The Finance and Operations Committee recommends, and I so move, that the South Shore Regional School Board approve the Finance section of the 2011-2012 Annual Plan. *(5 for, 0 against)*

Motion Carried



South Shore Regional School Board

2011-2012 Business Plan

Approved DATE

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South Shore Regional School Board Business Plan – 2011-2012

Introduction & Planning Context

The South Shore Regional School Board (SSRSB) was formed in August 2004, when the Province of Nova Scotia dissolved the Southwest Regional School Board and created two regional Boards. Under the terms of a formal Shared Service Agreement, the SSRSB provides financial services to the Tri-County Regional School Board.

The SSRSB serves the 58,000 residents of Lunenburg and Queens counties, an area of 5250 square kilometres. In 2010-11, the Board provided English-language education to 7307 students, down 135 from the enrolment in 2009-10. This drop continues a decade-long decline in student population in the region. The resulting impact on funding requires the Board to closely examine all aspects of its operations to ensure it is educating its students in the most cost-effective ways possible.

For the 2011-12 school year, the Board will operate 27 schools in the region – 15 elementary schools, four elementary/middle schools, two middle level schools, two junior/senior high schools, three high schools, and one elementary/junior/senior high school. The SSRSB also operates the South Shore Innovative Learning Centre, which is a combination of two adult high schools and three alternate middle and senior level programs in both Lunenburg and Queens counties, as well as a transition program for students with special needs.

In June 2011 Riverport and District Elementary School (RDES) closed in preparation for the 2012 opening of Bluenose Academy. Students from RDES will attend Centre Consolidated until the new school is built. When Bluenose Academy opens, it will bring together grades primary to nine from the former Lunenburg Junior High (students now attend Centre Consolidated), RDES, Centre Consolidated and Lunenburg Academy.

School enrolments range from a low of ten at Big Tancook Elementary School, one of the last remaining single-room schoolhouses in Canada, to a high of 863 at the Park View Education Centre in Bridgewater.

2011-2012 Business Plan – Approved DATE

There are 12 members of the South Shore Regional School Board – 10 members elected to represent districts within the region, one elected African Nova Scotian representative and one Mi'Kmaq representative appointed by the Minister of Education.

The Board Members have been focusing on Board Governance, including working with a facilitator, to improve the function of the Board. It was determined through external facilitation that the current business plan format is strategic with both long-term and short-term planning.

As a result of the “Back to Balance” initiative by the provincial government, the SSRSB reduced regional services by 19 FTE. Thirteen of these positions were in the Programs and Student Services department. Effective August 2011, the following positions were reluctantly cut to save teaching positions in schools:

Position	Minimum Impact
Consultant for Active Health Living	Reduced support for the Board’s Food and Nutrition Policy at a time when the national obesity issue is a concern and a politically sensitive area
Sport Animator	Reduced direct support to schools and contact with community recreation departments regarding extra physical education programming.
Consultant for Literacy	Negative impact on collecting data for the Board’s literacy goal with compromised ability to measure results on targets in our business plan. There will be limited direct school support and monitoring of SELL/EXSELL data collection, no summer school and no after-school workshops.

Position	Minimum Impact
Consultant for Mathematics	Negative impact on math improvement, on support to schools, and on collection and interpretation of data for our math achievement goal. Traditional Summer Math Academies and Summer Schools have been eliminated.
Coordinator of Support, Evaluation and School Improvement	Reduction of provincial involvement in the accreditation program, and less support for school improvement. Support for regular teacher evaluations and performance appraisals will be transferred to Human Resources. There will be a reduction in support for staff evaluations at the school level.
Coordinator of Community Based Education	Elimination of direct support for Skilled Trades and reduction in O2 and CBE support. There will be minimal regional support and monitoring of O2 or Co-op. Reduction in crisis response and student records management.
Speech Language Pathologist	Elimination of support to some students currently being served, and an increase in wait time. There will be a negative effect on early intervention efforts.
Student Support Workers (2 FTEs)	Fewer students and families will receive direct service and support.
Facilitator for Autism	More duties will be transferred to the Autism Consultant. There will be less direct support to families and students.
Administrative Assistant	Increase in wait times and delays in response to non-essential requests.
Severe Language Disability Specialists (2	Decrease in direct service to students.

FTEs)	Delivery model will be reviewed.
School Based Funds Accounting Clerk	Elimination of annual internal audit of school based funds and substantial reduction in accounting assistance provided to school staff. Also, increases financial risks.
1.5 Vacant Custodian Positions	As a result of consolidations these positions could be removed without major impact.
0.5 Grounds Position	The grounds crew will start later in the spring and finish earlier in the fall. Spring and fall clean-up may be reduced. The frequency of mowing may be reduced.
Project Manager	This will add additional workload for the Director as he will be spending more time on project management and administration. There were project savings associated with this position that may be hard to maintain without a dedicated person.
1 Vacant Mechanic Position	As a result of improved efficiency and workflow the impact of this cut will be minimal.
1 Bus Driver Position	This position was eliminated through retirement and route review. The impact will be minimal and all routing will comply with URB regulations and board policy.

Governance Structure

The South Shore Regional School Board meets on the fourth Wednesday of each month. Meetings begin with an in-camera Committee of the Whole session, followed by

a public Board meeting. Members of the public are welcome to attend the public meeting and a process is in place by which any member of the public can ask for the opportunity to address the Board or one of its committees at public sessions. The process is outlined on the Board's web site, www.ssrsb.ca. The Board meets for a work session the second Wednesday of each month. This is followed by an in-camera and public session if necessary to complete business from the previous meeting.

Board Meeting dates and times are available on the website, as are meeting agendas as they become available. Standing committee meetings are also posted on the website, along with agendas and minutes.

Board Members serve on one or more of the Board's three standing committees – Education, Human Resources and Finance & Operations – as well as on one or more of the Board's ad hoc committees. In addition, the Board also has representatives on a number of non-SSRSB committees, including the Nova Scotia School Board Association and the School Insurance Program.

Highlights and minutes of the Board meetings, as well as Board policies and bylaws, are posted on the Board's website.

Mission

The mission of the South Shore Regional School Board is to provide quality, equitable programming within a healthy, safe and respectful environment for all students in the region, so they have the opportunity to become independent thinkers and valuable members of society.

The Board is committed to the cognitive, social, emotional, physical and artistic development of the whole person. The Board believes that:

1. Student learning is our primary responsibility.
2. All students have the ability to learn.
3. Students learn at their own pace and in different ways.
4. Learning is a partnership among home, school and the community.

5. Schools must be safe, supportive and socially just facilities, where everyone is treated with dignity and respect.
6. We need to be committed to the cognitive, social, emotional, physical and artistic development of the whole person.
7. Learning is a life-long process.

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Core Business Functions

As mandated by the Education Act, the core business functions of the South Shore Regional School Board are organized into five operational areas – Programs and Student Services, Finance, Operations, Human Resources and the Office of the Superintendent. Each area is under the leadership of a director, who reports to the Superintendent of Schools. The Superintendent is responsible to the Elected Board for the overall management of the school system.

Programs and Student Services

The Programs and Student Services Department is responsible for the provision of educational programs to students and professional development of teachers and education support staff throughout the region. Department responsibilities include:

- Curriculum implementation and instruction.
- Professional development of administrators, teachers and educational support staff.
- Providing programs and support services for students with special needs.
- Developing policies and procedures for the effective operation of all schools in the region.
- Evaluating provincial examination results provided by the Department of Education and developing appropriate education responses if South Shore students are not meeting expected learning outcomes.
- Reviewing and recommending curriculum-based pilot projects and school-based programs to the Board.

Finance

The Finance Department is primarily responsible for the administration of financial transactions and fiscal accountability of the Board. It also provides these financial services to the Tri-County Regional School Board under a Shared Services Agreement. Department responsibilities include:

- Providing payroll and corporate accounting services to the South Shore Regional School Board and the Tri-County Regional School Board.

- Financial planning, budget control and forecasting.
- Procurement of goods and services for the Board and its schools.
- Reviewing monthly financial statements, contracts and insurance issues, as well as the financial impact of all employee pension agreements.
- Monitoring financial performance against budget.
- Developing new Board policies, and reviewing existing ones, pertaining to finance.

Human Resources

The Human Resources Department is responsible for providing all staff requirements for the delivery of Board services. This includes: staffing, labour relations, occupational health and safety, and employee relations. Department responsibilities include:

- Monitoring and overseeing the recruitment and hiring processes for all employee groups.
- Employing the most competent and qualified staff.
- Developing staff allocation plans for inclusion in the annual budgeting process.
- Succession planning.
- Labour relations, including support of local and provincial bargaining, and administration of collective agreements.
- Providing Occupational Health and Safety services to the Board to ensure compliance with the provisions of the Nova Scotia Occupational Health and Safety Act.
- Developing and managing the Employee Wellness Program.
- Providing job evaluation and compensation management services.

Operations

The Operations Department is responsible for property services and student transportation for the Board. The Department operates a fleet of 91 school buses, carrying more than 90 percent of the region's student population to and from school every day. Department responsibilities include:

- Reviewing and recommending capital construction and renovation priorities to the Board.

- Maintaining and operating the student transportation system.
- Building maintenance, custodial services and grounds programs.
- Developing policies and procedures relating to student transportation and school property maintenance.
- Providing a student transportation safety education and awareness program.

Office of the Superintendent

All Directors, the Communications Manager and the Executive Assistant to the Superintendent report to the Superintendent of Schools. Department responsibilities include:

- Overall responsibility for the delivery of the public school program to students of the South Shore Regional School Board.
- Ensure efficient responsibility of the Regional Office through the supervision of and assistance to department directors.
- Involvement in school-based issues when necessary.
- Communication with staff, Board Members, media and the public on School Board business.
- Support for the elected Board Members.

Achievements in 2010-2011

Goal 1 - To improve student achievement in literacy and numeracy, and to increase equitable access

P.1 Review and revise the region-wide school improvement planning process

The School Improvement Planning process has been streamlined and this information was presented to the schools that are re-entering the cycle of improvement this year. Schools will collect, present, analyze, and draw conclusions with respect to their data in Language Arts and Math. All other subject areas may be considered if the school so chooses, but these other areas are optional. Data must be collected for any subject that may become the goal focus for the school. The only required school performance data are the survey results from department templates which is provided to schools on a CD of tables, charts, and graphs. Schools may choose to add other data if they wish, but this is optional. All support materials provided to schools have been re-written and updated with this new information. Former External Review Teams are now called Validation Teams and will be comprised of at least two staff members from the Board. Monitoring of the School Improvement Process will continue.

P.2 Continue improvement in mathematics

This year, a new pilot program, Support and Assessment in Mathematics (SAM) was introduced as an early intervention to help students meet expectations in Math. In addition, our Mathematics Consultant developed Common Assessment and Advisory Professional Learning Teams, a team of Math teachers at grades P-6, 7-9, and 10-12 who strategize and focus on various aspects of Math curricula, with a special emphasis on the Provincial Assessments. We continued with the Math Mentor model which involved a small percentage of on-site mentor time allocated to each school from P-9. Finding qualified mentors who have a solid background in Mathematics is considered essential to this program, and continued to be a challenge. Unfortunately, due to budget restraints, the math mentor program had to be discontinued for 2011-12. Specific performance

results for 2010-11 compared with baseline measures are appended to this report.

P.3 Continue improvement in literacy

Board-level literacy assessments (SELL, EXSELL) and Department of Education assessments were continued and the results were analyzed for the purposes of tracking improvements in student achievement and identifying aspects of literacy that required additional support. Gradual improvements have been noted in assessment results on an annual basis and we continue to employ responsive intervention for students with identified literacy challenges. Specific performance results for 2010-11 compared with baseline measures are appended to this report.

P.4 Continue improvement in school climate and student engagement

Although this priority was not intended as an outcome measure, staff worked towards identifying various data sources to improve our ability to report on progress both through quantitative and qualitative information. Potential for reliable data will significantly increase when the new Student Information System is fully functional. Potential sources of data include:

- In and out-of-school suspensions
- “Tell Them from Me Surveys” (TTFM used by schools as part of SIP process)
- Attendance reports
- Provincial and SSRSB provincial student services data

In accordance with our partnership agreement with the Canadian Mental Health Association and South Shore Health, the Promoting Alternative Thinking Strategies (PATHS) has been expanded this year to include Hebbville Academy (P-5), a new control school was established and training was held for new staff.

The Schools Plus program continued and now has an outreach worker with a social work background to provide student and family support in the Chester

area. Under this program, a Teen Health Centre worker was hired and operations began at Forest Heights in September.

Guidance Support is available in all schools with an emphasis on personal, social, educational and career domains of the comprehensive guidance program and the connection with existing programs. A three-year plan is being considered that will focus is on individual schools and the development of a school-specific guidance program that meets the needs of all students.

P.5 Improve student access to programs

Our FSL Consultant spent a considerable amount of time investigating the potential for implementation of the Integrated French Model for Chester Area Middle School. Due to declining enrollment, The Integrated French Model was considered a potentially more sustainable model compared to French Immersion in the Chester Area. Meetings were held with parents and staff and there was considerable support for the program. However at registration time, interest was not sufficient to warrant starting the program for 2011-12. Investigation for a sustainable program option and further conversations will continue for 2012-13.

In 2010-11, for the first time in the SSRSB, Options and Opportunities (O2) became available in all high schools. In addition, our Technology Integration and Assessment Coordinator began work to evaluate the effectiveness of integrating technology within the curriculum. Furthermore, Assistive Technology (AT) provides access to the curriculum for students with disabilities and improves the functional capability of those students to perform in the school setting and beyond. Without AT, students with disabilities would not be able to function independently or meet curriculum outcomes.

Goal 2 - To increase operational efficiency and effectiveness

P.1 Procurement

There have been improvements made to the procurement policy and procedures at the Finance and Operations Committee level. The policy is now out for stakeholder review. Depending on any potential changes from the provincial procurement services office, the policy could be approved in the fall of 2011.

P.2 Improve energy efficiency in Board buildings

Five new energy-efficient boilers were purchased for schools, but only two were installed before the end of the year. The Operations Department will install the remaining three as funds become available.

P.3 Performance management and hiring process

The Human Resources department developed policies, procedures and templates to solidify performance management for all employee groups. Short listing criteria were reviewed this year and successful candidates are now hired conditionally on completing qualification requirements to make better hires.

P.4 Ensure a safe and healthy work environment

Overview of the Return to Work program: After an injury occurs, if it is determined to be appropriate, the Return to Work process is initiated. The Return to Work plan is monitored by the Human Resources Manager and as healing progresses, the plan can be modified based on updated functional abilities information.

The Employee is supplied with additional supports where necessary. Following treatment and a typical recovery time of eight weeks, the employee returns to full pre-injury duties.

As a result of the program:

- Workers recover significantly quicker, allowing them to maintain attachment to the workplace and regain normal life activities.

- The Board retains experienced and valued employees and reduces costs related to injuries.
- The Union provides a valued service to their members and retains membership.
- There is a lessened demand on the health care and other social services.
- The Board experiences significant cost savings in Workers' Compensation claims.
- The Board realizes decreased costs for overtime, temporary workers, recruitment, training, manager time, and loss of productivity. The indirect costs of injury management are generally 5 times higher than direct costs.
- We had a reduction in the cost of time lost claims by \$51,867

P.5 Transportation efficiency

The plan was to complete a route review on one subsystem per year, this was met in 2010-11. The review resulted in the re-routing of the subsystem and the reduction of two bus routes. We also ensured compliance with Utility and Review Board regulations and Board policy in that area.

A number of initiatives have been completed with our bus fleet to improve efficiency. These two initiatives were funded externally by Conserve Nova Scotia.

- Installation of Global Positioning Systems in buses to discover inefficiencies and areas for improvement
- Installation of auxiliary heaters on buses to reduce idling time when starting up during the winter months
 - Tracking not yet completed to determine cost savings of these installations

Goal 3 – Board Governance

P.1 Policy revisions

All departments continue to update policies in an effort to improve SSRSB policy and procedures. This includes reformatting old South West Regional School Board policies, as well as consolidating existing policies to make them more concise and user friendly. This resulted in reducing the total number of policies from 118 to 116. To date, 39 of 116 policies have been revised.

P.2 Multi-year strategic planning

The Board participated in strategic planning sessions with an external facilitator over a year-long period. During this time the Board identified goal areas for a multi-year strategic plan. It also helped the Board understand the planning process and how it can help them affect change. The Board has also engaged the public with new initiatives such as public meetings and an increased number of documents being made available on the website.

P.3 Annual Board self-evaluation

Based on the results of the Board Self-Evaluation questionnaire, and with assistance of an external facilitator, the Board determined what areas related to governance needed to be addressed as a group for PD sessions and discussions. Results from subsequent questionnaires will contribute to decisions for the 2011-12 year. The Board reviewed 22 topics recommended by a consultant hired to help with strategic planning and governance; the below chart outlines the Board Work Session topics, as selected by the Board.

During the 2010-11 school year the Board worked closely with the Regional Education Officer (REO) to improve the functioning of the Board. The REO has assisted with updating Board by-laws, and the Board had an external facilitator, who specializes in Board governance, conduct a session to review the by-laws.

Board Work Session Topics by Month 2010-11

Month	Topic
September 2010	Goal 3 – PD Session – Approve Plans
October 2010	Open Boundaries, Student Transfers, Program Review
November 2010	Cost Savings Discussions, Math Scores
December 2010	No Work Session - Board Meeting
January 2011	Communication, Concerns from community, Budget
February 2011	Open Boundaries Budget Staffing Strategies (<i>staffing priorities, proficiency, qualifications & competency – boards approach to making sure there are matches between the educators and the students Done at HR Committee</i>)
March 2011	Staffing and Budget Discussions
April 2011	Budget
May 2011	New Germany Route Review & PVEC gray area discussion By-laws
June 2011	Meeting with Minister Governance
	Orientation for new Board Members

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Goals for 2011-2012

The Board will focus its improvement efforts in the following goal areas during 2011-12:

- Improve student achievement in literacy and numeracy.
- Improve operational efficiency and effectiveness, which includes a healthy environment and competent, qualified staff.
- Improve Board governance.

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Priorities for 2011-2012

To achieve its 2011-12 goals, the South Shore Regional School Board has established the following priorities for each area.

Goal 1: Improve student achievement in literacy and numeracy

Priority 1: Continue improvement in literacy

- Modify the SSRSB's Supporting Early Literacy Program (SELL) to fit the mandated Early Literacy Program that is guided by the Minister's framework for early literacy support.
- Employ responsive interventions for students with identified literacy challenges.
- Develop competencies for early literacy teachers.
- Analyze SELL and Department of Education assessments to track student achievement at grades 3, 6, 9 and 12.
- Develop a technology integration plan to work towards 21st Century Learning Standards.

Priority 2: Continue improvement in mathematics

- Analyze Department of Education assessments from Grades 3, 6, 8 and 12, as well as report card marks to determine achievement trends and to develop strategies for student success.
- Develop a technology integration plan to work towards 21st Century learning standards.
- Support schools as they prepare for the Western and Northern Canadian Protocol implementation.

Priority 3: Continue improvement in school climate and student engagement to contribute to literacy and mathematics improvements

- Ensure that learning environments continue to support student safety and health and optimum learning within all aspects of Student Services.

- Continue to build on student support initiatives such as the Positive Effective Behaviour Support (PEBS) program aimed at improving student engagement.

Priority 4: Monitor each school improvement plan and annual report and encourage focus on literacy and mathematics

Goal 2: To increase operational efficiency and effectiveness

Priority 1: Increase quality of employees and hires

- Create a better screening system to better align substitutes and utilize AESOP to control the substitute preference lists.
- Create a substitutes administrative assistant handbook to increase competencies.
- Develop guidelines, best practices and interview questions pool.
- Develop succession planning for administrators.

Priority 2: Improve energy efficiency in Board buildings

- Baseline measures will be taken and efficiency targets set. Progress towards meeting those targets will be monitored.
- Specific energy efficiency projects planned for schools to have completed by March 31, 2012.

Priority 3: Continue to improve procurement procedures to obtain appropriate quality services and products at the best possible price, while complying with purchasing policies

- Approval of revised procurement policy and procedure.
- Affect cost savings via new policy and procedure.

Priority 4: Ensure a safe and healthy work environment through building and equipment upgrades and the successful implementation of programs

- Continue with projects and renovations that contribute to staff and student safety in our buildings and on our buses.
 - Duct cleaning at Bridgewater Elementary School.
 - Repair front entrance leaks at Dr. J.C. Wickwire Academy.

- Radon remediation at Hebbville Academy.
- Renovate classroom for special needs student at Liverpool Regional High School.
- Replace all chalkboards with whiteboards at New Germany Rural High School.
- Replace carpet in six classrooms at Liverpool Regional High School.

- Continue to reduce absences with the Return to Work program, which has been very successful to date.

Priority 5: Increase transportation efficiency and ensure compliance

- Complete one sub-system review per school year to ensure efficiency and compliance with Utility and Review Board regulations.

Goal 3: Improve Board governance

Priority 1: Revise and update SSRSB policies and address outstanding South West Regional School Board policies to ensure they are current and converted to SSRSB format. This involves all departments and standing committees of the Board.

Priority 3: Continue to administer the annual board self-evaluation questionnaire and compare results to determine progress.

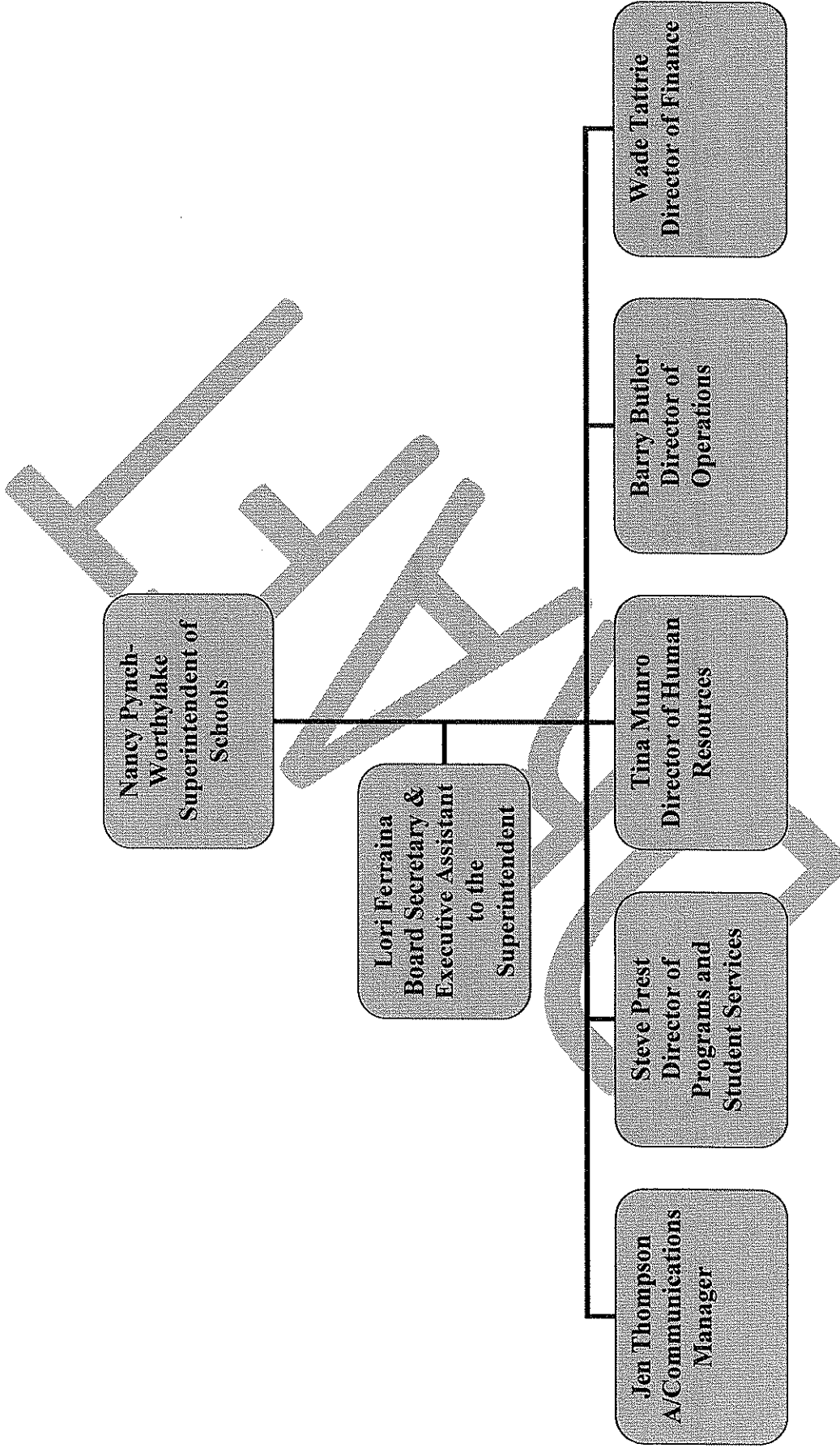
Cost Pressures

- Reduced provincial funding
- Salary and wage cost increases
- Insurance premium increases
- Implementation of new curricula and programs
- Energy (fuel oil, diesel and electricity) cost increases
- Operational support for provincially-mandated consultants
- Provincial assessments
- Transition to School
- Adult Education Program
- Pension Plan deficiencies
- Building maintenance and repairs
- International Baccalaureate Program and Advanced Placement
- Snow removal
- Student conveyance
- Information Technology demands

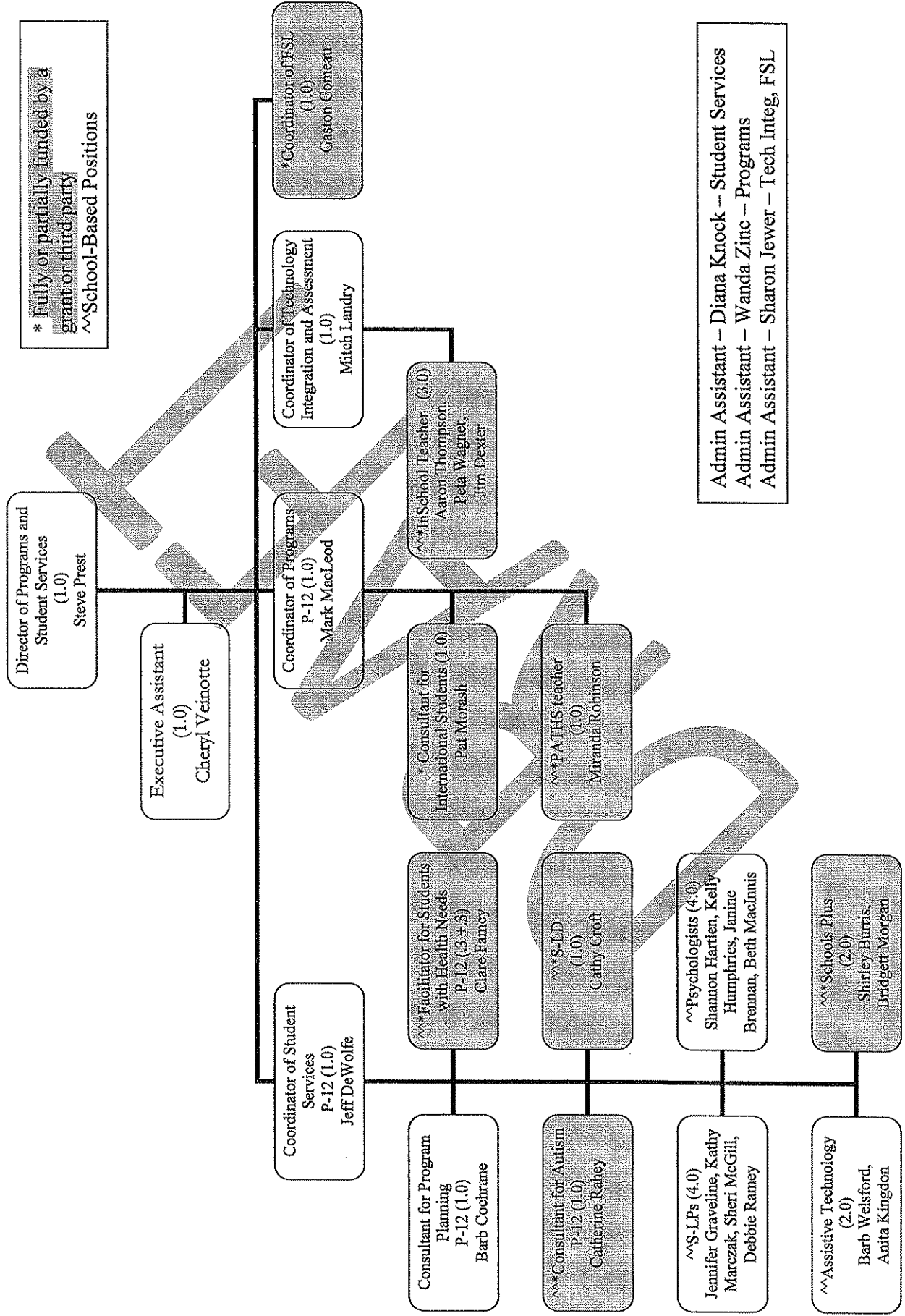
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Appendix A – School Board Organization Structure

Office of the Superintendent



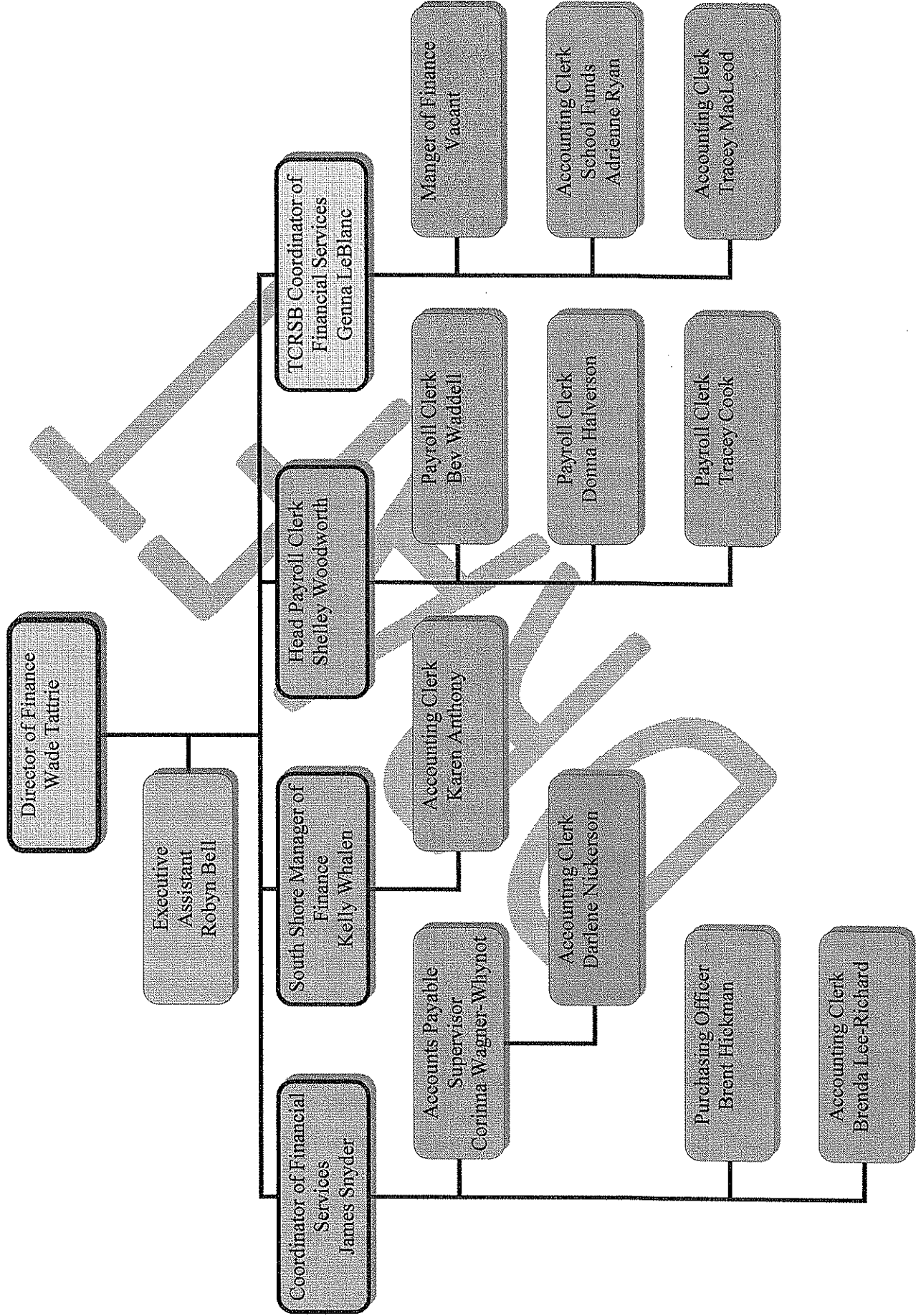
South Shore Regional School Board Programs and Student Services Department



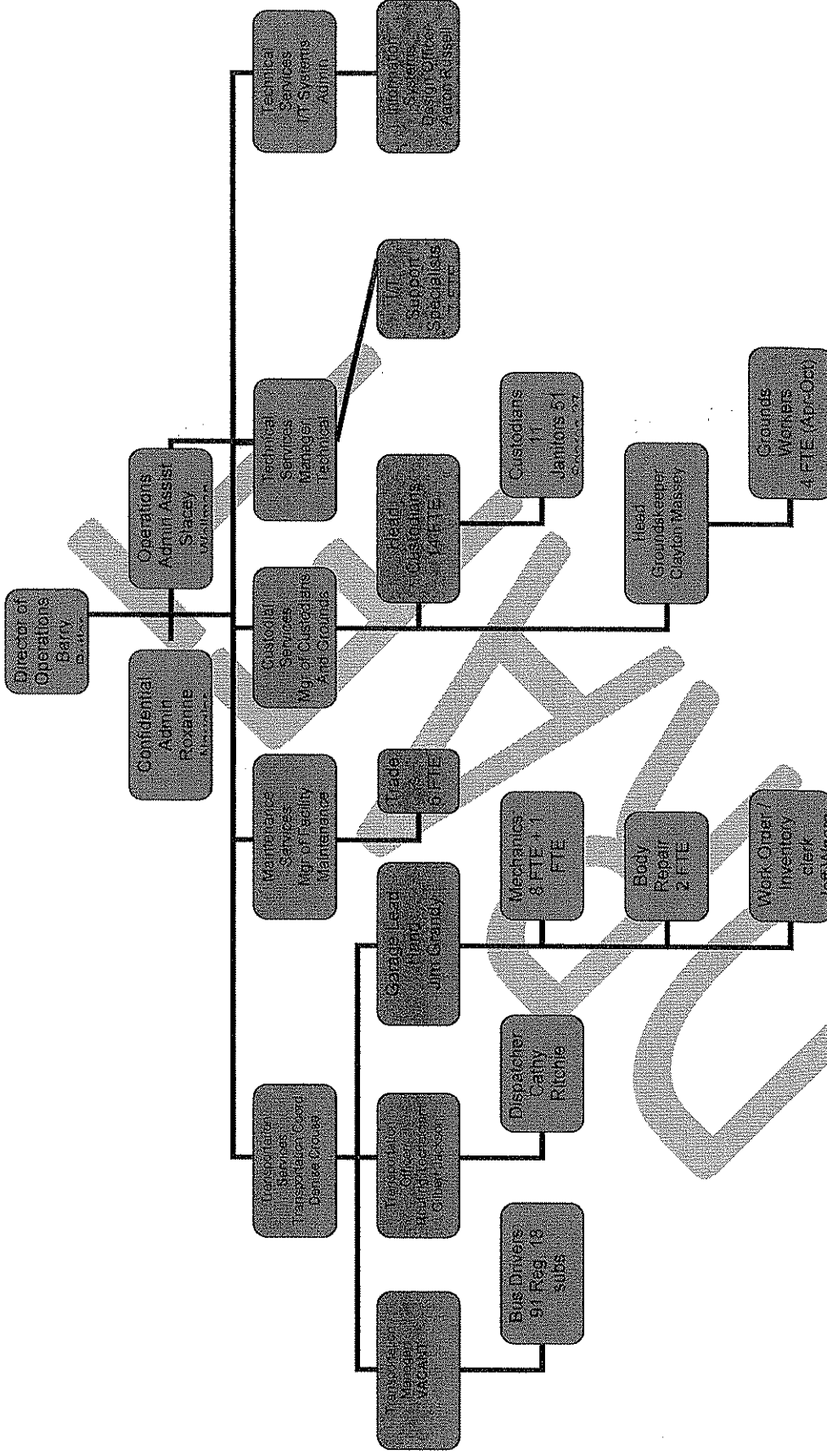
* Fully or partially funded by a grant or third party
 ^^School-Based Positions

Admin Assistant – Diana Knock -- Student Services
 Admin Assistant – Wanda Zinc -- Programs
 Admin Assistant – Sharon Jewer – Tech Integ, FSL

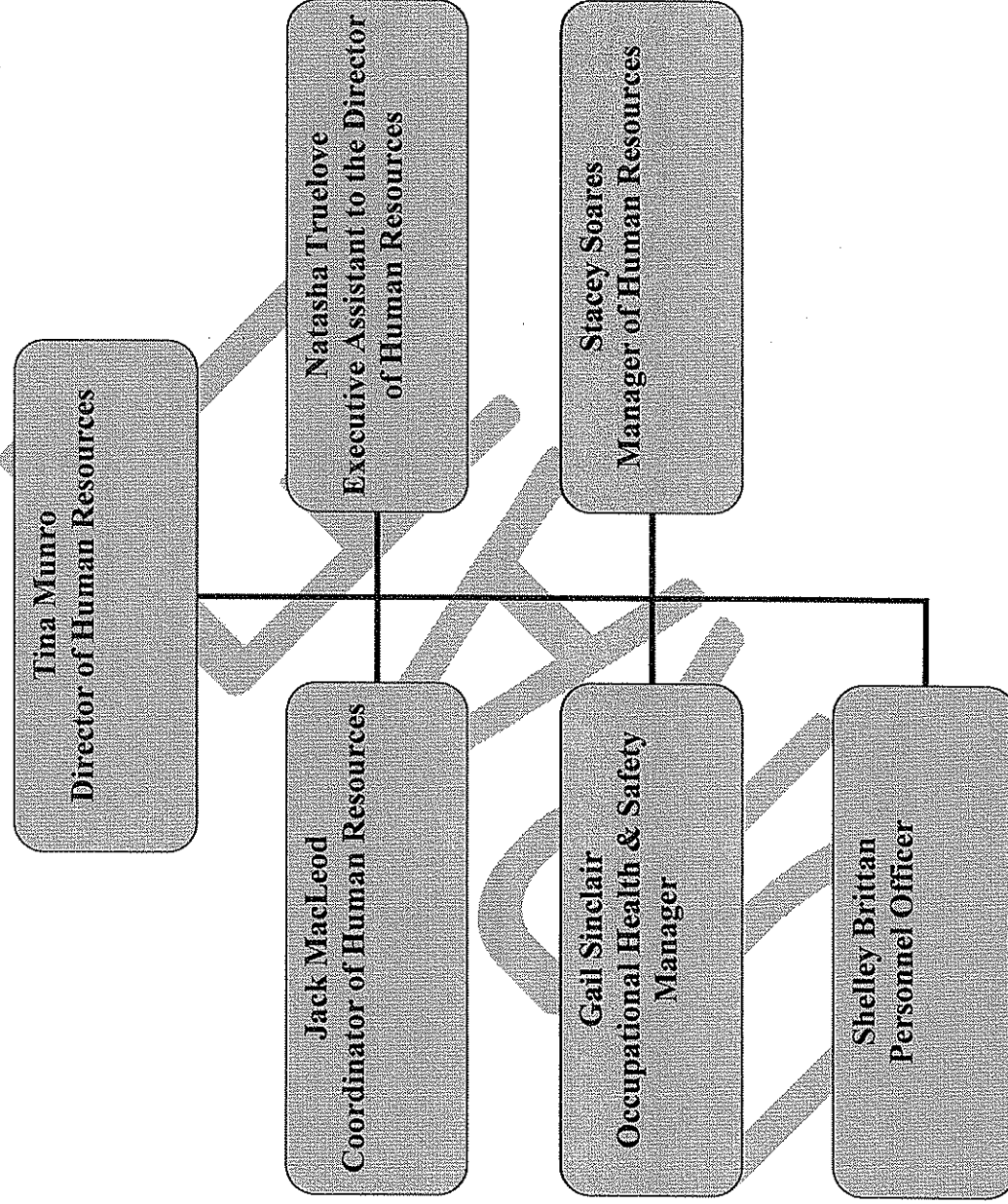
South Shore and Tri-County Regional School Board Finance Department



South Shore Regional School Board Operations Department



South Shore Regional School Board Human Resources Department



Appendix B – Key Facts**Students**

Key Fact Category	Previous Year 2009-10	Current Year 2010-11
Total number of students	7347	7307
Average class size P-2	24.4	18.71
Average class size 3-6	22.75	23.99
Average class size 7-9	22.86	22.92
Average class size 10-12	N/A	N/A
Total number of classes & sections	251	238

Teachers

Key Fact Category	Previous Year 2009-10	Current Year 2010-2011
Instruction FTEs	398.75	397.07
Administrative FTEs	39.55	38.22
Resource FTEs	50.16	50.35
Student Support FTEs	25.20	24.50
Program Support FTEs	5.0	5.0

School Support Staff

Total number of hours/days employed

Key Fact Category	Previous Year 2009-10	Current Year 2009-10
Education Assistants	143,321.75/190	155,862/190
Library Technicians	25,826/195	25826/195
Student Supervision	20,024/175	20,024/175
School Secretaries	38.5558,637/215	58,637/215
Student Support Workers	5740/215	5,740/215

Board Governance

Key Fact Category	Previous Year 2009-10	Current Year 2010-11
School Board Members	12	12
Board Support Staff FTEs	2	2

Regional Administration

Key Fact Category	Previous Year 2009-10	Current Year 2010-11
Senior Management FTEs	5	5
Program Management FTEs	5	5
Operational Management FTEs	5	5
Administrative Support FTEs	11	11
Secretarial/Clerical FTEs	3	3

Technology

Key Fact Category	Previous Year 2009-10	Current Year 2010-11
Students/Instructional Computer	2.48	2.43
Technical Support FTEs	7	7
Computers/Technicians	429	429

Property Services

Key Fact Category	Previous Year 2009-10	Current Year 2010-11
Total School Sq. Ft.	1,170,038	1,097,675
Sq. Ft. / Student	157.2	150.22
Private Operator Sq. Ft.	98,302	98,302
Operating Cost/ Sq. Ft.	\$10.23	\$7.91
Bd. Custodial/Sq. Ft.	1 : 22,000 sf	1 : 22,000 sf
Con. Custodial / Sq. Ft.	n/a	n/a
Sq. Ft. / Custodial Hour	n/a	n/a
Operating Capital	0.34	0.27

Transportation

Key Fact Category	Previous Year 2009-10	Current Year 2010-11
Total Buses Operated	90 regular, 17 spares	90 regular, 15 spares
Total Students Transported	6732	6608
Total Cost / Student Transported	\$818.00	\$833.00
Average Bus Load	74	73
Cost / Unit - Contracted	n/a	n/a
Cost / Unit – Board	\$51,470.00	\$52,420.00
Number of Operating Days	195	195

DRAFT

Appendix C – Financial Information

**SOUTH SHORE REGIONAL
SCHOOL BOARD
FINANCE AND OPERATIONS
EDUCATION BUSINESS PLAN
2011-12**

Revenue	2009-10 Actual	2010-2011 Actual	2011-12 Budget
Province of Nova Scotia	54,198,996	60,407,077	54,312,800
Government of Canada	164,992	329,733	316,200
Municipal Contributions	15,097,300	15,218,223	15,450,800
Other Revenues	582,089	800,780	683,575
Capital Revenue Recognition			
Transfer from Reserves/Surplus	0		0
School-Generated Funds	3,351,538	2,665,910	3,200,000
Total Revenue	73,394,915	79,421,723	73,963,375
Expenditures			
Board Governance	274,507	272,412	271,038
Regional Management	2,277,241	2,371,480	2,105,043
School Management & Support	7,364,096	7,690,208	6,865,077
School Instruction & School Services	33,513,629	32,787,030	32,263,579
Student Support Services	9,186,074	9,845,015	9,662,011
Student Transportation	5,524,123	6,077,647	6,353,482
Property Services	8,957,003	13,528,401	8,922,991
Other Programs	3,078,557	3,459,978	3,999,426
Adult & Community Ed	295,084	298,957	320,728
Transfer to Reserves/Surplus			
School-Generated Funds	3,267,142	2,614,921	3,200,000
Defined Benefit Pension Plan		390,400	
Total Expenditures	73,775,756	78,564,649	73,963,375
Annual Operating Surplus (Deficit)	(380,841)	857,074	
Opening Accumulated Unrestricted Surplus	576,101	149,164	
Closing Accumulated Unrestricted Surplus	149,164	394,949	

Appendix D – Outcome Measures

Goal 3: Improve Board Governance					
Outcome	Measure	Baseline	Target/Year	Performance	Cost Pressure
Goal 3 : Outcome 1: Revision of all policies following SSRSB format.	1. Number of policies that meet Policy on Policy Development.	June 2008: 0 policies of 118 are based on the SSRSB policy on policy development. June 2010: 21 / 118 HR - 9 / 15 Ops - 5 / 21 PSS - 5 / 61 Fin - 1 / 10 Superintendent - 1 / 5 Board Chair- 0 / 6	June 2012 - 81 / 116 HR - 15 / 15 Ops - 19 / 19 PSS - 25 / 62 Fin - 10 / 10 Superintendent - 5 / 5 Board Chair - 6 / 6	June 2011 - 45 / 116 HR - 15 / 15 Ops - 7 / 19* PSS - 9 / 61 Fin - 2 / 10 Superintendent - 3 / 5 Board Chair - 3 / 6 * Operations combined some policies reducing their total number to 19 from 21	No new cost pressures.
Outcome	Measure	Baseline	Target/Year	Performance	Cost Pressure
Goal 3: Outcome 2: Improve the functioning of the Board.	1. Results on self-evaluation tool.	Results of self-evaluation from May 2009, March 2010.	Spring 2011: Board Members will complete the revised Board Self Evaluation questionnaire with certain questions clarified. 2011-12: Topics for discussion will be driven by the results of the questionnaire.	Evaluation repeated in 2010 and data used by facilitator to make recommendations to the Board. Topics were discussed, but not included in 2010-11 work sessions. Evaluation repeated August 2011	
	2. Each work session addresses critical issues of priority to the	2009-2010: Work sessions agendas planned prior to each	2010-2011: Each work session addresses topics that	Sept. 2010 Work session: Topics for work sessions were identified for	

	Board.	session.	have been identified by the Board as priorities. 2011-12 work session topics to be identified by the Board as priorities.	the entire 10-11 year. Sept. 2011 Topics were identified for 11-12 year.	
	3. Number of recommendations by external consultants that are addressed. (Bruce Smith)	2009: An external facilitator is contracted to support Board development. 2010: Topics recommended by facilitator are discussed at work sessions	Develop 2010-11 work session topics based on recommendations by the consultant. 2011-12 review recommendations from Deloitte Review.	2010-11 work session topics recommended by the consultant were discussed. (Sept 8/10) New (different) topics were identified by the Board (approved Sept. 8/10)	
	4. Critical reflection on Board and Committee meetings at each work session.	2009-10: Regular time for Board and Superintendent to meet.	2010-11: Critical reflection on meetings at each work session.	Not accomplished	

REGIONAL EDUCATION OFFICER'S REPORT

Stephen Amirault, REO for AVRSB, SSRSB and TCRSB

September 28, 2011

1. Nova Scotia Students Learn the Story of Viola Desmond

Future generations of young Nova Scotians will learn about the courageous story of Viola Desmond thanks to the new film *Long Road to Justice: The Viola Desmond Story* launched on September 16th.

Communities, Culture and Heritage Minister David Wilson stated that this important film will ensure that the story of Viola Desmond will be passed on to young people for years to come.

Viola Desmond was an African Nova Scotian who was wrongfully jailed and fined in 1946 for sitting in the white peoples' section of a New Glasgow movie theatre. In 2010, the province publicly apologized to the family of Mrs. Desmond and issued the country's first posthumously granted free pardon. A free pardon is based on innocence and recognizes that a conviction was made in error.

Long Road to Justice: The Viola Desmond Story will be available in Nova Scotia schools starting in January 2012. The video trailer is available online at http://gov.ns.ca/news/smr/2011-09-16-Long-Road-to-Justice/media/Trailer_2T_2_H264_Widescreen_640x360.mp4.

2. Public Can Help Make It Easier To Grow Up Healthy

Nova Scotians can help children move more, eat well and make the province the easiest place in Canada to grow up healthy.

An online survey launched on Aug. 11, is seeking suggestions to help achieve these goals. The project is part of the province's plan to make life better for families by preventing childhood obesity and better managing chronic diseases.

One in three Nova Scotians, age two to 17, are overweight or obese. Poor diet and inactivity are putting many more young people at risk for a lifetime of chronic disease and other health issues.

The Nova Scotia strategy will build on existing programs such as the Healthy Eating Nova Scotia strategy, Active Kids, Healthy Kids physical activity strategy for children and youth, and active transportation initiatives.

The province has a highly regarded school food nutrition policy, and this spring set regulations and standards that help childcare centers serve healthy food.

The Growing Up Healthy website at www.gov.ns.ca/growinguphealthy features a discussion framework, resource links and a survey, **available until Oct. 15.**

The province will make recommendations on preventing childhood obesity in 2012, after receiving public input and guidance from partners and a scientific advisory panel.

3. Students Gain work Experience During the Summer

More than 150 students across Nova Scotia gained valuable work experience and continued their learning by participating in summer co-operative education programs.

Summer co-op creates more opportunity for students to participate in the co-operative education program. Many students who cannot fit a co-op experience into their academic school year are able to complete co-op in the summer.

This year 155 students across the province completed more than 400 co-op credits. This was a significant increase over previous years and this growth is expected to continue.

Co-op education provides students with an opportunity to explore career options and get hands-on work experience that better prepares them to enter the workforce or continue their education.

Employers report that providing summer opportunities for students has worked extremely well. It allows for a more concentrated placement so the student can experience an authentic working experience.

The co-op education program is available in 85 schools across the province.

4. Committees/Meetings attended as of September, 2011

September 6, 2011	TCRSB Superintendent Selection Committee TCRSB Board Meeting
September 7, 2011	AVRSB Board Meeting
September 8, 2011	Meeting at Department of Education SSRSB Interview with Deloitte
September 13, 2011	TCRSB Corporate Services Committee
September 14, 2011	AVRSB Education Committee SSRSB Governance Committee SSRSB Work Session and Special Board Meeting
September 22, 2011	AVRSB Finance & Audit Committee
September 28, 2011	SSRSB Board Meeting

**SOUTH SHORE REGIONAL SCHOOL BOARD
LABOUR MANAGEMENT COMMITTEE**

The following are highlights from the CUPE-Labour Management Committee held on September 20, 2011.

- **CUPE employees evaluating other CUPE employees**
 - There is an issue with a driver who is in a position to evaluate not only new hires but other regular drivers as well. Tina will look into the issue and report back at the next meeting.

- **Transportation assistant posting**
 - There was some question about the method that was used to hire the summer assistant. Tina confirmed that the position was posted online and then extended.

- **Communication between Transportation Officer and Drivers/ Bus load capacity/run sheets**
 - Una noted that the drivers feel their input is not being considered when routes/stops are being changed. Denise will follow up on the issue within her department.

- **Procedures for handicap children/seat belts on buses**
 - Denise noted that the law states if a child is under 40 pounds and the bus is equipped with integrated seats, those children must be buckled in. If there is a special needs child that has been recommended to be placed in the integrated seats they will need to be measured and special equipment may need to be purchased.

**Non-Union Joint Consultation Committee Report to the Board
September 28, 2011**

Board Members: John Jenkins, Elliott Payzant
Staff: Nancy Pynch-Worthylake, Jack MacLeod
Non-Union Employee Representatives: Lori Ferraina, James Snyder

The focus of the meeting was the review of changes to the Non-Union Terms and Conditions proposed by the non-union employee group.

The next step is for the Board and management representatives to review the proposals, to seek input from the Senior Management Team and to meet with the non-union representatives to develop a draft document to share with the Board.

Governance Committee Report
Wednesday, September 28th 2011

- Parliamentary position requested of Stephen Amirault was declined due to possible conflict of interest.

ACTIONS

- Stephen Amirault to provide information regarding who fulfills the role of parliamentarian in other Boards.
- The Committee has asked Board Member Mailman to contact Board Member Francis to see if she would consider acting as parliamentarian. Board Member Mailman will also contact Arnold Jones to determine if he is available and what the cost would be.
- The Committee recommends the format for the Annual General Meeting remain the same as in other years.
- **MOTION** by Board Member Payzant, seconded by Board Member MacLeod, that draft of the Routine Access Policy, be received by the Governance Committee.

Motion Carried

ACTIONS

- Jen to distribute the draft policy and place it on the web site and sent to stakeholders for feedback – complete 16.9.11 & 21/9/11
- **MOTION** by Board Member MacLeod, seconded by Board Member Hudson, that the governance committee recommends to the Board that it consider a meeting evaluation following each Board Meeting.

Motion Carried

- Conflict of Interest was discussed. Board Member Payzant will seek a legal opinion.
- Management of Board member information was discussed. Board Member Payzant will seek a legal opinion and check with other Boards to see how they manage information.
- Work Sessions 2011-2012: The September 2011 Work Session topics will be planning the School Utilization Input Sessions and the selection of topics for the remaining Work Sessions.

SOUTH SHORE REGIONAL SCHOOL BOARD
Open Boundaries Ad Hoc Committee Report to the Board
September 28, 2011

The Committee met for the first time on Tuesday September 27, 2011.

Board Member Jenkins was elected Chair.

The Committee approved Terms of Reference for recommendation to the Board.

Board Member Jenkins shared the results of the research he has done to date.

Committee members agreed to continue to review the experience in other jurisdictions and share research with the members of the Committee.

The Committee intends to recommend options to the Board for discussion and debate in November 2011.

Next meeting: **Tuesday October 18, 2011 at 4:30 pm.**

Developed for recommendation to the Board September 27, 2011

SOUTH SHORE REGIONAL SCHOOL BOARD
Open Boundaries Ad Hoc Committee
Terms of Reference

- 1. Committee Membership:**
 - a. Three Board Members appointed as per the Board By-Laws
 - b. Superintendent of Schools

- 2. Committee Chair:**
 - a. To be elected at the first committee meeting.

- 3. Decision-Making:**
 - a. Decisions will be made as per the Board by-laws – by motion, with the number in favour and number opposed recorded.

- 4. Meeting Dates:**
 - a. The Committee will meet monthly from September to November.
 - b. The Committee will present options to the Board for consideration by the target date of November 2011.

- 5. Mandate:**
 - a. To review research related to the benefits and challenges of open school boundaries.
 - b. To review experiences with open school boundaries in jurisdictions.
 - c. To develop and recommend to the Board, options for debate and decision.

- 6. Terms of Reference:** The Terms of Reference will be reviewed annually.



Education
Office of the Minister

South Shore Regional School Board

Board Agenda: Sept. 28/11

Receipt of Correspondence: 10. a)

PO Box 578, Halifax, Nova Scotia, Canada B3J 2S9 • Telephone 902 424-4236 Fax 902 424-0680 • www.ednet.ns.ca

SEP 07 2011

Mr. Elliott Payzant
Board Chair
South Shore Regional School Board
130 North Park Street
Bridgewater, NS B4V 1G9

Dear Mr. Payzant:

I have received your proposed amendments to the South Shore Regional School Board (SSRSB) By-Laws. The amendments to Sections *Code of Ethics*, *Breach of the Code of Ethics*, *School Board Member Oath of Office*, *Attendance at Board Meetings*, *Board Member's Appeal of Censure*, *Quorum*, *Motion to Censure* and *Board Members Leaving Meeting Early* conform to the changes to the *Education Act and Regulations under the Education Act*. I appreciate your Board's time and effort in ensuring that the mandatory content for By-Laws and Code of Ethics was included in SSRSB's By-Laws.

However, as the SSRSB is currently undergoing a major governance review, it may be premature to approve a new set of By-Laws as there may be additional changes proposed by the Review Team. As such, I am holding the proposed changes in abeyance pending completion of the review.

Sincerely,

Ramona Jennex
Minister of Education