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Annual Report 2010-2011

 **Eastern
School District**
Helping Each Student Achieve



OFFICE OF THE CHAIR

*Chair: Milton Peach, B.A., B.A.(Ed.)
C.E.O./Director of Education: Ford Rice, B.A., B.Ed., M.Ed.*

October 31, 2011

Honourable Clyde Jackman
Minister of Education
P. O. Box 8700
Confederation Building
St. John's, NL
A1B 4J6



Dear Minister Jackman:

It is my pleasure to present the Annual Report 2010-11 for the Eastern School Board, which covers the period of July 1, 2010 to June 30, 2011.

This report provides a balanced summary of the efforts and accomplishments of the Eastern School Board in respect to the goals that are articulated in its strategic plan. It reflects the commitment of the entire learning community of the Eastern School District and it affirms the Board's commitment to children and learning and to building an efficient and effective school district capable of meeting the needs of each learner for whom it has responsibility.

My signature below is on behalf of the entire Eastern School Board and is indicative of our accountability for the actual results reported.

MILTON PEACH
Chair

Table of Contents

Eastern School District Overview	3
Vision:	3
Mission:	3
Strategic Issues:.....	3
Lines of Business:	4
Curriculum and Programs:	4
Corporate Services and Financial Administration:	4
Student Support Services:.....	4
Trustees by Regions:	5
Executive:.....	6
Key District Statistics:.....	6
Physical Location:.....	6
Schools:	6
Students:	6
Other Statistics:.....	7
Revenue and Expenditures:.....	8
Shared Commitments:	9
Department of Education:.....	9
School Councils:	9
Other Educational and Community Agencies and Organizations:.....	9
Mission Results	10
Outcomes of Objectives & Goals: Strategic Plan 2008-11	16
Strategic Issue One: Student achievement and success	16
Strategic Issue Two: Healthy and active, safe and caring, and socially just learning environments.	25
Strategic Issue Three: Organizational effectiveness and efficiency.	38
Highlights & Accomplishments:	46
School Construction:	46
First Time Events:	47
Technology Use:	48
Active & Healthy Living:.....	49
Student Events:.....	49
Policy Development:.....	51
Professional Development:	51
New Programs:	53
Provincial Funding:.....	54
Other Statistical Data:	54
Student Support Services:.....	55
APPENDIX ONE – Legislated Mandate	57
APPENDIX TWO – Audited Financial Statements	61

Eastern School District Overview

Vision:

The Eastern School District empowering all students to achieve and succeed.

Mission:

By 2011, the Eastern School District will have enhanced achievement and success for all students within a healthy, active, safe, caring, and socially-just learning environment.

Strategic Issues:

Strategic Issue 1: Student achievement and success.

Goal 1: By June, 2011, Eastern School District will have supported student achievement and success through high quality learning opportunities.

Strategic Issue 2: Healthy and active, safe and caring, and socially-just learning environments.

Goal 1: By June, 2011, Eastern School District will have developed a wellness action plan for all staff and students.

Goal 2: By June, 2011, the Eastern School District will have enhanced safety, a culture of caring and socially-just learning environments for all throughout the District.

Strategic Issue 3: Organizational effectiveness and efficiency.

Goal 1: By June, 2011, Eastern School District will have increased effectiveness and efficiency within its jurisdiction.



Lines of Business:

Eastern School Board has the following lines of business:

Curriculum and Programs:

Responsibilities include providing for the full range of curriculum implementation; student assessment and evaluation; student placement, distance learning; supporting the core program with programs designed to improve the teaching and learning process; and teacher professional development. The Board also develops and provides support for school development.

Corporate Services and Financial Administration:

The Board has responsibility for compliance with provincial financial legislation and regulations; acquisition of materials, equipment, and services; school construction in conjunction with the Department of Education; properties and facilities management; transportation management; support staff payroll; collaborating with the Department of Education on teacher payroll; information technology; protection of privacy and access to information requests; and school finance.

Student Support Services:

Responsibilities include the implementation, administration, and monitoring of programs and services to students with special needs. This includes implementation of provincial policy on Individual Student Support Services Plans (ISSP) as well as the Pathways to Graduation Program.

Trustees by Regions:

Zone 1	Burin Region	Mr. Jack Cumben
Zone 2	Burin Region	Mr. Fred G. Douglas
Zone 3	Vista Region	Mr. Rick Martin
Zone 4	Vista Region	Ms. Anne Marie Furlong
Zone 5	Avalon West Region	Dr. Jim Hearn –Vice Chair
Zone 6	Avalon West Region	Mr. Milton Peach – Chair
Zone 7	Avalon West Region	Mr. Eric A. Snow
Zone 8	Avalon West Region	Mr. Des Linehan, Sr.
Zone 9	Avalon East Region	Mr. Christopher Hammond
Zone 10	Avalon East Region	Mr. Derek Winsor
Zone 11	Avalon East Region	Mr. George Joyce
Zone 12	Avalon East Region	Mr. Darrin Feehan
Zone 13	Avalon East Region	Mr. Ken Best
Zone 14	Avalon East Region	Mr. John McCarthy
Zone 15	Avalon East Region	Mr. George Sheppard



*Front row (left to right): Eric A. Snow; Richard Martin; Ford Rice, CEO/Director of Education; Milton Peach, Chair; Dr. James Hearn, Vice-Chair ; Fred G. Douglas; Des Linehan, Sr.
Back row: Darrin Feehan, Jack Cumben, Chris Hammond, George Joyce, Anne Marie Furlong, George Sheppard, John McCarthy, Ken Best, and Derek Winsor.*

Executive:

Mr. Ford Rice	CEO/Director of Education
Mr. Allister Dyke	Assistant Director of Education, Human Resources
Ms. Janet Vivian-Walsh	Assistant Director of Education, Programs
Mr. Larry Blanchard	Assistant Director of Education, Finance and Administration
Dr. Albert Trask	Assistant Director of Education, Rural Education and Corporate Services

Key District Statistics:

Physical Location:

Headquarters:	Suite 601, Atlantic Place, 215 Water Street, Box 64-66 St. John's, NL A1C 6C9
Avalon West Region:	Spaniard's Bay, NL A0A 3C0
Burin Region:	Burin, NL A0E 1G0
Vista Region:	Clareville, NL A5A 1P4



Mandate:

The Eastern School Board is mandated as per Section 75 of the *Schools Act, 1997* to organize and administer primary, elementary and secondary education within the District (Appendix One).

Schools: 122

- Of the 121 schools (not including Janeway Hospital School):
 - 3 (2.5%) had enrolments of less than 50 students.
 - 35 (28.9%) had enrolments between 50-199.
 - 43 (35.5%) had enrolments of 200-399.
 - 40 (33.1%) had enrolments of 400 or more.
- 63 (52.1%) schools were located in urban areas, while the remaining 58 (47.9%) schools were located in rural areas.
- The remaining school was operated in the Janeway Hospital.

Students:

- In 2010-11, there were 40,674 students (19,847 female and 20,827 male) in Eastern School District.
- 6,925 (17.0%) students received special education support.
- 27,652 (68.0%) students were enrolled in schools in an urban setting, while the remaining 13,022 (32.0%) students were enrolled in rural schools.
- The average K-9 class size was 18.6 students.

- The total attendance rate was 90.5%.

Grade	Enrolment
K	2882
1	2877
2	2946
3	2925
4	2997
5	3054
6	3079
7	3032
8	3155
9	3248
Level I	3360
Level II	3365
Level III	3203
Level IV	551
Total	40674

Other Statistics:

Employees	4,164
Teachers and Administrators	3,088
Student Assistants	390
Support Staff	686

Capital Assets:¹

Number of Schools Administered	119
Facility Capacity (Square Footage)	5,400,000 sq. ft.
Value of Capital Assets	\$464,500,000

Bussing:

Board-Owned Bussing	
Size of Bus Fleet	61 units
Operational Budget (Bussing)	\$3,500,000
Contracted Bussing	
Number of units	420 units
Annual Budget	\$16,200,000
Special Transportation	
Contracts	176 routes
Annual Budget	\$2,700,000

Total Transportation Budget \$22,600,000
District Budget:

Operating Budget \$399,000,000
 Capital Budget (2010-2011) \$6,500,000

¹Figures updated from June 30, 2011 Audited Financial Statements.

Revenue and Expenditures:

Fixed versus Non-Fixed Operating Costs (including salaries)

Using values extracted from the audited financial statements (see Appendix Two), Figure 1 shows how the Board's operating budget is apportioned between those costs that are fixed and those that allow the District to have a limited level of flexibility. The "fixed" costs include such items as salaries and benefits, pupil

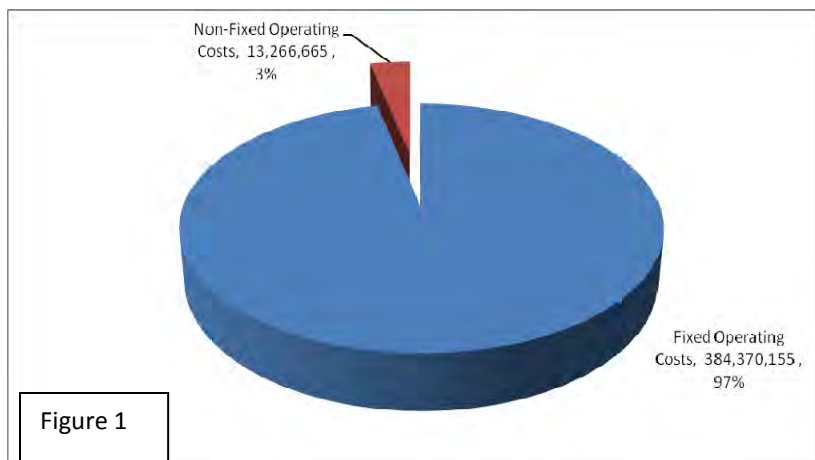


Figure 1

transportation, snow clearing, fuel, electricity, telecommunications, and municipal taxes. These accounted for 97% of the District's total expenditures for the year. The remaining 3% is spent on such things as professional development, instructional materials, and equipment and building repairs.

Expenditure by Major Category (excluding salaries)

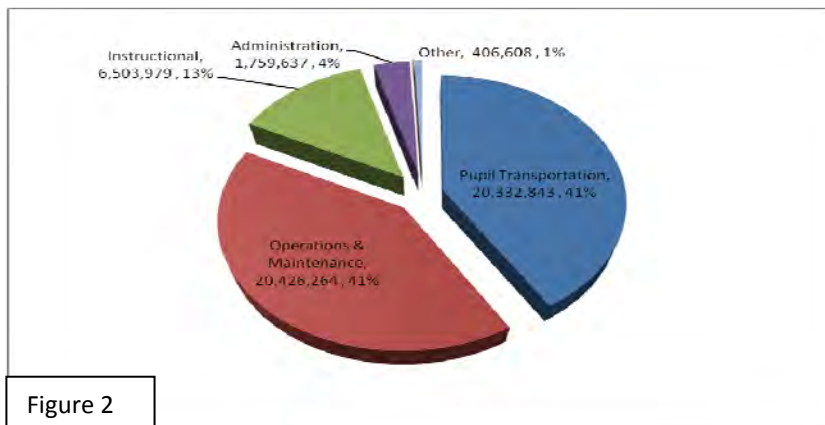


Figure 2

Also using values extracted from the audited financial statements, Figure 2 shows how the expenditures of the Board for the year excluding salaries and benefits, are distributed among the major categories with equivalent percentage cost comparisons. The operations and

maintenance costs took 41% of this total; the cost of pupil transportation took an additional 41%; instructional costs received 13%; District administration 4%; and other costs 1%.

Shared Commitments:

Eastern School Board relies on the commitment and cooperation of a number of partners in the delivery of high-quality educational programs to our students. The collaborative work that occurred with these partners also helped the Board undertake work in consideration of Government's strategic direction of: "Improved educational programs and environments respond to constantly evolving demographics".

Department of Education:

Eastern School Board operates within the context of the *Schools Act, 1997*. The Act provides school boards with the direct responsibility for the administration and operation of schools including staffing, distribution of resources, technology, repair and maintenance of school buildings, student transportation, and the development of instructional policies and practices. The Eastern School District receives its teacher allocation, operational and capital funding from the Department of Education. Furthermore, the Department sets the provincially prescribed curriculum delivered by the District.

School Councils:

"The purpose of a school council is to develop, encourage and promote policies, practices and activities to enhance the quality of school programs and the levels of student achievement in the school" (*Schools Act, 1997*). School councils are relied upon by the Board to provide meaningful input into the operation of each school by monitoring teaching and learning in schools, providing input to the annual school report, and advising their schools and the Board on matters important to the learning community. The Eastern School Board is committed to working with all school councils, both individually and through the Newfoundland and Labrador Federation of School Councils, to improve the delivery of education to each student.

Other Educational and Community Agencies and Organizations:

Along with the commitment of parents/caregivers and the Department of Education, the Board relies upon the engagement of the larger community. The following stakeholders provide invaluable assistance and help ensure the success of the Board in meeting its goals and objectives.

- The Newfoundland and Labrador Teachers' Association (NLTA)
- Canadian Union of Public Employees (CUPE)
- Newfoundland and Labrador Association of Public and Private Employees (NAPE)
- Newfoundland and Labrador Association of Directors of Education (NLADE)
- The Newfoundland and Labrador School Boards' Association (NLSBA)
- The Newfoundland and Labrador Federation of School Councils
- Memorial University (MUN)
- College of the North Atlantic (CNA)
- Regional Economic Development Boards
- Eastern Health
- Y-Enterprise Center
- Royal Newfoundland Constabulary (RNC)
- Royal Canadian Mounted Police (RCMP)
- Violence Prevention Initiative Committees
- Newfoundland and Labrador School Milk Foundation
- Eastern Education Foundation
- Computers for Schools
- Family Services Canada
- The Department of Human Resources, Labour and Employment
- Human Resources and Social Development Canada
- The local business community
- Volunteers

Mission Results

The mission statement normally identifies the priority focus area of the Board over two planning cycles; it represents the key longer-term result that the Board works towards. The statement also identifies the measures and indicators that will assist both the Board and public in monitoring and evaluating success. A Mission Statement was originally developed for the Board's 2006-08 Strategic Plan covering the period 2006 to 2011. Since that time, extensive consultation has taken place. As such, the Board felt it appropriate to develop a new mission, in light of the significant stakeholder input received for the 2008-11 period. Readers will be able to assess progress with respect to the previous Mission in the Board's Annual Reports for 2006-07 and 2007-08. This new Mission reflects the Board's current focus on enhanced student achievement and success, in consideration of Government's strategic direction of "Improved educational programs and environments respond to constantly evolving demographics", and can be articulated as follows:

Mission: By 2011, the Eastern School District will have enhanced achievement and success for all students within a healthy, active, safe, caring, and socially-just learning environment.

Measure 1: Enhanced achievement

Indicators	Actual Results
Improved learning opportunities	Enhanced the identification and promotion of best practices concerning learning and teaching, assessment and leadership through professional development sessions. These sessions focused on best practices in assessment for and of learning for both teachers and administrators throughout the District.
	Initiated a public awareness campaign throughout the District on Skilled Trades programming in 2010. This campaign targeted students, parents and the wider school community in an effort to increase participation rates and improve learning opportunities for students.
	Identified gender-based issues affecting enrolment and achievement by examining female enrolment and achievement in various Skilled Trades courses. As a result, the District, in partnership with the Department of Education initiated a female only Skilled Trades pilot in two schools in 2011.
	Enhanced internal (school-based) assessment data by developing a District template to record report card data at the end of each reporting period. School staff then used this data to identify and support at risk students.
	Increased provincial assessment results in Primary Mathematics, Problem Solving, from 73.4% in 2008 to 77.4% in 2011. Similar increases in provincial assessment results were also noted in other courses and can be found in the Outcomes of Objectives and

Indicators	Actual Results
	<p data-bbox="773 233 1435 338">Goals section of this report. This increase is indicative of the improved learning opportunities in the District.</p> <p data-bbox="773 415 1435 632">Conducted quality of life surveys (students, parents, and teachers). These surveys helped identify for schools areas for improvement. All School Development plans reflect data collected and action plans initiated to enhance student learning and achievement.</p> <p data-bbox="773 709 1435 926">Enhanced learning environments for all staff by offering professional development opportunities through the Professional Development Calendar. All professional development focused on topics identified by staff through survey data.</p> <p data-bbox="773 1003 1435 1142">Monitored attendance data for students, established benchmarks and developed a promotional campaign to support increased attendance.</p>
Enhanced promotion of wellness	<p data-bbox="773 1220 1435 1436">Enhanced healthy and active living programs and initiatives through the annual Living Healthy Commotion Day and the expansion of the Eastern Active Schools Program. These programs focused students and staff on the importance of active and healthy lifestyles.</p> <p data-bbox="773 1514 1435 1730">Approved and promoted a new Active and Healthy Living policy in March 2010. This new policy emphasizes the importance of wellness for a healthy lifestyle. This policy encourages schools to establish a living healthy team which promotes wellness for all.</p> <p data-bbox="773 1808 1435 1875">Increased promotion of healthy eating habits through the distribution of promotional</p>

Indicators	Actual Results
	<p>materials developed by the School Health Promotion Liaison Consultants. These consultants also provided professional development to staffs, teachers and District Office personnel to educate all in the importance of a healthy and active lifestyle.</p> <p>Provided schools with promotional materials to improve school involvement in green/healthy lifestyle activities such as the Living Healthy Schools Newsletters published twice a year.</p>
Enhanced safety	<p>Hired a Manager of Occupational Health and Safety in 2008. The Manager is responsible for all aspects of occupational health and safety throughout the District and has enhanced safety through on-going education and training, updating procedures and site analysis of safety concerns.</p> <p>Adopted a Secure Schools/School Lockdown Policy in 2008 to ensure student safety in emergency situations. In collaboration with the Royal Newfoundland Constabulary and the Royal Canadian Mounted Police all schools received professional development on the implementation plan for this policy.</p>

Measure 2: Enhanced success

Indicators	Actual Results
Increased awareness of social justice	Enhanced policies and practices that support a culture of caring. The School Materials Cost directive in 2009 ensured that all schools monitored the costs to families for school materials. Schools are no longer permitted to charge for additional materials. This directive speaks to the awareness that all practices and procedures must be viewed through a lens of equity for all. Schools no longer assume that

Indicators	Actual Results
	<p>parents are financially able to accept costs incurred and therefore, each cost is examined through a social justice lens.</p> <p>Enhanced policies and practices that support a socially just learning environment. The Eastern School District supported the creation of the first Queer-Straight Alliance student groups in four percent of Eastern School District schools to create awareness and acceptance. The Board's support of these groups aided in increasing awareness of social justice throughout the District.</p>
Increased organizational effectiveness	<p>Connected the District strategic plan to school level operations to ensure consistency of practice.</p> <p>Developed a strategy for rural education to support smaller schools in delivering maximum programming for students and achieving efficiency of facilities and resources.</p> <p>Monitored attendance data for students, established benchmarks and developed a promotional campaign to support increased attendance.</p> <p>Continued with the development and implementation of a risk management policy. This policy is intended to ensure organizational risks are identified and managed thus increasing the organizational effectiveness of the District.</p> <p>Developed a staff recruitment and retention strategy in 2010 to support teachers in the beginning years. The Eastern School District initiated a Teacher Induction Program to</p>

Indicators	Actual Results
	<p>support new teachers to the teaching profession and the District participated in recruitment fairs sponsored by the Newfoundland and Labrador Teachers Association in both St. John's and Corner Brook.</p>
	<p>Developed a disaster recovery plan for District information systems in 2011 to ensure information is secure and retrievable in the event of a disaster.</p>
<p>Increased organizational efficiency.</p>	<p>Completed automation of attendance and sick leave management programs to ensure the District could efficiently work with staff regarding attendance issues.</p>
	<p>Developed a Facilities Review Plan to determine programming needs for each school within the District. These needs were then prioritized to be completed in the most efficient and effective manner.</p>
	<p>Assessed and worked with partners to address facility issues.</p>
	<p>Implemented a School Inspection Enterprise Management System to ensure critical facility issues are addressed.</p>
	<p>Collected appropriate data to assist in the identification of trends and issues to allow the District to more efficiently address issues such as the professional development needs of staff.</p>
	<p>Increased engagement of school administrators to identify further opportunities</p>

Indicators	Actual Results
	for improvement of financial and administrative services to schools.

Discussion of Results

A significant enhancement to student achievement and success occurred within Eastern School District during the mission cycle of 2008-2011. A wide variety of programs, activities, initiatives, and policy development that addressed learning, wellness, safety, social justice and efficiency within the various divisions of the District were introduced over the mission period. This contributed to the enhancement of student achievement and success.

Outcomes of Objectives & Goals: Strategic Plan 2008-11

Strategic Issue One: Student achievement and success

The District is pleased to report that all indicators regarding this strategic issue have been met. Eastern School District recognizes that the success of each student is the primary focus of the district. Through the Professional Learning Community model, Eastern School District has supported student achievement and success. Our emphasis was professional development and the measurement of student achievement. This is consistent with Government's strategic direction of "improved educational programs and environments respond to constantly evolving demographics", specifically through the components of learning supports and achievement. The following list itemizes the specific programs/actions that were utilized to achieve this success.

Goal One: By June, 2011, Eastern School District will have supported student achievement and success through high quality learning opportunities.

Measure: Student achievement and success

Indicators	Actual Results
Enhanced the identification and promotion of best practices concerning learning and teaching, assessment and leadership.	<p>During the 2008-2011 period, Eastern School District enhanced the identification and promotion of best practices concerning learning and teaching, assessment and leadership in the following ways:</p> <ul style="list-style-type: none"> Secured funding, through the Provincial Poverty Reduction Strategy and Positive Actions for Student Success (PASS), for four Student

Indicators	Actual Results
	<p>Success Teachers for the District. These teachers worked with school based teachers to identify best practices for at-risk students.</p> <ul style="list-style-type: none"> • Initiated a Youth Apprenticeship Program (YAP) pilot in two schools in the District. This pilot enhanced teacher knowledge of best practices to promote student involvement in exploring career choices. • Conducted, in partnership with the Newfoundland and Labrador Teachers' Association (NLTA), a Rural Education Conference for the Principals and Assistant Principals of K-12 rural schools focused on best practices in teaching. • Initiated a Literacy Numeracy Teacher (LNT) pilot in the East and Burin regions. These teachers worked with school based teachers to identify and engage in best practices for literacy and numeracy development.
<p>Increased participation in skilled trades programs.</p>	<p>Over the 2008-2011 period, Eastern School District increased participation in skilled trades programs as follows:</p> <ul style="list-style-type: none"> • Conducted, with assistance from the Provincial Youth Retention and Attraction Strategy and the Career Development Partnership, interactive workshops, lunch and learn sessions, and field trips that accentuated career opportunities in the skilled trades. • Achieved a 56% increase in Skilled Trades 1201 enrolment from 2008 to 2011. • Achieved a 16.6% increase in Design and Fabrication 1202 enrolment from 2008 to 2011. • Achieved a 127.9% increase in Residential Construction Technology 2201 enrolment from 2008 to 2011.

Indicators	Actual Results
	<ul style="list-style-type: none"> Achieved an 74.3% increase in Design and Fabrication 2202 enrolment from 2008 to 2011.
<p>Identified gender-based issues affecting enrolment and achievement.</p>	<p>The intent of this indicator was to identify gender-based issues in Skilled Trades. During the 2008-2011 period, Eastern School District identified gender-based issues in Skilled Trades affecting enrolment and achievement as follows:</p> <ul style="list-style-type: none"> Conducted “Girls in Skilled Trades Focus Groups” - four schools representing all regions of the District participated in focus groups to obtain input from female students in Levels I-III on Skilled Trades Programs and to discuss the enrolment discrepancies between males and females in Skilled Trades Programs. Conducted “Exploring Skilled Trades for Young Women Opportunity” - Seven schools provided an opportunity for Grade 9 and Level I students to take part in a one day promotional workshop in Skilled Trades activities.
<p>Enhanced internal (school-based) assessment data.</p>	<p>Over the 2008-2011 period, Eastern School District enhanced internal (school-based) assessment data as follows:</p> <ul style="list-style-type: none"> Conducted an Internal Review of the School Development Process in all schools. Developed a district template to record all internal report card data. For the first time, school administrators had a comprehensive document detailing the internal report card data. The District enhanced the use of internal assessment data through this process. Professional staff at the school and District level now can access this data to focus on strategies to enhance student learning and achievement.
<p>Increased provincial assessment results.</p>	<p>Over the 2008-2011 period, Eastern School District increased provincial assessment results through a</p>

Indicators	Actual Results
	<p>number of initiatives, including teacher professional development, policy development and acquisition of resource materials.</p> <p>Graduation Results:</p> <ul style="list-style-type: none"> • Continued the trend of lowering the general graduation rate from 33.8% in 2008 to 28.9% in 2011 and increasing the honours graduation rate from 27.6% in 2008 to 29.3% in 2011. The academic graduation rate increased from 38.6% in 2008 to 41.7% in 2011. <p>CRT Results:</p> <ul style="list-style-type: none"> • Increased provincial assessment results in Primary Mathematics, Connections and Representations, from 60.8% in 2008 to 63.8% in 2011. • Increased provincial assessment results in Primary Mathematics, Problem Solving, from 73.4% in 2008 to 77.4% in 2011. • Increased provincial assessment results in Elementary Mathematics, Reasoning from 46.5% in 2008 to 51.2% in 2011. • Increased provincial assessment results in Elementary Mathematics, Communications, from 39.4% in 2008 to 42.5% in 2011. • Increased provincial assessment results in Elementary Mathematics, Problem Solving, from 52.9% in 2008 to 67.9% in 2011. • Increased provincial assessment results in Intermediate Mathematics, Data Management, from 63.7% in 2008 to 80% in 2011. • Increased provincial assessment results in Intermediate Mathematics, Patterns and Relations, from 60% in 2008 to 63.5% in 2011.

Indicators	Actual Results
	<ul style="list-style-type: none"> • Increased provincial assessment results in Intermediate Mathematics, Shape and Space, from 54.5% in 2008 to 65.6% in 2011. <p>Public Examination Results:</p> <ul style="list-style-type: none"> • Increased public exam results from 2008 in seven of the twelve exams administered in 2011 (Biology 3201, Chemistry 3202, French 3200, Mathematics 3204, Physics 3204, World Geography 3202, and World History 3201).
<p>Conducted quality of life surveys (students, parents, and teachers).</p>	<p>During the 2008-2011 period, Eastern School District conducted quality of life surveys (students, parents, and teachers).</p> <ul style="list-style-type: none"> • Completed Department of Education Quality of Life Surveys for all Grade 9 and Grade 12 students during the 2010-2011 academic year. Findings from the survey can be found in the discussion of the 2010-11 objective results. • Throughout the three year period, all schools within the District completed parent, student and teacher surveys as part of the School Development process. • The findings of the survey aided in schools developing plans to support students in their achievement and success.
<p>Enhanced learning environments for all staff.</p>	<p>During the 2008-2011 period, Eastern School District enhanced learning environments for all staff in the following ways:</p> <ul style="list-style-type: none"> • Developed feedback forms to record all District and school-based professional development offered by the Programs Division. • Established a District action plan that included the analysis of teacher growth plans. The yearly Professional Development Calendar was

Indicators	Actual Results
	<p>developed based on identified needs in the teacher growth plans. Regional shut-downs were planned to address priority needs, new curriculum and District initiatives related to the Strategic Plan.</p> <ul style="list-style-type: none"> • Established benchmarks on quantity offered and quality rating of all professional development opportunities offered through the Programs Division. • Conducted professional development sessions for school administrators, secretaries, District and regional personnel, focusing on such fiscal topics as School District Systems (SDS), Time Claim & Attendance System (TCAS), school raised funds, charitable status, purchasing, Board financial policies, E-Funds, and school auditing protocol. • Provided additional support in selected curriculum areas to 34 focus schools representing all regions of the District.

Objective for 2010-2011

In accordance with Government’s strategic direction with respect to improved educational programs and environments respond to constantly evolving demographics, the Board supported the needs of diverse learners through the component of learning supports.

By June 2011, Eastern School District will have supported the needs of diverse learners through the promotion of high quality instructional and assessment practices in our classrooms.

Measure: Supported the needs of diverse learners.

Indicators	Actual Results
<p>Enhanced the identification and promotion of best practices concerning learning and teaching, assessment and leadership.</p>	<p>During 2010-2011, Eastern School District enhanced the identification and promotion of best practices concerning learning and teaching, assessment and leadership. By focusing our resources on the interventions for at risk students, the District identified and promoted best practices for individual student</p>

Indicators	Actual Results
	<p>learning. The strategic focus on individual student performance enables the District to improve, one student at a time.</p> <ul style="list-style-type: none"> • Secured funding, through the Provincial Poverty Reduction Strategy and Positive Actions for Student Success (PASS), for four Student Success Teachers for the District at: Marystown Central High School, Prince of Wales Collegiate, Booth Memorial High School and Holy Heart of Mary High School. The Student Success Teachers target at risk youth as well as those who have dropped out of school and through individually paced programming of credit recovery and credit rescue, provide pathways for graduation. These teachers engage with school based teachers to develop best practices for at-risk youth. • Initiated a Youth Apprenticeship Program (YAP) pilot in two schools in the District: Mount Pearl Senior High and St. Lawrence Academy. YAP is a work-training program in which high school students gain work experience. This pilot focused teachers on the best practices for engaging youth in post secondary/apprenticeship opportunities. • Conducted, in partnership with the Newfoundland and Labrador Teachers' Association (NLTA), a Rural Education Conference for the Principals and Assistant Principals of K-12 rural schools. Professional development sessions focused on rural education issues such as multiage/multigrade education and Center for Distance Learning and Innovation (CDLI) implementation. Administrators focused on best practices of leaders in small rural schools. • Initiated a Literacy Numeracy Teacher (LNT) pilot in the East and Burin regions. Two LNTs did concentrated work in four schools within a structured framework to provide support in literacy and numeracy. These teachers worked

Indicators	Actual Results
	<p>with school based teachers to develop best practices to engage students in numeracy and literacy activities.</p> <ul style="list-style-type: none"> Conducted professional development by the programs staff which focused on differentiated instruction, assessment practices and intervention strategies in specific curriculum and grade levels. These sessions focused on the best practices for assessment and leadership.
<p>Enhanced internal (school-based) assessment data.</p>	<p>During 2010-2011, Eastern School District enhanced internal (school-based) assessment data as follows:</p> <ul style="list-style-type: none"> Conducted an Internal Review of the School Development Process in all schools. This is a systematic and thorough process for schools to analyze their internal data. Schools participated in this process in preparation for their External Review. A District template was developed to record all internal report card data. This data was then collated to provide a District picture of student performance. Using this new internal data collection instrument, a District Academic Intervention Process in the areas of Mathematics and Language Arts (K-12) was initiated. The District enhanced internal assessment data by focusing on the data and how the data impacts student learning.
<p>Increased provincial assessment results.</p>	<p>In 2010-2011, Eastern School District increased provincial assessment results. The District focused all regional administrative council meetings on various aspects of student learning and achievement. School administrators then worked with school staffs to analyze external data and develop school based action plans for improvement.</p> <p>Graduation Results:</p> <ul style="list-style-type: none"> Continued the trend of lowering the general

Indicators	Actual Results
	<p>graduation rate from 31.6% in 2010 to 28.9% in 2011 and increasing the honours graduation rate from 26.9% to 29.3%. The academic graduation rate was 41.7% in 2011.</p> <p>CRT Results:</p> <ul style="list-style-type: none"> • Increased provincial assessment results in Primary Language Arts, Poetic Reading, from 71.1% in 2010 to 78.9% in 2011. • Increased provincial assessment results in Primary Language Arts, Listening, from 61.5% in 2010 to 69.4% in 2011. • Increased provincial assessment results in Primary Mathematics, Problem Solving, from 66.5% in 2010 to 77.4% in 2011. • Increased provincial assessment results in Elementary Mathematics, Problem Solving, from 56.7% in 2010 to 67.9% in 2011. • Increased provincial assessment results in Intermediate Mathematics, Data Management, from 65.3% in 2010 to 80% in 2011. <p>Public Examination Results:</p> <ul style="list-style-type: none"> • Increased public exam results from 2010 in nine of the twelve exams administered in 2011 (Biology 3201, Chemistry 3202, Earth Systems 3209, French 3200, Histoire Mondiale 3231, Mathematics 3205, Physics 3204, World Geography 3202, and World History 3201).
<p>Conducted quality of life surveys (students, parents, and teachers).</p>	<p>During the 2010-2011 period, Eastern School District conducted quality of life surveys (students, parents, and teachers).</p> <ul style="list-style-type: none"> • Completed Department of Education Quality of Life Surveys for all Grade 9 and Grade 12 students during the 2010-2011 academic year. Some of the findings of the survey include

Indicators	Actual Results
	<p>information on student engagement and student perception of their place within the school community. The results of this survey help schools to identify strengths and needs as they accommodate the needs of diverse learners.</p> <ul style="list-style-type: none"> As part of the multi-year school development process, all schools surveyed students, teachers, and parents. These surveys reflect the strengths and challenges of each school as perceived by each group.

Discussion of Results

A significant enhancement of student achievement and success was achieved by the District during the cycle from 2008-2011 and through the 2010-2011 year, the District was successful in meeting the needs of diverse learners. Through the promotion of best practices in the areas of numeracy, literacy, and at-risk youth, and professional development focused on differentiated instruction, assessment practices and intervention strategies, the District was able to successfully support the needs of diverse learners in our classrooms.

Strategic Issue Two: Healthy and active, safe and caring, and socially just learning environments.

The District is pleased to report that it has been successful in engaging in a series of actions aimed at the promotion of a safe and caring, healthy and active and socially-just learning environment. In order for students to achieve and succeed Eastern School District believes that it is necessary to promote student and staff wellness. The following list itemizes the specific programs/actions that were utilized to achieve this success in consideration of Government’s strategic direction of “improved educational programs and environments respond to constantly evolving demographics,” particularly in the area of safety and tolerance.

Goal One: By June, 2011, Eastern School District will have developed a wellness action plan for all staff and students.

Measure: Promotion of wellness of all staff and students.

Indicators	Actual Results
Enhanced healthy and active living programs and initiatives.	In the final year of the reporting period, Eastern School District enhanced healthy and active living

Indicators	Actual Results
	<p>programs and initiatives. Through the School Health Promotion Liaison Consultants and the Program Specialist for Healthy and Active Living, the District supported schools in promoting wellness. By increasing the extent of these programs and initiatives, the District met its goal of enhancing healthy and active living programs and initiatives.</p> <ul style="list-style-type: none"> • Expanded the District's participation in the annual Living Healthy Commotion Day to close to 95% of all schools. • Hired, in partnership with the Department of Health and Community Services and the Department of Education, two School Health Promotion Liaison Consultants to work at the Eastern School District to develop and promote healthy and active living programs and initiatives. • Expanded the Eastern Active Schools Program to eighty-one K-6 schools from forty-three in 2008. • Distributed, with help from the Alliance for the Control of Tobacco (ACT), free promotional materials on prevention and cessation messages to all schools in the District.
<p>Developed and/or reviewed policies concerning healthy and active living.</p>	<p>During 2008-2011, Eastern School District developed and/or reviewed policies concerning healthy and active living as follows:</p> <ul style="list-style-type: none"> • Created and/or updated the following policies in the area of Occupational Health and Safety: <ul style="list-style-type: none"> a. Anti-smoking (new) b. Occupational Health and Safety (revised) c. Return to Work (new) • Developed an Active and Healthy Living Policy which was approved by the Board. Eastern School District was one of the first Districts in Canada to develop a policy which focuses on

Indicators	Actual Results
	<p>student and staff wellness through the integration of physical activity and wellness pursuits.</p> <ul style="list-style-type: none"> Revised the Board's Athletics and Co-curricular Policies to encompass a 'No Cut' policy for student teams/groups in Grades K-6. All students who wish to participate in a school team at the Grades K-6 level, are given the opportunity to do so.
<p>Monitored sick leave statistics for staff and developed an action plan.</p>	<p>During 2008-2011, Eastern School District monitored sick leave statistics for staff and developed an action plan as follows:</p> <ul style="list-style-type: none"> Surveyed schools and conducted focus groups to gather information related to employee wellness factors. Developed an automated attendance management program to gather information on staff sick leave statistics. This program allowed the District to monitor and gauge attendance and identify risk factors affecting employee absences. Developed an action plan to identify employees with excessive sick leave, and how the District can support them to reduce their sick leave usage. Once an employee was identified, that employee met with District Staff to review their sick leave usage and to discuss a plan to reduce sick leave usage in the future.
<p>Monitored attendance data for students, established benchmarks and developed a promotional campaign to support increased attendance.</p>	<p>During 2008-2011, Eastern School District monitored attendance data for students, established benchmarks and developed a promotional campaign to support increased attendance as follows:</p> <ul style="list-style-type: none"> Formed a District Student Attendance Committee.

Indicators	Actual Results
	<ul style="list-style-type: none"> • Gathered and analyzed student attendance statistics to identify patterns and risk factors related to achievement. The District discussed with School Administrators noted patterns such as absenteeism on a Friday afternoon. • Implemented, as part of the Eastern School District's action plan, a promotional campaign for student attendance. The campaign was designed to stress the importance of regular attendance upon academic success to both parents and students. • Established an attendance benchmark for 2011-2014 of 90%.
<p>Enhanced occupational health and safety initiatives.</p>	<p>Over the 2008-2011 period, Eastern School District enhanced occupational health and safety initiatives by the following new programs and professional development sessions :</p> <ul style="list-style-type: none"> • Conducted electrical safety training for all custodial, trades, and supervisory staff. • Conducted asbestos awareness and abatement training for select maintenance and facilities staff. • Conducted professional development sessions for all administrators on indoor air quality and natural ventilation protocols. • Developed a formal workplace inspection process. • Developed a standardized template and guidelines for Safe Work Practices and Procedures (SWPP). • Initiated, in partnership with the Department of Education, the Site Inspection Enterprise Management System (SIEMS).

Objective for 2010-2011

In accordance with Government's strategic direction with respect to improved educational programs and environments respond to constantly evolving demographics, the Board implemented a wellness action plan.

By June 2011, Eastern School District will have implemented its action plan.

Measure: Implemented a wellness action plan.

Indicators	Actual Results
Enhanced healthy and active living programs and initiatives.	<p>In 2010-2011, Eastern School District enhanced healthy and active living programs and initiatives by increasing the participation of schools in initiatives and programs and by partnering with other department or agencies to promote healthy and active living.</p> <ul style="list-style-type: none">• Expanded the District's participation in the annual Living Healthy Commotion Day to close to 95% of all schools. This Commotion Day encourages all members of the school community to actively engage in active living initiatives.• Hired, on a permanent basis, in partnership with the Department of Health and Community Services and the Department of Education, the two School Health Promotion Liaison Consultants to work at the Eastern School District to promote and implement healthy and active living programs and initiatives.• Expanded the Eastern Active Schools Program to eighty-one K-6 schools in all regions of the Eastern School District. This program supports healthy and active living.• Expanded the Healthy Schools Grants initiative to include all regions of the District.• Conducted a Professional Development opportunity for Eastern Health's Mental Health Counsellors and Eastern School District's

Indicators	Actual Results
	<p>Guidance Counsellors to collaborate on services for students with mental health and addictions issues.</p> <ul style="list-style-type: none"> • Distributed, with help from the Alliance for the Control of Tobacco (ACT), free promotional materials on prevention and cessation messages to all schools in the District.
<p>Increased promotion of healthy eating habits.</p>	<p>During 2010-2011, Eastern School District increased promotion of healthy eating habits as follows:</p> <ul style="list-style-type: none"> • Reviewed Nutrition Policy Regulations in the spring of 2011. These regulations ensure that schools offer only healthy food choices. • Incorporated a mandatory menu review by the regional nutritionist to ensure compliance with the District's nutrition policy. • Participated in Living Healthy Commotions which promotes healthy eating, being active and living smoke free. • Provided electronic copies of healthy snack ideas and healthy lunch ideas to all schools for distribution to the community to encourage healthy snacks. • Distributed Living Healthy News to all schools throughout the District.
<p>Increased school involvement in green/healthy lifestyle activities.</p>	<p>The intent of this indicator was to increase the number of schools involved in green/healthy lifestyle activities. In 2010-2011, Eastern School District increased the number of schools involved in green/healthy lifestyle activities as follows:</p> <ul style="list-style-type: none"> • Initiated, through Green Communities Canada, a School Travel Planning Program in seven pilot schools. The goals of this program are: increased daily activity for students; a reduction of traffic dangers; and a decrease in

Indicators	Actual Results
	<p>local air pollution. It is a partnership between the City of St. John's, the Royal Newfoundland Constabulary, Eastern Health, Department of Health and Community Services and Eastern School District.</p> <ul style="list-style-type: none"> • Established active recycling committees in 82% of the District's schools. • Implemented, in partnership with the Department of Education, optimal Leadership in Energy and Environmental Design (LEEDS) standards in all new school construction. • Utilized green cleaning supplies throughout the school district. • Created an internal supervisory level position to manage the energy program for the entire school district.
<p>Completed automation of attendance and sick leave management programs.</p>	<p>In 2010-2011, Eastern School District completed automation of attendance and sick leave management programs.</p> <ul style="list-style-type: none"> • Developed an automated attendance management program to gather information on staff sick leave statistics. This plan allowed the District to monitor and gauge attendance and identify risk factors affecting employee absences. The automated attendance management program is a feature of our current School District System which permits the District to track absenteeism amongst district staff.
<p>Worked with schools to identify opportunities for upgrading of food preparation equipment.</p>	<p>In 2010-2011, Eastern School District worked with schools to identify opportunities for upgrading of food preparation equipment.</p> <ul style="list-style-type: none"> • All schools were contacted regarding food preparation equipment requirements. Once

Indicators	Actual Results
	<p>schools were identified, the District upgraded the food preparation equipment to support healthy living and the District's Nutrition Policy.</p> <ul style="list-style-type: none"> • Accessed funding in the amount of \$443,105.06 from the Department of Education to upgrade food service equipment in seventy-six schools.
<p>Enhanced occupational health and safety initiatives.</p>	<p>In 2010-2011, Eastern School District enhanced occupational health and safety initiatives as follows:</p> <ul style="list-style-type: none"> • Conducted electrical safety training for the first time for all custodial, trades, and supervisory staff. • Increased Emergency First Aid training sponsored by the Canadian Red Cross and/or St. John Ambulance for the following: - <ul style="list-style-type: none"> • District Office Staff • Student Assistants • Skilled Trades Workers • Support Staff Workers • Bus Drivers & Depot Staff • Physical Education Teachers • Skilled Trades Teachers • Teachers • Continued installations of entrance door intercom and electronic latch systems for select schools. • Continued the replacement of public address systems in various schools to ensure the ability to communicate to the entire community in the event of an emergency. • Conducted asbestos awareness and abatement training for the first time for select maintenance and facilities staff.

Goal Two: By June, 2011, the Eastern School District will have enhanced safety, a culture of caring, and socially-just learning environments for all throughout the District.

Measure: Enhanced safety, a culture of caring and socially just learning environments.

Indicators	Actual Results
Increased programs and initiatives to enhance safety.	<p>Throughout the 2008-2011 period, Eastern School District increased programs and initiatives to enhance safety as follows:</p> <ul style="list-style-type: none"> • As part of an initiative to increase the accessibility of our schools, the district installed or upgraded handicapped signage and parking spaces throughout the school district. • Conducted Occupational Health and Safety (OHS) certificate training for new school-based committee members to ensure that all school committees are trained to enhance the safety of the site. • Implemented a new Web Filter as a means of blocking access to inappropriate internet content and improving network performance. • Installed new child check technology in all Board owned buses.
Enhanced policies and practices that support a culture of caring.	<p>During the 2008-2011 period, Eastern School District enhanced policies and practices that support a culture of caring by increasing or introducing new programs or initiatives.</p> <ul style="list-style-type: none"> • Increased the number of schools involved in Character Education programs such as: <ul style="list-style-type: none"> - Roots of Empathy (29 in 2008 to 41 in 2011) - Lions Quest (12 in 2008 to 22 in 2011) - Turning Points (10 in 2009 to 35 in 2011) • Implemented or were in the process of implementing Positive Behaviour Supports

Indicators	Actual Results
	<p>(PBS) in 86% of schools.</p> <ul style="list-style-type: none"> • Provided Internet Safety Tips and Activities to all K-6 schools. • Drafted an Enterprise Risk Management policy.
<p>Enhanced policies and practices that support a socially-just learning environment.</p>	<p>Over the 2008-2011 period, Eastern School District enhanced policies and practices that support a socially-just learning environment by introducing or increasing student advocacy for a variety of socially just practices, and by reviewing our maintenance and repairs allocations to schools through a social justice lens:</p> <ul style="list-style-type: none"> • Introduced the first Queer-Straight Alliance student groups in four percent of Eastern School District schools. • Introduced and expanded social justice groups in thirty percent of Eastern School District schools. • Changed the maintenance and repairs budgetary allocations based on the square footage of each building to provide a more equitable distribution of resources.

Objective for 2010-2011

In accordance with Government’s strategic direction with respect to improved educational programs and environments respond to constantly evolving demographics, particularly the component of safety and tolerance, the Board enhanced safety, culture of caring and socially just environments for all throughout the District.

By June 2011, Eastern School District will have completed the actions identified to support enhanced safety, a culture of caring and socially-just learning environments.

Measure: Completed identified actions.

Indicators	Actual Results
<p>Increased programs and initiatives to enhance safety.</p>	<p>In 2010-2011, Eastern School District increased programs and initiatives to enhance safety as follows:</p> <ul style="list-style-type: none"> • Installed or upgraded handicapped signage and parking spaces in all schools throughout the district. • Conducted new professional development in the following areas: <ul style="list-style-type: none"> ○ Lockout Tag Out Safety ○ Asbestos/ Mould Awareness and Practical ○ Fall Protection ○ Ariel Lift Training ○ Scaffold and Ladder Safety ○ Musculoskeletal Injury Prevention Training • Implemented a new Web Filter as a means of blocking access to inappropriate internet content and improving network performance. • Created and distributed safety pamphlets to K- 6 students outlining proper conduct while entering and exiting a school bus. • Installed child check technology in all new Board owned buses. • Implemented a new Snow Storm Protocol outlining safety steps and contractor expectations during periods of inclement weather.
<p>Enhanced policies and practices that support a culture of caring.</p>	<p>During 2010-2011, Eastern School District enhanced policies and practices that support a culture of caring through the introduction and expansion of programs designed to support students and staff.</p> <ul style="list-style-type: none"> • Expanded the Learning Partnership Character Education Program Turning Points.

Indicators	Actual Results
	<ul style="list-style-type: none"> • Implemented or were in the process of implementing Positive Behavior Supports (PBS) in 86% percent of schools. This represents an increase of 6% in 2010-2011. • Conducted, in all schools, a minimum of three practice procedures for Secure Schools/School Lockdown. • Increased participation in the No Child Without Program which provides Medic Alert bracelets and training. • Provided Violence Threat Assessment training to seventeen schools. • Provided Internet Safety Tips and Activities to all K-6 schools. • Revised Student Travel Regulations to follow Foreign Affairs and Industry Trade Canada travel advisories.
<p>Enhanced policies and practices that support a socially just learning environment.</p>	<p>In 2010-2011, Eastern School District enhanced policies and practices that support a socially just learning environment by increasing the extent of these policies and practices within our school:</p> <ul style="list-style-type: none"> • Expanded the “Achievement for All: Inclusionary Principles and Practices” to ninety-one percent of District Schools. • Created the first Queer-Straight Alliance student groups in four percent of Eastern School District schools. These groups create awareness of Lesbian, Gay, Bisexual, and Transgendered (LGBT) issues and promote acceptance. • Expanded social justice groups to thirty percent of Eastern School District schools.

Indicators	Actual Results
Continued with the development and implementation of a risk management policy.	<p>In 2010-2011, Eastern School District continued with the development and implementation of a risk management policy as follows:</p> <ul style="list-style-type: none"> • Completed the development of a risk management tool set, terms of reference and draft risk management policy. • Implemented a risk management pilot across all four divisions of the Eastern School District. • The draft risk management policy will be brought to the Board of Trustees for formal Board approval in the 2011-2012 year.

Discussion of Results

Through the 2008-2011 cycle, the District was successful in enhancing safety, a culture of caring and socially just learning environments. In the 2010-2011 year, the District completed identified actions such as the expansion of the Learning Partnership Character Education Program Turning Points and the Achievement for All: Inclusionary Principles and Practices to additional schools. Through these and other programs and initiatives, the District was able to successfully enhance safety, culture of caring and socially –just learning environments.

Strategic Issue Three: Organizational effectiveness and efficiency.

The District is pleased to report that all indicators regarding this objective have been met in the past year. As a large, diverse, and complex entity, the Eastern School District must consciously ensure operations are efficient. It is incumbent upon a District our size to support student achievement and success by becoming more effective and efficient. The following list itemizes the specific programs/actions that were utilized to achieve this success in accordance with Government’s strategic direction of “improved educational programs and environments respond to constantly evolving demographics”, particularly the area of infrastructure.

Goal One: By June, 2011, Eastern School District will have increased effectiveness and efficiency within its jurisdiction.

Measure: Increased effectiveness and efficiency.

Indicators	Actual Results
<p>Defined and communicated organizational roles to stakeholders.</p>	<p>Over the 2008-2011 period, Eastern School District defined and communicated organizational roles to stakeholders as follows:</p> <ul style="list-style-type: none"> • Completed and submitted position descriptions for all senior management to the Department of Education for review. These position descriptions reflected the new structure and responsibilities for all Assistant Directors of Education. • Redesigned and posted to District web site the new organizational chart designed to reflect the new responsibilities of Assistant Directors. • Structured Regional Administration Council (RAC) meetings to reflect divisional responsibilities.
<p>Connected the District strategic plan to school level operations to ensure consistency of practice.</p>	<p>During 2008-2011, Eastern School District connected the District strategic plan to school level operations to ensure consistency of practice as follows:</p> <ul style="list-style-type: none"> • The District's strategic plan was the compass for all school development plans. All schools were provided with information sessions on the District strategic plan to ensure that school plans aligned with the District plan. The school development plans guide schools as they set goals and objectives for a school year. Therefore, all school plan reflect the strategic direction of the District. • Reviewed District Assessment and Evaluation Policy. Policy changes to be approved by the Board of Trustees during the fall of 2011. This policy provides consistent direction for schools regarding academic achievement as outlined in the District strategic plan.
<p>Developed a strategy for rural education.</p>	<p>During the 2008-2011 period, a strategy for rural education that included:</p>

Indicators	Actual Results
	<ul style="list-style-type: none"> • Developing and communicating to stakeholders a District strategic directions document for K-12 rural schools in the Fall of 2010. This direction informed schools on various aspects of multi-age education in the rural context as well as consistency of programming at the senior high level to ensure that all students received a variety of course offerings. • Creating a new program specialist position for rural schools to address the needs of the District's seventeen K-12 rural schools. • Promoting the Center for Distance Learning and Innovation (CDLI) to principals in rural areas to provide quality teaching in courses with low subscription and prepare a support system for the future. • Hiring a Student Success Teacher for St. Michael's Bell Island to address the needs of at risk students.
<p>Reviewed all facilities in relation to program delivery based upon multiple criteria.</p>	<p>During the 2008-2011 period, Eastern School District reviewed all facilities in relation to program delivery based upon multiple criteria. All schools were assessed for enrolment capacity, programming needs and the overall infrastructure requirements to meet the needs of the student population.</p> <ul style="list-style-type: none"> • Surveyed all school administrators in January of each year with respect to school facilities and program needs. As a result of this survey, the Eastern School District was better able to prioritize its summer maintenance projects to ensure schools are better able to provide program delivery.
<p>Developed a Facilities Review Plan.</p>	<p>During 2008-2011, Eastern School District developed a Facilities Review Plan. District staff met with each school to determine required needs. Once all needs were identified and collated, they were prioritized for action by</p>

Indicators	Actual Results
	<p>the Corporate Services Division.</p> <ul style="list-style-type: none"> • Conducted a facilities review of all schools within the Eastern School District based on capacity and enrolment projections to determine the infrastructure and programming needs of each school.
<p>Developed a staff recruitment and retention strategy.</p>	<p>Over the 2008-2011 period, Eastern School District developed a staff recruitment and retention strategy to support new teachers to the profession and to enhance the leadership potential of current teachers in the District, which included:</p> <ul style="list-style-type: none"> • Developing a teacher induction program which supports new teachers. • Developing a leadership development program to attract and train potential leaders for school based and district level leadership positions.
<p>Assessed and worked with partners to address facility issues.</p>	<p>During 2008-2011, Eastern School District assessed and worked with partners to address facility issues by developing a protocol and reporting procedures for maintenance staff to conduct a review of all school facilities a minimum of twice a year. After the review, in consultation with the Department of Education, our District staff developed a plan for maintenance for the school year.</p>
<p>Collected appropriate data to assist in the identification of trends and issues.</p>	<p>Throughout the 2008-2011 period, Eastern School District collected appropriate data to assist in the identification of trends and issues:</p> <ul style="list-style-type: none"> • Completed District survey on Anti-Bullying Programs, Character Education Programs and Positive Behaviour Support Programs in the District. • Developed an automated attendance management program to gather information on staff sick leave statistics.

Indicators	Actual Results
	<ul style="list-style-type: none"> • Surveyed all school administrators with respect to school facilities and program needs.

Objective for 2010-2011

In accordance with Government’s strategic direction with respect to improved educational programs and environments respond to constantly evolving demographics, specifically the components of technology and infrastructure, the Board increased effectiveness and efficiency within its jurisdiction.

By June 2011, Eastern School District will have implemented identified strategies toward increasing effectiveness and efficiency.

Measure: Implemented identified strategies.

Indicators	Actual Results
<p>Implemented a School Inspection Enterprise Management System to ensure critical facility issues are addressed.</p>	<p>In 2010-2011, Eastern School District implemented a School Inspection Enterprise Management System (SIEMS) to ensure critical facility issues were addressed:</p> <ul style="list-style-type: none"> • Completed development of the School Inspection Enterprise Management System (SIEMS). This system allows for a detailed tracking of all maintenance issues raised in reports by external agencies. This includes Department Transportation and Works reports and reports from the Fire Commissioner’s Office. • Expanded SIEMS to include additional provincial and district reports (drawings and floor plans for schools) to enhance data base relative to all district schools and facilities. • Recruited an employee to administer and monitor the data input for the SIEMS.
<p>Reorganized the teacher allocation and hiring work flow.</p>	<p>In 2010-2011, Eastern School District reorganized the teacher allocation and hiring work flow. As schools demonstrated a need for additional allocation of teaching staff through written request, the District allocated additional teaching units to support individual schools.</p>

Indicators	Actual Results
	<p>These units were monitored by Senior Education Officers to ensure that targeted areas were adequately addressed.</p> <ul style="list-style-type: none"> • The hiring work flow for teachers has been streamlined using the District's on line application process. Shortlisting of applicants with improved online features for short listing. • The District moved from regional hiring to district wide hiring to ensure a more transparent and accountable process. Senior Education Officers assumed responsibility for subject based district wide hiring for the first time in the 2010-2011 year.
<p>Increased engagement of school administrators to identify further opportunities for improvement of financial and administrative services to schools.</p>	<p>During 2010-2011, Eastern School District increased engagement of school administrators to identify further opportunities for improvement of financial and administrative services to schools by creating a School Finance Advisory Committee. This committee, comprised of a cross section of school administrators, was established and met quarterly to discuss matters of school financial management and provide recommendations to District office to improve financial and administrative services to schools.</p>
<p>Developed a disaster recovery plan for District information systems.</p>	<p>In 2010-2011, Eastern School District developed a disaster recovery plan for District information systems. The plan included selection of a recovery site and identification of critical information systems.</p>
<p>Defined and communicated organizational roles to stakeholders.</p>	<p>In 2010-2011, Eastern School District defined and communicated organizational roles to stakeholders as follows:</p> <ul style="list-style-type: none"> • Completed and submitted position descriptions for all senior management to the Department of Education for review. These position descriptions reflected the new structure and responsibilities for all Assistant Directors of Education.

Indicators	Actual Results
	<ul style="list-style-type: none"> • Redesigned and posted to District web site the new organizational chart designed to reflect the new responsibilities of Assistant Directors. • Structured Regional Administration Council (RAC) meetings to reflect divisional responsibilities.
<p>Connected the District strategic plan to school level operations to ensure consistency of practice.</p>	<p>In 2010-2011, Eastern School District connected the District strategic plan to school level operations to ensure consistency of practice as follows:</p> <ul style="list-style-type: none"> • All school development goals were aligned with the District's strategic plan. • Reviewed District Assessment and Evaluation Policy. Policy changes to be approved by the Board of Trustees during the fall of 2011. • Implemented an academic intervention initiative for at risk students. • Implemented a new Multiage / Multi-grade Education Policy. • Highlighted the connections between the District's strategic plan and school level operations at all meetings with stakeholders. • Completed a strategic assessment of information technology requirements in all schools which focused on creating a 21st century learning environment.
<p>Developed a staff recruitment and retention strategy.</p>	<p>In 2010-2011, Eastern School District developed a staff recruitment and retention strategy. The following are components of this strategy:</p> <ul style="list-style-type: none"> • Developed a teacher induction program which supports new teachers. The program includes district orientation, school based mentors and professional development opportunities. During the 2010-2011 school year, the District worked

Indicators	Actual Results
	<p>with approximately forty-seven new teachers and trained eighteen new teacher mentors.</p> <ul style="list-style-type: none"> • Developed a leadership development program to attract and train potential leaders for school based and district level leadership positions. During the 2010-2011 school year, forty-one candidates participated in the District's Leadership Development program. • Participated in recruitment fairs both in St. John's and Corner Brook. • Introduced district-wide hiring pools with the hope of attracting a greater number of qualified teachers and specialists to rural schools throughout the District.
<p>Assessed and worked with partners to address facility issues.</p>	<p>During 2010-2011, Eastern School District assessed and worked with partners to address facility issues. District official met with Department of Education, School Councils, and various public groups to assess facility requirements.</p> <ul style="list-style-type: none"> • Continued implementation of the District's facilities review plan. • Developed a protocol and reporting procedures for maintenance staff to conduct a review of all school facilities a minimum of twice a year. • Recruited staff for such key areas such as nighttime security, energy management, and the Site Inspection Enterprise Management System (SIEMS).
<p>Collected appropriate data to assist in the identification of trends and issues.</p>	<p>In 2010-2011, Eastern School District collected appropriate data to assist in the identification of trends and issues as follows:</p> <ul style="list-style-type: none"> • Completed District survey on Anti-Bullying Programs, Character Education Programs and Positive Behaviour Support Programs in the

Indicators	Actual Results
	<p>District.</p> <ul style="list-style-type: none"> • Developed an automated attendance management program to gather information on staff sick leave statistics. This plan will allow the District to monitor and gauge attendance and identify risk factors affecting employee absences. • Gathered and analyzed student attendance statistics to identify patterns and risk factors related to achievement. • Surveyed all school administrators with respect to school facilities and program needs. As a result of this survey, the Eastern School District is better able to prioritize its summer maintenance projects.

Discussion of Results

During the 2008-2011 cycle, the District increased its effectiveness and efficiency and in the 2010-2011 year, the District successfully implemented identified strategies. These strategies included a School Inspection Enterprise Management System, a Disaster Recovery Plan, and a Staff Recruitment and Retention Strategy. These identified strategies helped move the District toward increasing its effectiveness and efficiency.

Highlights & Accomplishments:

School Construction:

As a result of funding provided by the Department of Education, the District was able to officially open several new schools, complete multiple extensions, and numerous capital works projects.

- New schools:
 - Elizabeth Park Elementary School, Paradise
 - Holy Trinity Elementary School, Torbay
 - Laval High School, Placentia
 - Paradise Elementary School, Paradise
- School extensions/renovations:
 - Riverside Elementary (former Balbo Elementary) School, Shoal Harbour

- Roncalli Elementary School, St. John's
- Holy Trinity Elementary School, Torbay (modular classrooms)
- Holy Spirit High School, Manuels (modular classrooms)

- Ongoing planning/new school construction:
 - Davis Elementary, Carbonear
 - West End High School, St. John's
 - St. Teresa's Elementary, St. John's
 - Virginia Park Elementary, St. John's

- Assessment of infrastructure needs - K-12 Schools:
 - Holy Heart of Mary High School, St. John's (renovations)
 - Roncalli Elementary, St. John's
 - Conception Bay South
 - Portugal Cove – St. Phillips
 - Torbay, Flatrock, Pouch Cove, Bauline

First Time Events:

- The Eastern School District, in partnership with the NLTA provided a professional development opportunity for K-12 rural school administrators on March 15-16, 2011 at St. Jude's Hotel in Clarenville. This session focused on rural education issues as identified by administrators. In addition, the agenda focused on sharing successful practices and building capacity within a rural context.

- 2011 marked the first year that the Eastern School District hosted the Eastern Regional Drama Festival. The newly renovated LSPU Hall was the performance venue for ten plays which featured one-hundred-sixty young thespians from grades 7-12 from the Eastern Region. The festival also featured two days of workshops which included mask making, stage combat, song writing, dance, drumming circles, scene work, stage movement, improv and musical theatre. Funding for this event was through the Legacy Project Funding provided by the Department of Education under the Cultural Connections Strategy.

- The Department of Education, in conjunction with the Voluntary and Non-Profit Secretariat, established an award to recognize the tremendous community service of the province's youth. A new award, the High School Volunteer Medal was announced and is designed to recognize one student each year in every high school in the province for the significant contribution that the student has made in his or her community and school. These awards were made available to schools prior to year end.

- Eleven schools throughout the District were provided with funding from a partnership between the Department of Natural Resources and the Department of Education for the Save it Forward Program. Successful proposals from these schools promoted conservation and wise energy use.
- A multi-divisional Enterprise Risk Management (ERM) Leadership team was formed which completed development of: i) a Terms of Reference for ERM Leadership Team, ii) a risk management tool set, and iii) a draft Risk Management policy. A risk assessment pilot project was completed, providing valuable feedback for continued development of the District's Enterprise Risk Management Program.
- A new Occupational Health and Safety manual was completed.
- Eastern School District assumed in-house responsibility for security, in-house responsibility for equipment and controls, and initiated its own night-time supervisor/supervision initiative for Facilities staff.

Technology Use:

During 2010-2011, the Eastern School District initiated several projects to enhance the District's technology infrastructure.

- **21st Century Learning:** With \$2 million provided by the provincial government, the Eastern School District received a total of 750 computer systems and 121 interactive whiteboards.
- **21st Century Learning:** The April 2011 provincial budget highlighted an additional \$10.9 million to support 21st Century Learning provincially and provided substantial monies for interactive whiteboards and computer systems. This resulted in 1150 additional whiteboards and 3015 computer systems for Eastern School District.
- **Strategic Assessment:** During the Fall of 2010, Eastern School District contracted IBM K12 Division to conduct a thorough assessment of the District's information technology operations. As a result, a technology strategic plan was developed which identified, quantified and prioritized the projects and associated infrastructure requirements for the Eastern School District.
- **Disaster Recovery Planning** – Phase one of the development of the District's Disaster Recovery Plan (DRP) was completed.
- **PowerSchool** – The District acquired a new student information system – PowerSchool. This new system will follow a phase-in approach over the next three years.

- **Help Desk and Support** - The District purchased a new system (Bomgar) to provide remote support for all users resulting in faster resolutions of desktop issues and enhanced technical support services to schools.

Active & Healthy Living:

- On Wednesday, October 27, 2010, Eastern School District hosted its 5th Annual Living Healthy Commotion. Living Healthy Commotions are projects of *Healthy Students Healthy Schools* and supported by: Department of Education, Department of Health and Community Services, Department of Tourism, Culture and Recreation, Eastern School District and Eastern Health.
- During 2010-2011, seven pilot schools in the Eastern School District participated in a School Travel Planning Project through Green Communities. The project: Children's Mobility, Health and Happiness: A Canadian School Travel Planning Model is also supported by the Public Health Agency of Canada (PHAC). The program's goal is to increase children's daily physical activity, reduce traffic dangers on school routes and in school zones, and decrease local air pollution and greenhouse gas emissions.
- Grade eight students in twelve schools participated in the fifth annual Addictions Awareness Maze Program offered by Eastern Health & Addictions Awareness to educate students on illegal drug use, gambling addiction, alcohol poisoning and other relevant topics.
- Eastern School District, in partnership with Eastern Health, distributed "*Living Healthy News*" to administrators and school staffs, school councils, student councils, school healthy staff, public health nurses, Eastern Health and Eastern School District officials and community partners twice a year. This is a regional newsletter that highlights schools' healthy living accomplishments and activities, and provides information on school health promotion programs and resources.

Student Events:

The following represent some of the many student events held throughout Eastern School District:

- The 9th Annual Provincial Skilled Career Day featuring the 14th Annual Provincial Skills Competitions was held on April 1, 2011. Over 200 student regional finalists from secondary and post-secondary schools all over the province gathered in St. John's to compete in skilled trades and technologies. Top placing schools at the secondary level included Ascension Collegiate in First Place, Holy Spirit High School in Second Place and Frank Roberts Junior High in Third Place.

- The 17th Annual National Skills Canada Competition was held in Quebec City from June 1st - 4th, 2011. Canada's best talent in skilled trades and technology gathered to compete in over 40 trades and technology contest areas, with 20,000 people in attendance and over 500 competitors! Winners from the Skills Canada Newfoundland and Labrador Provincial Competition participated in this event.



On June 5, 2011, the 41 competitors of Team Newfoundland and Labrador returned home, carrying medals from 13 competition areas. The Provincial Government supported Skills Canada – Newfoundland and Labrador and the Skills Canada National Competition this year through a \$95,000 investment provided through the Departments of Human Resources, Labour and Employment and Education.

- The Provincial Enterprise Olympics were held in Clarenville from May 26 – 29, 2011 with ten schools from Eastern School District participating. In the Provincial Showcase Competition, the First Place winner was Brandon Sipes from Bishops College for "Pizza Cones"; and in Third Place was Kyleene Barrett from Holy Trinity High School for "Heated Designs". In the Provincial Business Plan Competition, the Third Place winner was Angela Scott from O'Donel High School with "Glamour Style Nails". The Commercial Award went to Brandon Sipes from Bishops College and Cecil Johnson from Holy Spirit High School. The award for Best Display was given to Sarah Hand & Bethany Decker from Holy Spirit High School for "Cupcake Couture".

- Prince of Wales Collegiate in St. John's hosted this year's Provincial Student Leadership Conference from October 21-24, 2010. Over 60 schools province-wide attended the event with approximately 400 student leaders participating. Leadership sessions topics included: Rebuilding New Orleans after Katrina, Practicing Medicine in Zimbabwe; Learning How to Run an effective School Council, Being a Positive Leader; Inclusion, Workplace Safety and Raising Awareness of HIV/AIDS. Students interested in the arts could also dabble with workshops on musical theatre, creating writing, or fine arts.



- Choral Connections events in both the Eastern and Western Regions featured over 30 choirs with participating students from grades 3-12. Students participated in workshops with singer Shelley Neville, percussionist Whitney Rowe and dancer, Martin Vallee. Memorial University's School of Music and St.



Anne's Academy were host venues for each event.

The following also represent some of the many student events held throughout Eastern School District:

- Provincial Skills Canada Competition
- Remotely Operated Vehicle Competitions (robotics)
- Choral Connections 2009
- Enterprise Regional Showcases
- Junior /Senior High Public Speaking Competitions (English and French)
- Provincial/Regional Drama Festivals
- High School Theatre Arts Festival
- Science Fairs
- Summer Science Camp
- Heritage Fairs
- Arts Alive
- Junior and Senior High Math Leagues

Policy Development:

The Board approved/amended the following policies during the 2010-2011 school year, which are available on the District website at www.esdnl.ca: Professional Growth and Evaluation Policy, Multi-Age/Multi-Grade Education Policy and Nutrition Policy.

Professional Development:

The Programs Division coordinated and facilitated seven Closeout days throughout the District. The theme for the 2010-2011 closeouts was: Professional Learning Communities – Learning As We Grow. The closeout sessions were planned based on an analysis of teacher professional growth plans and new implementations. Professional Development areas of high demand include: Inclusion, Differentiated Instruction and the new Student Support Services Model.

- Numerous professional development sessions were conducted throughout the year by District Programs staff; topics included:
 - Teaming in an Inclusive Classroom
 - Guided Reading/Guided Writing
 - Alternative Assessment Practices
 - Special Services Best Practices
 - Moving Towards an Inclusive Philosophy of Educational Service
 - Creating an Inclusive Culture

- Promoting Inclusionary Practices through Collaboration and Co-teaching
- Collaboration and Co-Teaching in the Inclusive Classroom
- Lead-Teacher-Collegial Circle
- Using Differentiated Instructional Strategies to Play for Diversity
- Including All: Practical Strategies to Celebrate Diversity
- Teaching All Learners
- Beyond the Marks: Using Formative Assessment Strategies for Improved Student Achievement
- Teaching & Planning for Diversity
- Using Math & Literacy Centers in the Classroom
- Assessment, Evaluation & Reporting in Elementary Mathematics
- Lacrosse session offered to Physical Education Teachers with instructors from Lacrosse Canada and Lacrosse NL
- Differentiated Instruction & Technology Integration in - Intermediate and Senior High Science; Biology; Chemistry; Physics
- Workplace Hazardous Materials Information System (WHMIS) Training
- I³ (Investigate! Invent! Innovate!) Training Session and Collaborative Sharing
- Advanced SolidWorks PD for Program Specialists and Skilled Trades Lead Teachers
- Skilled Trades 1201 Small Schools PD
- Creating SMARTBoard Lessons for Senior High Science
- French Immersion Administrators' Session
- Inclusive Teaching in the Second Language Classroom
- French Conversation Classes for Teachers and Administrators
- Public Exam Courses in Second Language
- First Aid for Physical Education Teachers
- Integrating Notebook Technology in the Music Classroom
- Tried & True Smartboard Strategies for Music Learning
- Tech Tools for Visual Art
- Eastern Active Schools PD
- Literacy and Digital Technologies for Learning
- Critical Literacy & Critical Response
- Assessment in Language Arts: Practices & Possibilities
- Guided Reading
- Responsive Teaching: Connecting Learning, Teaching & Assessment
- Assessment for Learning Sessions (Mathematics)
- Assessment for Learning: Exploring Tools to Enhance Student Achievement & Success
- Reflecting on Our Assessment Practice
- Smartboard Training
- CPI Training
- Integration of Technologies in Intermediate Science
- 7 Habits of Highly Effective People
- Professional development sessions were conducted for various support staff in:

- Microsoft Word 2007
- Microsoft Windows 7
- Cisco Training
- First Aid
- Asbestos Awareness
- Asbestos Abatement
- Lockout/Tagout
- Fall Protection
- Scaffold / Ladders
- Confined Space
- Aerial Lift

New Programs:

The following programs were new curriculum implementations for 2010-2011, supporting Government's strategic direction of "Improved educational programs and environments respond to constantly evolving demographics":

- **Primary:**
 - Kindergarten Physical Education
 - Kindergarten Health
 - Kindergarten Science
 - Grade 1 Religious Education
 - Grade 1 Health
 - Grade 3 Mathematics
- **Elementary:**
 - Grade 4 Social Studies
 - Grade 5 Visual Art
 - Grade 6 Mathematics.
- **Intermediate:**
 - Grade 7 English Language Arts
 - Grade 7 Français
 - Grade 9 Mathematics
- **High School:**
 - Power and Energy 3201
 - Core French 1200
 - Robotics Systems Technology 3205
 - Ethics & Philosophy 2101
 - Ethics & Social Justice 2106

Provincial Funding:

As a result of a number of funding and/or partnering arrangements, the Department of Education allocated:

- \$400,000 to support the implementation of the District's new student information system – PowerSchool.
- \$207,000 to support further development of the School Inspection Enterprise Management System (SIEMS).
- \$30,000 to further support Inclusive Education initiatives for a group of Phase 3 schools in the District.
- \$33,600 for school renovations to skilled trades suites.
- \$12,000 to support Safe and Caring Schools Safe Places Workshop.
- \$15,000 to host a two day Autism Training Session to all Students Assistants for Grades 7-12.
- \$20,100 to support student success initiatives.
- \$20,000 for the continuation and expansion of the Active School Program.
- \$104,565 to facilitate schools with their promotional projects as part of the Provincial Excellence in Mathematics Strategy.
- \$344,396 for Cultural Connections as part of the Provincial Arts & Culture Strategy.
- \$13,500 for scholarships in the area of Skilled Trades.
- \$30,000 to support Career Development Partnership Initiatives as part of the provincial Youth Retention and Attraction Strategy.

Other Statistical Data:

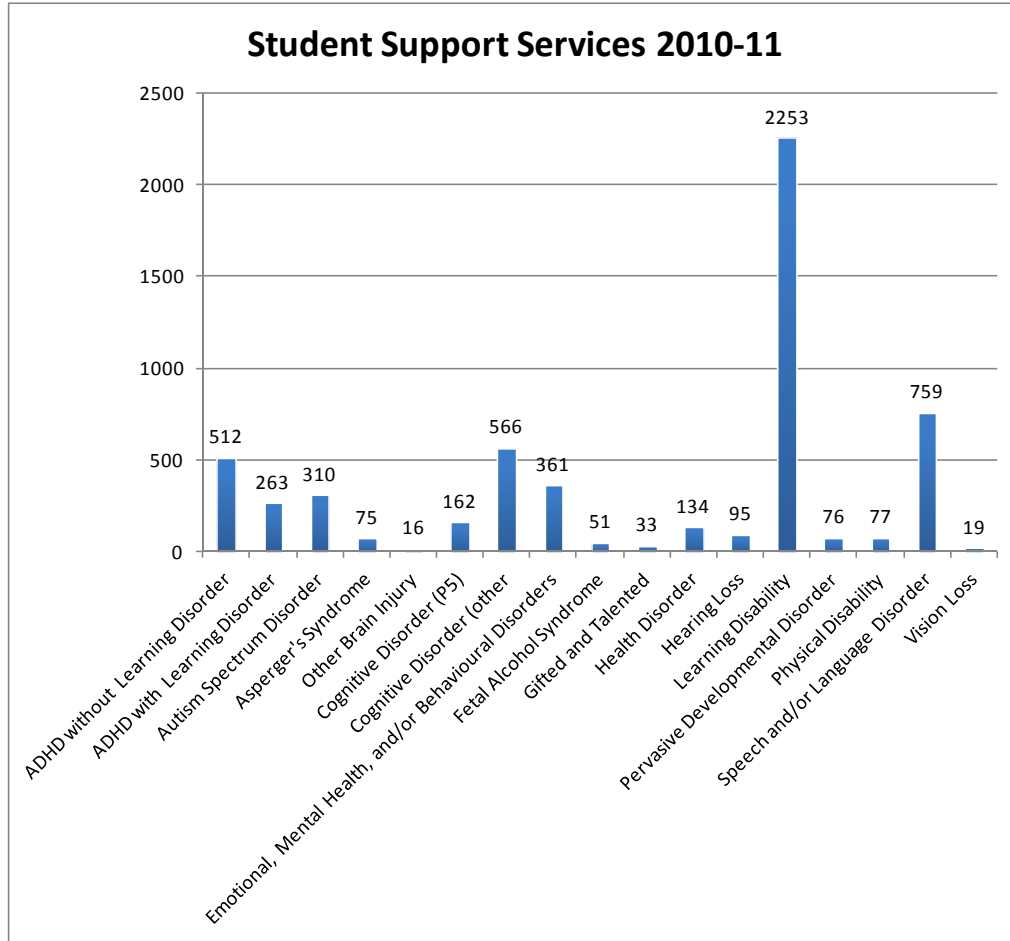
Public Exam Results:

The 2010-2011 public exam results show that Eastern School District met or exceeded the Provincial average in 8 of the 12 public exams.

PUBLIC EXAMS	2010		2011	
	District	Province	District	Province
ENGLISH 3201	65.0%	64.6%	63.7%	63.4%
EARTH SYSTEMS 3209	56.8%	56.0%	57.5%	57.4%
PHYSICS 3204	65.6%	65.5%	71.4%	70.8%
CHEMISTRY 3202	66.1%	66.4%	67.9%	66.9%
BIOLOGY 3201	60.6%	60.7%	61.4%	60.5%
HISTOIRE MONDIALE 3231	62.6%	62.5%	64.3%	63.0%
WORLD GEOGRAPHY 3202	57.2%	58.8%	63.5%	64.4%
WORLD HISTORY 3201	61.4%	61.5%	64.8%	65.6%
MATHEMATICS 3205	76.7%	75.3%	79.3%	77.9%
MATHEMATICS 3204	57.7%	58.0%	57.5%	58.2%
FRANCAIS (FI) 3202	72.2%	72.4%	69.4%	69.8%
FRENCH 3200	68.4%	68.1%	71.8%	69.6%

Student Support Services:

Responsibilities include the implementation, administration, and monitoring of programs and services to students with special needs. This includes implementation of provincial policy on Individual Student Support Services Plans (ISSP) as well as the Pathways to Graduation Program.



* Note: Speech Language Pathologist caseloads include direct, monitored, and consultations.

APPENDIX ONE – Legislated Mandate

Source: *Schools Act, 1997*

Duties of boards

75. (1) A board shall

- a). organize and administer primary, elementary and secondary education within the District;
- b). provide for the instruction of students either by the establishment of a program in its schools or by making an arrangement with another board or with another educational body in Canada ;
- c). determine policy for the effective operation of primary, elementary and secondary schools in the District;
- d). ensure that policies and guidelines issued by the minister relating to special education for students are followed in schools under its jurisdiction;
- e). ensure adequate supervision of all students enrolled in its schools during the period for which the board is responsible for those students;
- f). develop a policy on employment equity and a plan for implementing the policy;
- g). appoint and dismiss employees;
- h). appoint and assign duties of teachers;
- i). adopt personnel policies which shall follow the personnel administration procedures of the government of the province, with the necessary changes, unless other policies are approved, in writing, by the minister;
- j). formulate policies for evaluating employees;
- k). arrange for the bonding of the assistant director of finance and administration and other persons employed by the board whose duties include the collecting, receiving or depositing of money belonging to the board;
- l). purchase or otherwise acquire, subject to the prior written approval of the minister, real property that it requires;
- m). ensure that those programs or courses of study, including courses in religious education, and the materials prescribed or approved by the minister are followed in the schools under its control;
- n). ensure that each school within its District maintains adequate program and performance standards;

- o). establish policies for student evaluation and student promotion;
- p). establish priorities for school construction, maintenance and repair and make recommendations to the minister;
- q). make known to the public and enlist the support of the public for board policies and programs;
- r). transmit to the minister all records and returns required by this Act and other reports and returns that the minister may require;
- s). where the board considers it necessary, arrange for a system of transportation of students to and from schools;
- t). where arrangements are made by it for the transportation of students, ensure that all vehicles engaged in carrying students to and from school are
 - i. in good mechanical condition,
 - ii. have adequate liability insurance, and
 - iii. that an appropriate bus safety program is offered to students who are transported by bus;
- u). insure and keep insured all its buildings and equipment and obtain insurance indemnifying it against liability in respect of a claim for damages or personal injury;
- v). admit, at all reasonable times and subject to the terms of an agreement between it and the Memorial University of Newfoundland, a student enrolled in the Faculty of Education or School of Physical Education and Athletics at that University to a school under its control for the purpose of observation and the practice of teaching;
- w). admit, at all reasonable times and subject to the terms of an agreement between it and a college or institute, a student enrolled in a training program for student assistants, to a school under its control for the purpose of observation and activities associated with a work term;
- x). organize and administer a school in an institution, where directed to do so by the minister;
- y). comply with a policy directive of the minister; and
- z). immediately inform the minister in writing of a vacancy in the position of director or assistant director.

(2) Notwithstanding paragraph (1)(g), an emergency supply shall not be employed or appointed to teach without the permission of the minister.

(3) A board shall be responsible to the minister for the expenditure of public funds, the conduct of programs of instruction, and evaluation required by the minister and for the maintenance of adequate program and performance standards in schools in the District.

Powers of boards:

76. (1) A board may

- a). employ persons that the board considers necessary for its operations and to carry out its objects;
- b). enter into agreements for the purpose of carrying out its functions under this Act;
- c). permit a school building under its control to be used outside of school hours, where this does not interfere with the regular conduct of the school;
- d). assess a person or group a fee for use of a school under paragraph (c);
- e). require a student, believed by a teacher to be suffering from a communicable disease or a physical or mental condition which might endanger an employee of the board or other students, to be examined by a medical practitioner or other professional person appointed or approved by the board and, upon the recommendation of the medical practitioner or that other professional person, exclude that student from school until a certificate acceptable to the board is obtained from a medical practitioner or that other professional person permitting that student to return to school, but an exclusion or extension of an exclusion shall be reviewed by the board within 25 school days;
- f). by notice, in writing, require an employee or other person to undergo a physical examination by a medical practitioner appointed or approved by the board or a psychological examination by 2 medical practitioners or 2 psychologists registered under the Psychologists Act and to submit a certificate acceptable to the board signed by the medical practitioners or psychologists setting out the conclusions regarding the physical or mental health of that employee or person;
- g). summarily dismiss an employee or other person who within 14 days from the date of receiving a notice under paragraph (f) has not made a reasonable attempt to obtain the examination;
- h). where a certificate submitted to a board under paragraph (f) shows that an employee or other person's physical or mental health would be injurious to an employee of the board or the students, direct the employee or other person to take sick leave or other earned leave or, where he or she has no sick leave or other earned leave or the sick leave or other earned leave is exhausted, require the employee or other person to take unpaid leave;
- i). suspend from work, with or without pay, an employee or other person who is charged with an offence that in the opinion of the board would make that employee or other person unsuitable to perform his or her duties;
- j). provide, subject to the written permission of the parent of the student concerned and in conjunction with the appropriate officials responsible for traffic control in the area, a system of school patrols in which a student may assist in the control of motor vehicle traffic on highways or elsewhere so far as the traffic may affect a student going to or from the school;

- k). raise money, subject to the prior written approval of the minister, upon its corporate credit and for the purpose of the board;
- l). sell or lease property for the purpose of the board, subject to the prior written approval of the minister;
- m). levy a fee for the transportation of students; and
- n). become a member of a provincial association of school boards and pay a required membership fee.

(2) Notwithstanding section 75 or subsection (1) of this section, a board may close a school only after the parents of students affected have been given an opportunity to make representations to the board.

APPENDIX TWO – Audited Financial Statements

EASTERN SCHOOL DISTRICT
AUDITOR'S REPORT
NON-CONSOLIDATED FINANCIAL STATEMENTS
June 30, 2011

TABLE OF CONTENTS

	<u>Page</u>
Auditor's Report	1
Financial Statements:	
Non-Consolidated - Statement of Financial Position	2
Non-Consolidated - Statement of Operations	3
Non-Consolidated - Statement of Cash Flows	4
Non-Consolidated - Statement of Changes in Capital Fund	5
Notes to Non-Consolidated Financial Statements:	
1. Significant Accounting Policies	6
2. Teachers' Severance Pay Benefits	8
3. Bond Coverage	8
4. Cash	8
5. Short Term Investments	8
6. Accounts Receivable	9
7. Teacher's Vacation Pay	9
8. Prepaid Expenses	9
9. Bank Indebtedness	9
10. Accounts Payable and Accrued Liabilities	9
11. Other Employee Benefits	10
12. Investment in Capital Assets	10
13. Obligation Under Capital Lease	11
14. Lease Commitments	11
15. Financial Instruments	11
16. Insurance Subsidy	12
17. Contingent Liabilities	12
18. Comparative Figures	12
19. District Deficiency	12
Schedules:	
1. Current Revenues	13
2. Administration Expenditures	14
3. Instruction Expenditures	15
4. Operation and Maintenance Expenditures	16
5. Pupil Transportation Expenditures	17
6. Miscellaneous Expenses	18
7. Capital Assets	19
7A. Details of Capital Assets - Additions and Disposals	20
7B. Details of Capital Assets - Amortization	21
8. Long-Term Debt	22
8A. Details of Long-Term Debt, Current Maturities and Interest	23

AUDITOR'S REPORT

To the Board Members of:
Eastern School District

Report on the Financial Statements

I have audited the non-consolidated financial statements of the the Eastern School District, which comprise the non-consolidated statement of financial position as at December 31, 2010, and the non-consolidated statements of operations and changes in Capital Fund and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Generally Accepted Accounting Principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit includes performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedure's selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

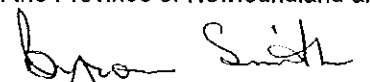
I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

The accounting policy with respect to Teachers' Severance Pay is described in Note 2. Canadian generally accepted accounting principles require that all accounts receivable should be recorded and disclosed on the financial statements. The liability for Teachers' Severance Pay has been recorded but no offsetting receivable has been recorded. In this respect, these financial statements are not in accordance with Canadian generally accepted accounting principles. If the accounts receivable were recorded in accordance with Canadian generally accepted accounting principles, changes to the amounts reported for accounts receivable, revenue, and excess of expenditures over revenue would be necessary.

Opinion

In my opinion, except for the effects of the failure to record accounts receivable as described in the preceding paragraph, these non-consolidated financial statements present fairly, in all material respects, the financial position of the Board as at June 30, 2011 and the results of its operations and changes in its capital financial position for the year then ended in accordance with Canadian generally accepted accounting principles and as explained in Note 1 to the non-consolidated financial statements and are in compliance with reporting requirements established for School Boards in the Province of Newfoundland and Labrador by the Department of Education.

Spaniard's Bay, NL
September 14, 2011


CHARTERED ACCOUNTANT



CHARTERED ACCOUNTANT
MANAGEMENT CONSULTANT

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**Eastern School District
Non-Consolidated - Statement of Financial Position**

As at June 30, 2011

2011

2010

Assets

Current

Cash (Note 4)	\$ 14,366,925	\$ 12,449,803
Short-term investments (Note 5)	894,425	875,628
Accounts receivable (Note 6)	3,451,491	2,346,068
Teachers' vacation pay (Note 7)	38,226,517	36,366,539
Prepaid expenses (Note 8)	<u>667,814</u>	<u>660,108</u>

57,607,172 52,698,146

Cash restricted (Note 1) 5,350,000 5,251,597

Capital assets (Schedule 7 and Note 1) 250,316,205 227,081,592

\$313,273,377 \$285,031,335

Liabilities

Current

Accounts payable and accrued liabilities (Note 10)	\$ 15,198,510	\$ 12,418,587
Teachers' vacation pay (Note 7)	38,226,517	36,366,539
Current maturities (Schedule 8A)	500,231	648,884
Current portion of obligation under capital lease (Note 13)	<u>840,250</u>	<u>834,802</u>

54,765,508 50,268,812

Long-term debt (Schedule 8) 1,914,419 1,779,335

Obligation under capital lease (Note 13) 819,856 1,554,596

Teachers' severance pay benefits (Note 2) 64,046,563 60,270,499

Other employee severance pay accrual (Note 1) 5,350,000 5,251,597

Other employee benefits (Note 11) 354,299 405,128

127,250,645 119,529,967

District Equity

Investment in capital assets (Note 12) 250,987,083 226,964,051


District deficiency (Note 19) (64,964,351) (61,462,683)


186,022,732 165,501,368

\$313,273,377 \$285,031,335

Contingent Liabilities (Note 17)

On Behalf of the Board:

 Chairperson

 Treasurer

**Eastern School District
Non-Consolidated - Statement of Operations**

For the Year Ended June 30, 2011

2011

2010

Current Revenue (Schedule 1)

Provincial Government grants	\$398,756,229	\$382,250,924
Ancillary services	92,507	105,679
Miscellaneous	<u>235,919</u>	<u>161,656</u>
	<u>399,084,655</u>	<u>382,518,259</u>

Current Expenditures

Administration (Schedule 2)	7,566,893	7,609,906
Instruction (Schedule 3)	328,799,371	313,561,647
Operations and maintenance (Schedule 4)	38,247,801	36,587,626
Pupil transportation (Schedule 5)	22,616,147	22,260,828
Miscellaneous (Schedule 6)	183,500	176,943
Interest (Schedule 8A)	<u>117,146</u>	<u>164,045</u>

397,530,858 380,360,995

**Excess of revenue over expenditures before
undernoted items**

1,553,797 2,157,264

**Amortization of capital assets (Notes 1 and Schedule 7)
Transfer to capital**

(16,375,975) (14,673,442)
15,096,574 13,255,127

**Excess of revenue over expenditures before
teachers' severance**

274,396 738,949

Net change in teachers' severance liability (Note 2)

(3,776,064) (3,999,560)

**Excess of (expenditures over revenue)
revenue over expenditures**

\$ (3,501,668) \$ (3,260,611)

District deficiency, beginning of the year

\$ (61,462,683) \$ (58,202,072)

**Excess of (expenditures over revenue)
revenue over expenditures**

(3,501,668) (3,260,611)

District deficiency, end of the year (Note 19)

\$ (64,964,351) \$ (61,462,683)

**Eastern School District
Non-Consolidated - Statement of Cash Flows**

For the Year Ended June 30, 2011

2011

2010

OPERATING ACTIVITIES

Excess of (expenditures over revenue) revenue over expenditures	\$ (3,501,668)	\$ (3,260,611)
Items not affecting cash:		
Amortization of capital assets	16,375,975	14,673,442
Amortization of energy retrofit	33,970	35,137
Adjustment to carrying value of certain capital assets		130,892
Severance pay accrual	98,403	221,597
Teacher's severance liability	3,776,064	3,999,560
Other employee benefits liability	(50,829)	(33,469)
Short term investments	(18,797)	(2,077)
Accounts receivable	(1,105,423)	1,296,314
Prepaid expenses	(7,706)	(143,550)
Accounts payable and accrued liabilities	<u>2,779,919</u>	<u>(1,991,378)</u>
	<u>18,379,908</u>	<u>14,925,857</u>

INVESTING ACTIVITIES

Capital expenditures - net	(39,644,556)	(65,633,703)
Proceeds on disposal of capital assets		91,880
Change in investment in capital assets	<u>24,023,032</u>	<u>52,270,468</u>
	<u>(15,621,524)</u>	<u>(13,271,355)</u>

FINANCING ACTIVITIES

Proceeds from obligation under capital lease	105,374	146,900
Repayment of obligation under capital lease	(834,666)	(862,499)
Proceeds from long-term borrowings	648,655	
Repayment of long-term debt	<u>(662,224)</u>	<u>(816,981)</u>
	<u>(742,861)</u>	<u>(1,532,580)</u>

Change in cash resources 2,015,523 121,922

Cash, beginning of the year 17,701,400 17,579,478

Cash , end of the year \$ 19,716,923 \$ 17,701,400

Consist of:

Cash	\$ 14,366,925	\$ 12,449,803
Cash - restricted	<u>5,350,000</u>	<u>5,251,597</u>
	<u>\$ 19,716,925</u>	<u>\$ 17,701,400</u>

Supplementary cash flow information:

Interest paid	\$ 117,146	\$ 164,045
Interest paid - bussing loans	<u>64,976</u>	<u>66,896</u>
	<u>\$ 182,122</u>	<u>\$ 230,941</u>

**Eastern School District
Non-Consolidated - Statement of Changes in Capital Fund**

For the Year Ended June 30, 2011

2011

2010

70 Capital receipts

71 Proceeds from bank loans

013 Service vehicles	\$ 373,433	
014 Pupil transportation	263,635	
015 Other and capital lease	<u>105,374</u>	\$ <u>146,900</u>
	<u>742,442</u>	<u>146,900</u>

72 EIC grants

011 School construction and equipment	<u>38,739,498</u>	<u>65,103,971</u>
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74 Sale of capital assets - proceeds

011 Land and 012 buildings		64,411
014 Service vehicles		<u>27,469</u>
		<u>91,880</u>

75 Other capital revenues

013 Recoveries of expenditures (Bus Loan Principal)	<u>380,108</u>	<u>363,307</u>
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76 Transfer from (to) current fund

	(15,096,574)	(13,255,125)
Add: Amortization - adjustment to residuals and disposals		189,251
Add: Amortization of capital assets - non cash items	<u>16,375,975</u>	<u>14,673,442</u>
	<u>1,279,401</u>	<u>1,607,568</u>

\$ 41,141,449 \$ 67,313,626

80 Capital disbursements

81 Additions to capital assets

011 Land and sites	\$ 1,170,514	\$ 9,841
012 Buildings	37,568,983	65,426,736
013 Furniture and equipment - Schools	267,991	146,900
014 Furniture and equipment - other		22,421
015 Service vehicles	373,433	27,805
016 Pupil transportation	<u>263,635</u>	
	<u>39,644,556</u>	<u>65,633,703</u>

82 Principal repayment of long-term debt

012 Equipment	948,201	1,157,364
014 Energy Performance Contract	<u>548,692</u>	<u>522,559</u>
	<u>1,496,893</u>	<u>1,679,923</u>

\$ 41,141,449 \$ 67,313,626

For the Year Ended June 30, 2011

Nature of Operations

The Eastern School District is responsible for the operations and maintenance of all schools in the Eastern portion of the Province of Newfoundland and Labrador. The District was formed August 31, 2004 after the Government of Newfoundland and Labrador dissolved four previous boards known as Vista School District, Burin School District, Avalon West School District, and Avalon East School District.

1. Significant Accounting Policies

These financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of accounting policies summarized below:

Fund Accounting

The accompanying financial statements have been prepared on a fund accounting basis which is generally accepted for School Boards. Fund accounting can be defined as "accounting procedures in which a self balancing group of accounts is provided for each fund." It is customary for School Boards to account separately for the current and capital funds. These financial statements include both the current and capital funds on a combined basis.

Common Controlled Entities

These financial statements are prepared on a Non-Consolidated basis.

These financial statements do not include school based financial activities which would consist of revenues, expenses and net assets controlled by school administration.

The District currently exercises control over corporations known as the Eastern Education Foundation Inc. and Newfoundland International Student Exchange Program Inc.

The net assets of the Eastern Education Foundation Inc. as at December 31, 2010 were \$ 192,158 in accordance with the financial statements compiled by the Corporation. These amounts have not been consolidated with the Districts financial statements.

The net assets of the Newfoundland Student Exchange Program Inc. (NISEP) as at June 30, 2011 are recorded in note 10 (accounts payable) of these financial statements. Net funds generated from this Corporation are to be used for specific purposes and will be recognized as revenue in the District's financial statements when approved by the NISEP Management Committee. The NISEP Board has received a directive from the Government of Newfoundland and Labrador to wind up operations.

Revenue

The District's main source of funding is derived from the Government of Newfoundland and Labrador, Department of Education ("the Department"). The Department provides funding for operations, transportation, capital expenditures and teacher salaries and severance pay. Funding is included in revenue on the accrual basis and when the related expenditures have been incurred with the exception of funding for the teacher severance pay which is recorded when the severance is paid to employees (see note 2). Funding designated for specific purposes is deferred and included in revenue when the related expenditures have been incurred.

For the Year Ended June 30, 2011

1. Significant Accounting Policies (Cont'd)

Property, Plant and Equipment

Capital assets assumed by the District on August 31, 2004, as a result of legislation passed pursuant to the *Schools Act, 1997* and the *Education Act*, were recorded based on the Carrying Values shown on the audited financial statements of the predecessor entities.

Tangible capital assets are amortized using the straightline basis over their estimated useful lives, using the following rates:

Buildings	25-60 years
Furniture and equipment	10 years
Service vehicles	5 years
Buses	12 years
Miscellaneous	5 years

Consistent with provincial government accounting policies, the District capitalizes items purchased during the year that are in the excess of \$15,000.

Teachers' and Student Assistants' Payroll

The Government of Newfoundland and Labrador processes the payrolls and remits the source deductions directly to the appropriate agencies. The amounts recorded in the financial statements represent gross salaries and employee benefits as reported by the Department for the year.

Pension Costs

All permanent employees of the District are covered by pension plans administered by the Government of Newfoundland and Labrador. Contributions to these plans are required from both the employee and the District. Post retirement obligations to employees are the responsibility of the Government of Newfoundland and Labrador and, as such, the employer contributions for pensions and other retirement benefits are recognized in the accounts on a current basis.

Cash restricted - Other Employee Severance Pay Accrual

Consistent with government policy, the Board has in effect severance pay policies whereby employees are entitled to a severance payment upon leaving employment with the Board. Under these policies, a permanent employee who has nine (9) or more years of continuous service in the employ of the School Board is entitled to be paid on resignation, retirement, termination by reasons of disability, expiry of recall rights or, in the event of death, to the employee's estate, severance pay equal to the amount obtained by multiplying the number of combined years of continuous employment by the weekly salary to a maximum of twenty (20) weeks pay. The liability for severance pay has been accrued in the accounts for all employees who have a vested right to receive such payments.

The District records severance pay liability for employees other than teachers and has set aside sufficient funds to satisfy this liability in a separate bank account for this purpose.

Severance pay for teachers is paid directly to employees by the Department of Education.

Use of Accounting Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the reporting periods. Actual results could differ from those estimates.

Eastern School District
Notes to Non-Consolidated Financial Statements

For the Year Ended June 30, 2011

Long-Lived Assets

Long-lived assets are reviewed for impairment upon the occurrence of events or changes in circumstances indicating that the value of the assets may not be recoverable.

2. Teachers' Severance Pay Benefits

Pursuant to a directive issued by the Department during fiscal 1998, the District recorded the severance pay liability for teachers in the District. The *Schools Act, 1997* specifies that salaries and other compensation for teachers are the responsibility of the Department. The District received written approval from the Minister of Education for the deficit arising from the Department's requirement to record accrued teachers' severance.

The net change in the liability for the year ended is as follows:

	<u>2011</u>	<u>2010</u>
Balance, beginning of the year	\$ 60,270,499	\$ 56,270,939
Net increase, (decrease) for the period	<u>3,776,064</u>	<u>3,999,560</u>
Balance, end of the year	<u>\$ 64,046,563</u>	<u>\$ 60,270,499</u>

3. Bond Coverage

At balance sheet date, the Insurance Division of Treasury Board carried fidelity bond coverage covering District employees in the amount of \$300,000 per occurrence.

4. Cash

	<u>2011</u>	<u>2010</u>
112 Current bank account	\$ 14,339,631	\$ 11,909,866
114 Teachers' payroll bank account	23,738	536,701
117 Other	<u>3,556</u>	<u>3,236</u>
	<u>\$ 14,366,925</u>	<u>\$ 12,449,803</u>

5. Short Term Investments

	<u>2011</u>	<u>2010</u>
121 Term deposits - restricted	\$ 758,620	\$ 739,823
122 Marketable securities	<u>135,805</u>	<u>135,805</u>
	<u>\$ 894,425</u>	<u>\$ 875,628</u>

Term deposits relate to funds specifically allocated for educational purposes within the Province of Newfoundland and Labrador. These amounts are not intended for general operations of the District.

Eastern School District
Notes to Non-Consolidated Financial Statements

For the Year Ended June 30, 2011

6. Accounts Receivable	<u>2011</u>	<u>2010</u>
131 Provincial Government	\$ 2,423,962	\$ 1,991,594
138 Interest	20,766	9,077
139 Miscellaneous and travel advances	547,081	91,753
140 Goods and Service Tax Rebate	<u>459,682</u>	<u>253,644</u>
	<u>\$ 3,451,491</u>	<u>\$ 2,346,068</u>

7. Teachers' Vacation Pay

Pursuant to a directive issued by the Department during the fiscal year 2006, the District recorded the vacation pay liability for teachers in the District. The liability relates to teachers' salaries earned during the school year but not fully paid to teachers until subsequent to June 30. Accordingly, the District has recorded teachers' vacation pay receivable of \$ 38,226,517 at June 30, 2011, (2010 - \$ 36,366,539).

8. Prepaid Expenses

	<u>2011</u>	<u>2010</u>
141 Insurance	\$ 13,932	\$ 12,894
142 Municipal service fees	225,892	207,021
144 Other		
Workers' compensation	425,469	440,193
Other	<u>2,521</u>	<u> </u>
	<u>\$ 667,814</u>	<u>\$ 660,108</u>

9. Bank Indebtedness

The District had an authorized operating demand loan of \$4,000,000, bearing interest at Royal Bank prime less 0.65% which was unused as at June 30, 2011 and June 30, 2010. In accordance with the *Schools Act, 1997*, the operating demand loan was supported by a letter of approval to borrow provided by the Minister of Education.

10. Accounts Payable and Accrued Liabilities

	<u>2011</u>	<u>2010</u>
21 111 Trade payables	\$ 4,076,571	\$ 3,069,732
112 Accrued liabilities	387,947	278,213
114 Wages	591,526	460,154
115 Payroll deductions	191,936	154,441
117 Deferred grants	6,055,545	4,875,837
118 Other - Specify		
Vacation pay accrual	2,420,973	2,165,633
Eastern School District Trust Fund	613,684	599,227
Scholarship fund	127,875	128,680
N.I.S.E.P. due to a related corporation	<u>732,453</u>	<u>686,670</u>
	<u>\$ 15,198,510</u>	<u>\$ 12,418,587</u>

Eastern School District
Notes to Non-Consolidated Financial Statements

For the Year Ended June 30, 2011

13. Obligation Under Capital Leases

The District had entered into a capital lease with Royal Bank of Canada to finance its Energy Performance capital expenditures (EPC). The lease was for \$5,000,000 for 5 years including a purchase option of \$2,750,000 which expired May 2008. During June 2008, the purchase option was refinanced for a period of 5 years with a purchase option of \$1.

The District also entered into capital leases with the Royal Bank of Canada for various equipment purchases. The principal balance outstanding as at June 30, 2011 was \$530,574 with a purchase option of \$1.

Future minimum payments under these capital leases is as follows for the year ending in:

	<u>Risographs</u>	<u>EPC</u>	<u>Copiers & Laptops</u>	<u>Total</u>
2012	\$ 40,495	\$ 618,568	\$ 243,470	\$ 902,533
2013	40,205	567,021	142,189	749,415
2014			50,376	50,376
2015			47,007	47,007
	80,700	1,185,589	483,042	1,749,331
Less: amount representing interest	<u>4,312</u>	<u>56,057</u>	<u>28,856</u>	<u>89,225</u>
	76,388	1,129,532	454,186	1,660,106
Less: current portion	<u>37,326</u>	<u>576,133</u>	<u>226,791</u>	<u>840,250</u>
	<u>\$ 39,062</u>	<u>\$ 553,399</u>	<u>\$ 227,395</u>	<u>\$ 819,856</u>

Interest has been imputed at a rate of 4.89% for the EPC.

Interest has been imputed at various rates for the other leases.

14. Lease Commitments

The District has entered a new three year premises lease effective June 1, 2010 for the following annual amounts, before HST: year 1 - \$644,279; year 2 - \$666,925 and year 3 - \$689,571.

Furthermore, the District is committed under the terms of various operating leases to make payments in the next four years approximately as follows:

2012	\$ 58,326
2013	\$ 58,326
2014	\$ 45,963
2015	\$ 21,239

15. Financial Instruments

The District's financial instruments consist of cash, short-term investments, accounts receivable, accounts payable, employee severance payables, employee benefits payable and long term obligations. It is management's opinion that the District is not exposed to significant interest rate risk, currency or credit risks arising from these financial statements.

The carrying value of the Districts financial instruments, with the exception of long-term receivables, approximate fair values due to the short-term maturity and normal credit terms of those instruments. The long-term receivables balance does not approximate fair value as it is non-interest bearing.

Eastern School District
Notes to Non-Consolidated Financial Statements

For the Year Ended June 30, 2011

16. Insurance Subsidy

The cost of insuring school properties is incurred by the Provincial Government and no amount has been recorded in these accounts to reflect this cost.

17. Contingent Liabilities

Site restoration and remediation costs associated with school properties under the District are charged to operations as incurred. Estimated future site restoration and remediation costs have not been accrued in these financial statements since the obligation, if any, is presently not determinable. Such costs are normally funded by the Province.

The Board has a potential liability for accumulated sick leave to its employees in the amount of \$14,246,827. This amount has not been included in the financial statements. The amount is calculated based on Board policy and on an interpretation of the agreement with unionized employees. Any payments to employees for sick leave is expensed in the period such payments are incurred.

18. Comparative Figures

Certain of the 2010 amounts have been reclassified to conform with the financial statement presentation adopted for 2011.

19. District Deficiency

The School District has an accumulated operating deficit of \$ 64,964,351 , consisting primarily of the teacher's severance pay accrual of \$ 64,046,563 , as required by the Provincial Government and as explained in notes 1 and 2.

	<u>2011</u>	<u>2010</u>
Deficit per Statement of Financial Position	\$ 64,964,351	\$ 61,462,683
Less: Teacher's Severance Pay Accrual	<u>(64,046,563)</u>	<u>(60,270,499)</u>
Net Accumulated Operating Deficit Position	<u>\$ 917,788</u>	<u>\$ 1,192,184</u>

Eastern School District
 Schedule 1
 Current Revenues

For the Year Ended June 30, 2011

2011

2010

Current Revenues

32 010 Provincial Government Grants

011 Regular operating grants	\$ 58,506,446	\$ 56,771,699
017 Directors, Assistant Directors and Senior Education Officers salaries and benefits	3,147,345	3,249,053
021 Teachers salaries and benefits	305,855,247	291,671,698
Student assistants salaries and benefits	8,829,484	8,361,603
031 Board owned pupil transportation	3,474,249	3,256,973
032 Contracted pupil transportation	16,277,269	16,233,867
033 Special needs pupil transportation	<u>2,666,189</u>	<u>2,706,031</u>

398,756,229 382,250,924

34 010 Ancillary Services

021 Revenues from rental of Schools and facilities	<u>92,507</u>	<u>105,679</u>
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35 010 Miscellaneous

011 Income on investments and bank	228,801	63,896
081 Special projects - net proceeds (expenses)	(36,603)	
092 Other		
Summer and night school fees - net revenues (expenses)	(6,617)	(16,147)
Sundry revenues	<u>50,338</u>	<u>113,907</u>
	<u>235,919</u>	<u>161,656</u>

Total Current Revenues

\$399,084,655 \$382,518,259

Eastern School District
Schedule 2
Administration Expenditures

For the Year Ended June 30, 2011

2011

2010

011 Directors, Assistant Directors and Senior Education Officers salaries and benefits	\$ 3,147,345	\$ 3,249,053
012 Board office personnel salaries and benefits	2,659,911	2,613,121
013 Office supplies	102,935	100,749
014 Replacement furniture and equipment	32,966	19,273
015 Postage	32,907	25,462
016 Telephone	150,650	173,384
017 Office equipment rentals and repairs	15,341	18,028
018 Bank charges	305	632
019 Electricity	72,720	81,605
023 Repairs and maintenance	5,980	11,477
024 Travel	51,899	93,220
025 Board meeting expenses	150,270	132,361
026 Election expenses		108,795
027 Professional fees	185,616	111,939
028 Advertising and public relations	60,392	68,360
029 Membership dues	144,278	149,148
031 Municipal service fees	8,457	11,450
032 Rental of office space	733,172	621,666
034 Professional development and meetings	<u>11,749</u>	<u>20,183</u>
 Total Administration expenditures	 \$ <u>7,566,893</u>	 \$ <u>7,609,906</u>

**Eastern School District
Schedule 3
Instruction Expenditures**

For the Year Ended June 30, 2011

2011

2010

52 010 Instructional Salaries

011 Regular Teachers	\$256,215,536	\$243,976,311
012 Substitute Teachers	12,183,487	12,236,328
013 Board paid staff	700,938	695,668
015 Employee benefits - teachers	37,435,807	35,459,279
016 School secretaries - salaries and benefits	5,599,871	5,174,486
018 Other		
Salaries and benefits - IT staff	1,250,780	1,188,263
Salaries and benefits - program assistants	79,489	65,171
Salaries and benefits - student assistants	<u>8,829,484</u>	<u>8,361,603</u>

322,295,392 307,157,109

52 040 Instructional Materials

041 General supplies	5,669,798	5,481,124
043 Teaching aids and library resource materials	<u>77,913</u>	<u>175,878</u>

5,747,711 5,657,002

52 060 Instructional Furniture and Equipment

061 Replacement	<u>40,668</u>	<u>48,510</u>
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50 080 Instructional Staff Travel

080 IT Travel	72,114	80,486
081 Program co-ordinators	437,996	459,558
082 Teachers' travel	47,581	36,533
083 Inservice and conferences	<u>116,104</u>	<u>90,099</u>

673,795 666,676

52 090 Other Instructional Costs

091 Postage and stationary	<u>41,805</u>	<u>32,350</u>
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Total instruction expenditures \$328,799,371 \$313,561,647

Eastern School District
Schedule 4
Operations and Maintenance Expenditures

For the Year Ended June 30, 2011	2011	2010
Salaries and benefits		
011 Janitorial	\$ 14,657,639	\$ 13,911,002
012 Maintenance	3,163,989	3,155,307
014 Electricity	6,590,245	6,306,880
015 Fuel	1,972,743	1,826,627
016 Municipal service fee	1,167,855	1,120,103
017 Telephone	1,702,826	1,582,596
018 Vehicle operating and travel	467,829	401,368
019 Janitorial supplies	848,444	866,051
021 Janitorial equipment	78,027	73,315
022 Repairs and maintenance - buildings (Fund 1)	2,787,960	3,859,699
023 Repairs and maintenance - buildings (Fund 2)	2,971,450	1,691,171
024 Equipment maintenance	18,705	20,299
025 Snow clearing	<u>1,820,089</u>	<u>1,773,208</u>
Total Operations and Maintenance expenditures	<u>\$ 38,247,801</u>	<u>\$ 36,587,626</u>

**Eastern School District
Schedule 5
Pupil Transportation Expenditures**

For the Year Ended June 30, 2011

	<u>2011</u>	<u>2010</u>
54 010 Operation and Maintenance of Board Owned Fleet		
Salaries and Benefits		
011 Administration	\$ 141,462	\$ 135,145
012 Drivers and Mechanics	1,868,523	1,762,548
013 Payroll Tax	33,691	31,695
014 Debt Repayment- Interest	64,976	66,896
015 Principal	380,108	363,307
017 Gas and oil	439,944	386,316
018 Licenses	29,184	30,821
019 Insurance	36,841	33,827
021 Repairs and Maintenance - Fleet	280,962	262,456
022 Building	22,914	18,496
023 Tires and Tubes	45,586	46,099
024 Heat and Light	8,894	8,622
026 Snow Clearing	9,471	9,453
027 Office Supplies	11,447	6,264
028 Rent	20,467	
029 Travel	2,580	1,327
031 Professional Fees		640
032 Miscellaneous	50,660	52,533
033 Telephone	46,533	43,875
	<u>3,494,243</u>	<u>3,260,320</u>
54 040 Contracted Services		
041 Regular transportation	16,190,396	16,156,547
042 Handicapped	2,666,189	2,706,031
047 Salaries	239,628	130,012
048 Travel		6,000
050 Non funded equipment and expenses	7,070	1,918
051 Professional fees	18,621	
	<u>18,621</u>	<u>1,918</u>
Total Pupil Transportation expenditures	<u>\$ 22,616,147</u>	<u>\$ 22,260,828</u>

Eastern School District
Schedule 6
Miscellaneous Expenses

For the Year Ended June 30, 2011

2011

2010

Miscellaneous Expenses:

57 011 Bad debt expense	\$ 188,869	\$ 159,185
Other miscellaneous expenditures	<u>5,369</u>	<u>17,758</u>
Total Miscellaneous expenditures	<u>\$ 183,500</u>	<u>\$ 176,943</u>

**Eastern School District
Schedule 7
Capital Assets**

For the Year Ended June 30, 2011

	Cost June 30, 2011	Accumulated Amortization 2011	NBV June 30, 2011	NBV June 30, 2010
12 210 Land and Sites	\$ 9,241,975		\$ 9,241,975	\$ 8,071,461
12 220 Buildings				
221 Schools	401,425,318	\$ 167,121,036	234,304,282	209,187,456
222 Administration	5,590,942	2,232,498	3,358,444	3,436,963
223 Residential	10,000	1,200	8,800	9,000
225 Other	452,854	418,338	34,516	37,644
	<u>407,479,114</u>	<u>169,773,072</u>	<u>237,706,042</u>	<u>212,671,063</u>
12 230 Furniture and Equip.				
231 Schools	31,715,324	30,378,128	1,337,196	4,407,130
232 Administration	3,173,731	3,173,731		
233 Residential	850	850		31
235 Other	27,648	27,648		995
	<u>34,917,553</u>	<u>33,580,357</u>	<u>1,337,196</u>	<u>4,408,156</u>
12 240 Vehicles				
241 Service vehicles	1,019,556	475,747	543,809	296,503
12 250 Pupil Transportation				
252 Building Vehicles	152,886	27,501	125,385	126,443
253 Buses	4,820,092	3,496,459	1,323,633	1,427,436
254 Service	59,383	44,538	14,845	22,268
	<u>5,032,361</u>	<u>3,568,498</u>	<u>1,463,863</u>	<u>1,576,147</u>
12 260 Misc. Capital Assets				
Computers	894,464	894,464		
Tools	18,161	18,161		
Water lines	29,151	5,831	23,320	24,292
	<u>941,776</u>	<u>6,752,759</u>	<u>23,320</u>	<u>24,292</u>
Subtotal	458,632,335	208,316,130	250,316,205	227,047,622
Energy retrofit	5,834,303	5,834,303		33,970
Total Capital Assets	<u>\$ 464,466,638</u>	<u>\$ 214,150,433</u>	<u>\$ 250,316,205</u>	<u>\$ 227,081,592</u>

**Eastern School District
Schedule 7A
Details of Capital Assets - Additions and Disposals**

For the Year Ended June 30, 2011

	Cost June 30, 2010	Additions 2011	Disposals 2011	Cost June 30, 2011
12 210 Land and Sites	\$ 8,071,461	\$ 1,170,514		\$ 9,241,975
12 220 Buildings				
221 Schools	363,856,335	37,568,983		401,425,318
222 Administration	5,590,942			5,590,942
223 Residential	10,000			10,000
225 Other	452,854			452,854
	<u>369,910,131</u>	<u>37,568,983</u>		<u>407,479,114</u>
12 230 Furniture and Equip.				
231 Schools	31,447,333	267,991		31,715,324
232 Administration	3,173,731			3,173,731
233 Residential	850			850
235 Other	27,648			27,648
	<u>34,649,562</u>	<u>267,991</u>		<u>34,917,553</u>
12 240 Vehicles				
241 Service vehicles	646,123	373,433		1,019,556
12 250 Pupil Transportation				
252 Building	152,886			152,886
Vehicles				
253 Buses	5,030,070	263,635	\$ (473,613)	4,820,092
254 Service	59,383			59,383
	<u>5,242,339</u>	<u>263,635</u>	<u>(473,613)</u>	<u>5,032,361</u>
12 260 Misc. Capital Assets				
Computers	894,464			894,464
Tools	18,161			18,161
Water lines	29,151			29,151
	<u>941,776</u>			<u>941,776</u>
Subtotal	419,461,392	39,644,556	(473,613)	458,632,335
Energy retrofit	5,834,303			5,834,303
Total Capital Assets	<u>\$ 425,295,695</u>	<u>\$ 39,644,556</u>	<u>\$ (473,613)</u>	<u>\$ 464,466,638</u>

**Eastern School District
Schedule 7B
Details of Capital Assets - Amortization**

For the Year Ended June 30, 2011

	Accumulated Amortization 2010	Amortization 2011	Amortization on disposals 2011	Net Amortization 2011	Accumulated Amortization 2011
12 220 Buildings					
221 Schools	\$ 154,668,879	\$ 12,452,157		\$ 12,452,157	\$ 167,121,036
222 Administration	2,153,978	78,520		78,520	2,232,498
223 Residential	1,000	200		200	1,200
225 Other	415,210	3,128		3,128	418,338
	<u>157,239,067</u>	<u>12,534,005</u>		<u>12,534,005</u>	<u>169,773,072</u>
12 230 Furniture and Equip.					
231 Schools	27,040,202	3,337,926		3,337,926	30,378,128
232 Administration	3,173,731				3,173,731
233 Residential	819	31		31	850
235 Other	26,653	995		995	27,648
	<u>30,241,405</u>	<u>3,338,952</u>		<u>3,338,952</u>	<u>33,580,357</u>
12 240 Vehicles					
241 Service vehicles	349,620	126,127		126,127	475,747
12 250 Pupil Transportation					
252 Building	26,443	1,058		1,058	27,501
Vehicles					
253 Buses	3,602,634	367,438	\$ (473,613)	(106,175)	3,496,459
254 Service	37,115	7,423		7,423	44,538
	<u>3,666,192</u>	<u>375,919</u>	<u>(473,613)</u>	<u>(97,694)</u>	<u>3,568,498</u>
12 260 Misc. Capital Assets					
Computers	894,464				894,464
Tools	18,161				18,161
Water lines	4,859	972		972	5,831
	<u>917,484</u>	<u>972</u>		<u>972</u>	<u>918,456</u>
Subtotal	192,413,768	16,375,975	(473,613)	15,902,362	208,316,130
Energy retrofit	5,800,333	33,970		33,970	5,834,303
Total Capital Assets	<u>\$ 198,214,101</u>	<u>\$ 16,409,945</u>	<u>\$ (473,613)</u>	<u>\$ 15,936,332</u>	<u>\$ 214,150,433</u>

Writedown of Values:

Current year amortization for various schools includes an adjustment to residual values resulting in an additional writedown of values totalling \$ 1,797,000.

**Eastern School District
Schedule 8
Long-Term Debt**

For the Year Ended June 30, 2011

2011

2010

211 Bank Loans

<u>Monthly Blended Payment</u>	<u>Interest Rate</u>	<u>Maturity Date</u>		
\$ 430	Prime + 2%	2011		\$ 130,186
\$ 9,443	Prime + 2%	2012	\$ 358,860	472,158
\$ 3,549	5.46%	2013	51,336	89,969
\$ 6,936	3.10%	2016	<u>385,020</u>	
Total Bank loans			795,216	692,313
215 Less: current maturities			<u>113,318</u>	<u>113,317</u>
Total Bank loans (other than vehicle loans)			<u>681,898</u>	<u>578,996</u>

Certain loans are secured by a first charge over specific vehicles.

221 Pupil Transportation Vehicle Bank Loans

<u>Monthly Blended Payment</u>	<u>Interest Rate</u>	<u>Maturity Date</u>		
\$ 430	Prime + 2%	2011		5,186
\$ 4,169	Prime + 2%	2012	45,886	95,882
\$ 2,019	Prime + 2%	2012	14,130	38,352
\$ 5,744	Prime + 2%	2013	255,820	307,851
\$ 4,320	5.046%	2017	317,051	351,932
\$ 3,910	Prime + 2%	2016	187,700	234,625
\$ 4,336	Prime + 2%	2016	144,164	213,091
\$ 1,095	Prime + 2%	2014	39,425	52,566
\$ 1,679	Prime + 2%	2014	67,169	87,320
\$ 521	Prime + 2%	2012	1,440	7,692
\$ 521	Prime + 2%	2013	10,941	17,195
\$ 4,393	4.55%	2015	285,438	324,214
\$ 2,256	3.59%	2022	<u>250,270</u>	
Total Pupil Transportation Vehicle Bank Loans			1,619,434	1,735,906
223 Less: current maturities			<u>386,913</u>	<u>535,567</u>
Total Pupil Transportation Vehicle Bank Loan			<u>1,232,521</u>	<u>1,200,339</u>
Total Long-Term Debt			<u>\$ 1,914,419</u>	<u>\$ 1,779,335</u>

**Eastern School District
Schedule 8A
Details of Long-Term Debt, Current Maturities and
Interest Expense**

For the Year Ended June 30, 2011

Long-Term Debt

Description	Balance Beginning of Year	Loans Obtained During Year	Principal Repayment for Year	Balance End of Year
Equipment	\$ 692,313	\$ 385,020	\$ 282,117	\$ 795,216
Transportation	<u>1,735,906</u>	<u>263,635</u>	<u>380,107</u>	<u>1,619,434</u>
Total Loans	<u>\$ 2,428,219</u>	<u>\$ 648,655</u>	<u>\$ 662,224</u>	<u>\$ 2,414,650</u>

Current Maturities

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Equipment	\$ 113,318	\$ 113,318	\$ 113,318	18,887	
Pupil Transportation	<u>386,913</u>	<u>298,446</u>	<u>217,253</u>	<u>194,836</u>	<u>\$ 141,224</u>
Total loans	<u>\$ 500,231</u>	<u>\$ 411,764</u>	<u>\$ 330,571</u>	<u>\$ 213,723</u>	<u>\$ 141,224</u>

Interest Expense

	<u>2011</u>	<u>2010</u>
Equipment	\$ 28,927	\$ 38,286
Service vehicles	3,955	6,003
Energy management - capital lease	<u>84,264</u>	<u>119,756</u>
Total expense	<u>\$ 117,146</u>	<u>\$ 164,045</u>

Note: Interest expense related to bank loans for pupil transportation vehicles of \$64,976 (2010 - \$66,896) is included with Pupil Transportation Expenditures on schedule 5.

“There are only two lasting bequests we can hope to give our children.
One is roots; the other, wings”. - Hodding Carter



2010-2011 Eastern School District Annual Report



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